

POMS CHRONICLE

FIRST ISSUE 2015

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Upcoming Annual Conference

**POMS 2016 - Twenty Seventh Conference
Orlando, Florida, USA, May 6–9, 2016**

*“Innovative Operations in an Information and
Analytics Driven Economy”*

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Asoo J. Vakharia, POMS President

McClatchy Professor
Warrington College of Business
University of Florida, Gainesville, FL, USA

I have the distinct honor to serve as President of the Production & Operations Management Society (POMS) following eminent scholars such as Chris Tang, Suresh Sethi, Luk Van Wassenhove, Marshall Fisher, Hau Lee, Cheryl Gaimon, and others. Having been a POMS member since 1989 (when the Society was founded by Kalyan Singhal) and also attending the first POMS Conference in Washington, D.C. in 1990, it is particularly gratifying to see how POMS has grown and flourished.

Due to the dedicated service and substantive efforts of Kalyan Singhal (Editor-in-Chief), the flagship publication of POMS, the Production and Operations Management Journal is included as one of the top 20 Business Week and top 45 Financial Times business publications. At this time, the top journals in Operations Management are Management Science, Operations Research, Manufacturing & Service Operations Management, and the Production and Operations Management Journal.

At this time, POMS has approximately 2,000 members and the 2015 Washington D.C. meeting was attended by over 1,400 participants. Looking ahead, we have received over 2,000 abstracts for presentation at the upcoming 2016 Orlando, Florida meeting (compared to 1,733 for the 2015 Washington D.C. meeting)! In order to manage this growth more effectively and continue to provide outstanding service, the POMS Board has undertaken initiatives to streamline membership services, national conferences, technology/communications and other related aspects. Over and above these operational changes, longer-term initiatives are being pursued under the leadership of Professor Martin Starr who was recently appointed as the Director of Strategic Planning by the POMS Board. Finally, POMS is also increasing its focus on international outreach through conference collaborations and the creation of regional POMS Chapters.

In closing, I would like to make a personal request. One of the key reasons for our success is the selfless nature of those who work in making it successful. These are the volunteers who strongly believe in the mission of POMS and it is clear without this group of individuals POMS would not be where we are today. So I would urge each of you to find a mechanism by which you can contribute to POMS and there are several – the POMS Board, the POMS Colleges, the POM Journal, the POMS Chap-

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 to serve as a medium of communication and
 to provide a forum for dialogue among its members.

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Electronic copies of current and past issues of
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POMS Orlando, May 6-9, 2016

FROM THE EDITORS



Karthik Ramachandran
POMS Chronicle Co-Editor

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At the close of another productive year for the Production and Operations Management Society, we bring to you a new issue of the *POMS Chronicle* in which you will find interviews of our recently inducted POMS Fellows and activity reports from several of our colleges. The POMS Fellow award is the most prestigious distinction given by our society. In this issue, Professor George Shanthikumar, inducted in 2014, and Professors Vinod Singhal and Jay Swaminathan, inducted in 2015, share their views on the future of the field and provide insights and lessons learned throughout their exemplary careers. A common thread running across all three of the new Fellows is the relevance of their research to practice and their exceptional ability to develop new theories and methods to benefit real operations.

As you continue reading, you will learn about several significant achievements within POMS colleges through publications, mini-conferences, awards and other activities. For example, the College of Behavior in Operations Management announces in this issue the publication of the Handbook of Behavioral Operations Management, a textbook that provides among other things many games on operations and supply chain management that can be used in teaching and research. The College of Supply Chain management continues to be, by a wide margin, the largest college in terms of enrollment with close to 700 members. Sustainable Operations is another popular college. As more work is done in this important area, Socially Responsible Operations and Energy and Natural Resources have emerged as new domains of research and will be featured as separate tracks at the next conference. But there is much more. Keep reading!

We are delighted with the opportunity to serve as editors for the *POMS Chronicle*. In addition to chronicling the accomplishments of the Society, we want the *Chronicle* to be a forum to share ideas about what to do next to develop our Society and promote our discipline. This issue is a modest attempt in that direction, and we hope to do more in the future. Please, stay tuned, and feel free to contact us with your thoughts and ideas.

We wish you Happy Holidays and a New Year filled with prosperity and success and look forward to seeing you at the next conference!

Karthik and François

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ters, and the POMS Conferences – to name a few. If you have an interest to contribute to POMS on any dimension, please let me know and I will do what I can to facilitate the process.

Upcoming International Conferences

Seventh POMS-HK International Conference
January 9-10, 2016, University of Macau, China



**International Conference on E-Business
and Supply Chain Competitiveness**
February 12-14, 2016, IIT Kharagpur, India



**5th World Conference on Production and
Operations Management (POMS-EUROMA-JOMSA)**
September 6-10, 2016, Havana, Cuba



2014 POMS FELLOW: GEORGE SHANTHIKUMAR



J, George Shanthikumar
Krannert School of Management
Purdue University

J. George Shanthikumar joined the Krannert School as the Richard E. Dauch Chair in Manufacturing and Operations Management in 2009.

Before joining Purdue, he was a Chancellor's Professor of Industrial Engineering and Operations Research at the University of California, Berkeley, CA. He received the B. Sc. degree in mechanical engineering from the University of Sri Lanka, Peradeniya, and the M.A. Sc. and Ph. D. degrees in industrial engineering from the University of Toronto, Toronto, Canada.

His research interests are in integrated inter-disciplinary decision making, model uncertainty & learning, production systems modeling and analysis, queueing theory, reliability, scheduling, semiconductor yield management, simulation, stochastic processes, and sustainable supply chain management. He has written or written jointly over 300 papers on these topics. He is a coauthor (with John A. Buzacott) of the book *Stochastic Models of Manufacturing Systems* and a coauthor (with Moshe Shaked) of the book *Stochastic Orders and Their Applications* and the book *Stochastic Orders*.

He is a member of the editorial advisory boards of *Asia-Pacific Journal of Operations Research* and *IEEE Transactions on Automation Sciences and Engineering*, is an area editor for *Journal of the Production and Operations Management Society* and an associate editor of *Probability in the Engineering and Informational Sciences*. He was a member of the editorial advisory board of *Journal of the Production and Operations Management Society*, was a co-editor of *Flexible Services & Manufacturing Journal*, area editor for *Operations Research Letters* and was an associate editor for *IIE Transactions*, *International Journal of Flexible Manufacturing Systems*, *Journal of Discrete Event Dynamic Systems*, *Operations Research*, *OPSEARCH*, and *Queueing Systems: Theory and Applications*.

Dr. Shanthikumar has extensively consulted for various companies like Applied Materials (AMAT), Bellcore, IBM, KLA-Tencor, NTT (Japan), Intel, Intermolecular, ReelSolar, Safeway, and Southern Pacific Railways and through KLA-Tencor worked on Joint Development Projects for AMD, IBM, Intel, LSI, Motorola, TI, Toshiba, Fujitsu, TSMC and UMC. He is an advisory consultant for Sensor Analytics and a member of the technical advisory board of Inter Molecular Inc. and Reel Solar, Inc.

Dr. Shanthikumar has helped KLA-Tencor to successfully transform itself from an engineering inspection tool company to in-process inline inspection and process control company. He developed sample planning methods and fab-level capacity modeling to allow accurate quantification of return on investment of inspection tools. His research convinced, Intel, a major client of KLA-Tencor, to change its strategic thinking regarding the use of inline inspections. This led to a paradigm shift of monitoring reduction to smart monitoring to achieve lower cost. His work resulted in several major patents for yield prediction and tool matching/qualification. The SK-index, named after Dr.

Shanthikumar, is used by fab engineers in matching and qualifying the tools for the customers.

Dr. Shanthikumar developed a data-driven production planning tool for Intel. Through this data-driven model, he discovered several shop-floor level coordination between manufacturing and maintenance, which helped to significantly improve the working process performance. This study also led to a new theory in stochastic models that inspires a new stream of academic research.

Karthik Ramachandran, POMS Chronical Editor, interviews George following his nomination as 2014 POMS Fellow.

Karthik Ramachandran: Congratulations on being elected as a POMS Fellow. Can you share with us how you feel about this nomination?

George Shanthikumar: I feel very much honored and am very excited. As you may know, John Buzacott and I worked with Kalyan Singhal to edit the very first issue of the POM journal. From the very beginning, I have always believed in our journal and society. I am very happy to see the directions we are going and how our society has grown to be more and more influential in our field with the leadership of Kalyan Singhal, Sushil Gupta and Marty Starr. Being a life time member of the society, I am really proud to become a POMS fellow. It is indeed a great honor to be in a group with pioneers of our field such as John Buzacott, Suresh Sethi, Marty Starr, Joe Thomas, to name a few.

K.R.: We know the highlights of your career. Are there any particular instances (projects, papers, events, etc.) that you would like to recall as your personal highlights?

G.S.: I know I leave an impression that my work is highly technical. But the fact is I spent more time working with practitioners to solve real world problems than writing papers. As an academic, I always enjoy building models and finding solutions. More than twenty years ago, I was working for a company on capacity planning for inspection in semiconductor manufacturing. It was a waking-up call for me that for the first time I realized that the elegant model I had was not applicable! I consider this as my most successful failure because this experience enticed me to spend over the following 15 years working primarily with industry folks in the Bay Area to understand the gap between our academic development and the need from the practice. After building and implementing many models in various companies, I concluded that our academic research need a paradigm shift and we need more advanced theories to be more relevant to practice. That is when I decided to come back to focus more on academic research to make fundamental developments on our way of modeling thinking.

K.R.: What is your opinion about the future of our field? Is there anything we should change or try to maintain/improve?

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2015 POMS FELLOWS: VINOD SINGHAL & JAYASHANKAR SWAMINATHAN



Vinod Singhal
Dunn Family Professor in Operations Management at the Scheller College of Business
Georgia Institute of Technology

Vinod Singhal is a Professor of Operations Management at the Scheller College of Business at Georgia Institute of Technology. He is the Area Coordinator of Operations Management, and the Associate Director for the Center for Paper Business and Industry Studies, an industry center funded by the Sloan Foundation.

Prior to joining Georgia Tech in 1989, he worked for three years as a Senior Research Scientist at General Motors Research Labs.

Vinod's teaching interests include operations strategy, total quality management, supply chain management, management science, and decision analysis. His research has focused on the impact of operating decisions on accounting and stock market based performance measures.

His research has been supported through grants from the US Department of Labor, National Science Foundation, the American Society of Quality, and the Sloan Foundation. He has published extensively in academic and practitioner publications and presented his research at many practitioner conferences and universities. His research has been extensively cited in the media including Business Week, The Economist, Fortune, Smart Money, CFO Europe, Financial Times and Daily Telegraph..

Vinod is a departmental editor of Production and Operations Management, Associate Editor of Management Science and Manufacturing and Service Operations Management, and member of the editorial boards of IEEE Transactions, and the Quality Management Journal. He has served on the Board of Examiners of the Georgia Oglethorpe Award, Bell South's President Quality Award, and the Baldrige Board of Examiners.

Vinod holds a Ph.D. in Operations Management and a M.S. in Operations Research from the University of Rochester, and an MBA from the Indian Institute of Management.

Interview of POMS Fellow Vinod Singhal by Karthik Ramchandran.

Karthik Ramchandran: Congratulations on being elected as a POMS Fellow. Can you share with us how you feel about this nomination?

Vinod Singhal: I am very happy and delighted on being elected as a POMS fellow. Being recognized by a select group of my peers, some of whom are my role models, is a big honor. I will always remember and cherish this honor.

K.R.: Can you highlight some formative experiences you had as a scholar in Operations Management?



Jayashankar M. Swaminathan
GlaxoSmithKline Distinguished Professor of Operations Management and Associate Dean
Kenan-Flagler Business School
UNC Chapel-Hill

Jayashankar (Jay) Swaminathan is the GlaxoSmithKline Distinguished Professor of Operations and associate dean of both the Global OneMBA and UNC-Tsinghua EMBA Dual Degree Programs. He also is faculty director of the Global Business Center at UNC Kenan-Flagler.

He is an internationally recognized thought leader in innovations and productivity improvements related to global operations and supply chain management. His areas of expertise include global health operations, supply chain management, global execution models, emerging markets, retailing, sustainable enterprise, operations management and e-commerce. He teaches courses in global operations, global supply chain strategy and management, and doing business in India.

Dr. Swaminathan has published dozens of articles in leading academic journals and is author of Indian Economic Superpower: Fiction or Future? He has received numerous awards, including the NSF Career Award, George Nicholson Prize, Schwabacher Fellowship and Weatherspoon Distinguished research and teaching awards. He was principal investigator on grants from the National Science Foundation, Obama-Singh Knowledge Initiative and U.S. Department of Education.

He has consulted with a number of firms over the last two decades, including AGCO, Agilent, CEMEX, Cisco, IBM, Kaiser, McKinsey, Nokia, Public Health Institute, Railinc, Samsung, Sara Lee, Schaeffler Group, TVS Motors, UNICEF and the U.S. Navy. His work with UNICEF led to major changes in the global supply chain planning and execution for Plumpy'Nut (RUTF) into Africa. His work to configure-to-order assembly using vanilla boxes impacted the electronics industry in the 1990s.

A sought after expert speaker, his insights have appeared in media outlets including the Financial Times and Businessweek.

Dr. Swaminathan has held several leadership positions at UNC Kenan-Flagler in the past, including senior associate dean of academic affairs and chair of the operations area.

He is a fellow of the Academic Leadership Program in the Institute of Arts and Humanities at UNC and a member of the Academic Advisory Council at Deloitte LLP. He served as vice president of INFORMS and president of POMS College of Supply Chain Management.

He received his PhD and master's in industrial administration from GSIA (now Tepper) at Carnegie Mellon University and his bachelor's degree in computer science and engineering from the Indian Institute of Technology, Delhi.

INTERVIEWS WITH POMS FELLOWS GEORGE SHANTHIKUMAR & VINOD SINGHAL (CONT'D)

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George Shanthikumar: I think our society cannot advance without being relevant to practice. I am happy to see that in recent years, more and more researchers have recognized the importance of being relevant and strived to go toward this direction. However, I do not agree with the opinion that being practical means we should run away from theoretical work. We have developed many beautiful theories in the past, but they are not sufficient. From my experience in industry over the last decade, what I see is that we are in urgent need for fundamental developments on new theories to allow us to address the problems in practice and make us relevant. My desire to come back to fully academic research after being a consultant for over a decade is to advance the theory in two particular areas: (i) frontier analytics and (ii) prescriptive empirical research. And I am really glad that POMS has provided me the home to achieve this goal.

K.R.: Looking back, is there any advice you'd like to share with PhD students or junior faculty who want to do impactful research?

G.S.: Our Ph.D. students are trained to learn the theories and apply them to specific problems. I know one question may have bothered many of our students as well as junior faculty: Would any manager in a company ever care about the results from my research? Yes, many of the things we are trained do not seem to directly apply in practice. While the existing theory allows us to build intuitions and master the fundamental skills, blindly applying them to practical problems would often times lead to unreasonable outcomes. When facing a real problem, one has to be faithful to reality and be smart about how to apply the fundamental knowledge. Sometimes, this process leads to development of new theory, which advances our field. For example, my current consulting project aims at helping a company to improve the high throughput material and process discovery process. The company is facing scheduling problems because of limited capacity. While exploring the objective of the scheduling problem, I discovered that a clear understanding of the development process and its interaction with the utilization of the capacity is important. Thus, a mere scheduling solution, which was what they asked for, would work but would not resolve the root cause of the problem. Instead, a new model that captures the relationship between scheduling and the development process would be more valuable. Of course, such a model imposes challenges and analysis of it would require new understanding of the theory. Particularly, I needed to develop a learning algorithm under model uncertainty. After being presented with the approach of development-driven scheduling, the CEO was very much convinced that the model would generate a great benefit to the company. My point is that our students need to have a thorough training on basic theory and analysis, which would provide them the basics to solve real problem most efficiently. At the same time, we also need to train our students to be open minded and exploring without being constraint by the existing theory.

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V.S.: I joined the Ph.D program at the University of Rochester in 1982. In my second year, I was running short of credits that I had to take to meet the minimum requirements for foreign students. My advisor Uday Karmarkar (currently at UCLA Anderson School of Management) suggested that I take the MBA course in Finance. His suggestion at that time seemed quite strange to me, but I did follow his advice. The course highlighted the empirical work that was being done in Finance at that time, and exposed me to efficient capital market theory, valuation of securities, and how the stock market reacts to corporate events. It got me interested in the link between operations and capital markets. At the same time, I was fortunate to be hired by a couple of finance faculty to help them estimate damages in a litigation case. I got exposed to empirical methods in finance such as event studies that can be used to isolate the impact of information on stock prices. I gradually started developing expertise in these methods. This experience was very helpful in my subsequent research.

My colleague Cheryl Gaimon joined Georgia Tech in 1988 to build the OM group and she was instrumental in hiring me in 1989. At the outset, she indicated to me that she was very supportive of new research ideas and I didn't have to box myself into particular methodologies or problem domains that were popular at that time. She encouraged me to do high quality innovative research and aim for the top journals. At Georgia Tech, I sincerely felt that I could afford to take risks with my research projects. I started thinking about doing empirical research in operations management using the methods that I had learnt from my exposure to research in Finance.

Collaborating with Kevin Hendricks was perhaps the most consequential event in my academic career. Kevin joined Georgia Tech in 1990 and was doing analytical work on State Dependent Routing. We both wanted to do something different and empirical research at that time was open and new as a field. Empirical research in the 1980s and 90s was primarily survey based. Doing good survey-based research required a lot of training, which we did not have. However, Kevin and I had hands-on training on working with stock prices and accounting data and we both wanted to work with objective data. Having seen the power and potential of Event Study methodology in Finance, we decided to use this methodology to examine operations management issues. We wanted to empirically link operations management related events to shareholder value, stock price volatility, and profitability, an area where little empirical evidence existed in 1990s. Fortunately, our early work was well received, which gave us the encouragement and motivation to continue working in this area.

K.R.: We know the highlights of your career. Are there any particular instances (projects, papers, events, etc.) that you would like to recall as your personal highlights?

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INTERVIEW WITH 2015 POMS FELLOWS VINOD SINGHAL (CONT'D)

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Vinod Singhal.: There are three research projects in particular that come to my mind. One of them is the set of empirical papers with Kevin Hendricks in the 1990s on the impact of Total Quality Management (TQM) and firm performance. These papers were timely because there was considerable debate at that time about the value of TQM. We used a sample of quality award winners to show that TQM practices have a positive impact on stock prices and profitability. We were able to provide hard and objective evidence on the value of TQM. The results of this research were helpful to many practitioners who were having a difficult time in making the business case for investing in TQM. This research generated a lot of interest among practitioners and resulted in media citations as well as presentations at practitioner conferences.

I also consider my work with Kevin Hendricks on supply chain disruptions as another key highlight. This research was motivated by the surprising debate (at least to us) about whether good supply chain performance matters. This research quantified the importance of supply chain performance by documenting how much a firm can lose if supply chains are not executed well. Using supply chain disruption events as a proxy for supply chains not working well, we found that supply chain disruptions have significant negative impact on shareholder value and profitability. This stream of research has been particularly gratifying as practitioners have found the results informative and useful. We have been invited to write articles in practitioner publications and present our research at practitioner conferences, and it also resulted in a lot of media visibility. I believe that this research has played a role in motivating and establishing the importance of supply chain risk management as an area.

I am also excited about the current work that I am doing with Kevin Hendricks and Manpreet Hora on the appointment of “Chief Supply Chain Officers” and firm performance. Appointing supply chain executives as part of the top management team, often reporting to the CEO, is a recent trend. We are studying how such appointments affect firm performance and under what conditions such appointments can lead to better performance.

K.R.: What is your opinion about the future of our field? Is there anything we should change or try to maintain/improve?

V.S.: The future of our field is very promising. I see a lot of excitement, passion, and energy in our community. We are studying new and important research topics, doing interdisciplinary research, and making efforts to address issues and problems that are of interest to our various stakeholders. The attendance at our conferences is increasing and our conferences are becoming more international. I see all these as very encouraging trends for our field.

I believe that our field will benefit from more empirical research. At the 2015 INFORMS conference, Teck Ho, Editor of Management Science, presented statistics that show that

there is an upward trend in empirical research and empirical papers account for 15 to 20% of the papers currently published in Management Science, Production and Operations Management, and Manufacturing and Service Operations Management. I hope that this trend continues.

To enhance the value and impact of our research, I believe more of our empirical research should be targeted at informing top management and other key stakeholders such as analysts, investors, regulators, politicians, and NGO's, etc. Using data that is objective and replicable will also enhance the robustness, reliability, and credibility of the results from our empirical research.

I believe that we should not undervalue those empirical studies where the results are “not surprising” or “not counter-intuitive”. While the direction of effects in such empirical papers may not be surprising, what is often surprising to me is the magnitude of the effect. Managers are interested in the magnitude, and it is the magnitude that determines whether managers should care about the issue or not. Similarly, we should be receptive to rigorously done empirical studies that are examining interesting and important issues but find that the results are insignificant. I also feel that we should not be biased against descriptive results as such results can provide insights that can lead to creative follow up work in new research areas.

K.R.: Looking back, is there any advice you'd like to share with Ph.D. students or junior faculty who want to do impactful research?

V.S.: I have a number of thoughts on this. First, stay current with the business trends by reading practitioner and business publications. Wall Street Journal and the Financial Times are two that I would definitely recommend. Both these publications cover relevant news that relates to Operations and Supply Chain Management. Many of my research ideas have emerged from reading the Wall Street Journal and the Financial Times.

Second, continue to aim your research for top journals. The review process in most top journals is very efficient and streamlined and the turnaround times are very good— typically within 90 days. This is quite different from the days when I was a junior faculty. While the rejection rates at top journals continue to be high, don't let this discourage you. Rejections are part of the process. My own experience in top journals is that while most reviewers, as expected, are tough, they are also reasonable.

Third, I would encourage junior faculty to considering diversifying their research in terms of topics and approaches. Given the trend towards empirical research in OM, consider making empirical research a part of your portfolio.

Finally, I would strongly encourage you to be proactive in disseminating your “best” research to practitioners. Practitioners are interested in our research but it has to be communicated in a form that they can understand, which requires time and effort on our part. Deans as well as promotion and tenure committees care about the visibility of research with practitioners and the impact it has on practice.

INTERVIEW WITH 2015 POMS FELLOW JAY SWAMINATHAN



Interview of POMS Fellow Jay Swaminathan by POMS Chronicle Editor Karthik Ramachandran:

Karthik Ramachandran: Congratulations on being elected as a POMS Fellow. Can you share with us how you feel about this nomination?

Jay Swaminathan: It is a great honor to be selected as a POMS Fellow. There are many scholars in the Fellows group who I have admired all my career and I am extremely happy and honored to be in this select group.

K.R.: What is it that you enjoy most about your job?

J.S.: The most exciting and enjoyable part of my job is the freedom to study important practical issues that fascinate me. I believe that OM research needs to be relevant and rigorous and my position as a faculty provides me that opportunity. I can take days (sometimes months and even years) to understand a real situation and develop the best research approach for the situation, test it out and then go through the publication process. I have also greatly enjoyed working with talented collaborators of mine and have learnt many new things from them over these years. Finally, I enjoy interacting with my colleagues at UNC Chapel Hill on a daily basis.

K.R.: Can you highlight some formative experiences you had as a scholar in Operations Management?

J.S.: I did my Ph.D. at Carnegie Mellon University. In the initial part of my Ph.D., I worked on developing a multi-agent framework for supply chain management under the direction of my advisors in Robotics (Dr. Norman Sadeh and Dr. Steve Smith) who gave me great support and freedom to explore an unchartered research area. The amount of confidence they had in me made me very excited about research and at the same time instilled in me commitment and responsibility as a researcher. My advisor in the business school (Dr. Sridhar Tayur) was the one who instilled the need to do research that is rigorous. His passion for research and his high expectations of me brought out my best. Dr. Sunder Kekre always asked for managerial relevance in any research conversation, this enabled me to embed relevance in my future work. Perhaps my most profound experience came during the summer internship at IBM Watson at a time when supply chain management was just beginning to be researched with great interest there. I had Dr. Chae An (IBM) as my manager there who gave me unparalleled access to real problems and provided great support - I felt like a kid in a candy store learning about real supply chain issues. Over the next year and a half, I worked extensively with the team at IBM and in the process identified many problems (that ended up shaping my early research path). Among those was an interesting and new research paradigm (postponement in assembly using vanilla boxes) that I worked on with Dr. Sridhar Tayur for my main dissertation piece.

K.R.: We know the highlights of your career. Are there any particular instances (projects, papers, events, etc.) that you would like to recall as your personal highlights?

J.S.: I have thoroughly enjoyed working with co-authors all these years— my advisors, senior colleagues, peers, junior colleagues and students. Each of the research projects has been a learning experience in its unique way. There are a few projects that stand out in my mind. First, my work on Vanilla Boxes with Dr. Sridhar Tayur that was real, novel and difficult but really exciting to work on as a researcher. Second, my work with Dr. Sunil Kumar on the Bass model with supply constraints and Dr. Phil Kaminsky on forecast bands. In each case we studied problems which were outside the main expertise of ours that meant great learning and fun with a peer researcher. My work with the Medpin program in California was rewarding in its impact on people and the recognition it received and most recently my Global Health Operations work with UNICEF. There have been many ah-hah moments in my career that I can remember. To recollect a few— the moment I learnt I was awarded the Nicholson Prize at the INFORMS conference; the day I received a tenured offer from UNC in my 4th year as Assistant Professor; of course, the day I learnt about becoming a POMS Fellow; a proof in the paper with Dr. Ferrer on remanufacturing for which the idea came with the morning coffee and then I worked almost non-stop for the next couple of days to establish it; the instantaneous conception of research questions around conversion rates in retail stores when I received the customer traffic dataset; and each time one of my doctoral student placed well in the job market. There are many, many others but those come to mind immediately.

K.R.: What are you most passionate about your current work?

J.S.: My recent work on global health operations is something that I am extremely passionate and proud about. There are systemic issues in the world (like hunger and disease) that need to be solved but organizations that are working in this area have significant funding constraints and lack operational expertise. Operations management research can have a great impact in such settings. I have worked with UNICEF since 2008 on supply chain issues in Africa. In this process UNICEF has adopted many best practices, and as a result have been able to save the lives of more than a million severely acutely malnourished children through better supply chain management. My current research in the developing world in Africa and Asia is a great source of excitement and inspiration for me.

K.R.: What is your opinion about the future of our field? Is there anything we should change or try to maintain/improve?

J.S.: Our field of operations management is in very good shape today— we are open to multiple types of problems and different types of methodology. However, we can improve on two fronts. In my opinion we may have become too broad. For example, are

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POMS COLLEGE NEWS AND AWARDS

College of Behavior in Operations Management



Submitted by **Elliot Bendoly** (Ohio State University) and **Kenneth L. Schultz** (Air Force Institute of Technology)

The Behavioral Dynamics in OM Network is proud to have marked the 10th year of its invitational conference. This year the conference was held at the Johnson School at Cornell University, in Ithaca, NY, from June 24-26, 2015. The conference began with a one-day Young Scholars Workshop which included tutorials by **Elena Katok** (University of Texas at Dallas) and **Steve Leider** (University of Michigan). It was followed by a two day conference that included 13 single-track presentations, plus keynote presentations by **Vishal Gaur** (Cornell University) and **Rob Bloomfield** (Cornell University), and a computer simulation workshop with **Avi Seidmann** (University of Rochester). Of the 13 main presentations, **Ryan Buell** (Harvard University) won the "Best Presentation Award" for his talk "Creating Reciprocal Value Through Operational Transparency." Next year's conference will be held at the University of Wisconsin, July 14-16. The conference will begin with a one-day "Young Scholars Workshop" on Thursday, July 14, 2016 with main presentation sessions held on Friday and Saturday, July 15-16, 2016.

As a community we are also proud to officially announce the publication of our the first Behavioral Operations teaching text: The Handbook of Behavioral Operations Management (Oxford 2015: <https://sites.google.com/site/beopsgames/>). The text provides a total of 16 games, half focused on internal operations, the rest on supply chain settings. Contributors include **Karen Donohue**, **John Sterman**, **Anton Ovchinnikov**, **Paulo Goncalves** and many other familiar names in Behavioral Operations. Online materials include digital games referenced in the text. A great resource for Behavioral Operations focused electives, doctoral courses or simply for those interested in augmenting their Ops/SCM coursework with new in-class activities on the reality of human behavior in OM contexts.

At the 26th Annual meeting of POMS in Washington, DC., on May 8-11, 2015, **Michael Becker-Peth** of the University of Cologne and **Anton Ovchinnikov** of the Queen's School of Business co-chaired the track "Behavior in Operations Management." The track featured 18 sessions in total, including the POMS Editors session on "Opportunities in Behavioral Operations: Different Perspectives" with presentations by **Cheryl Gaimon**, **Charles Corbett** (Sustainability) and **Elena Katok** (Behavioral Operations). The editors highlighted opportunities and challenges for doing behavioral work in their respective domains. The track also featured several joint sessions, such as "BIOM and Retail Operations", "Behavioral Research in Pricing and Procurement". The track was well attended and provoked many interesting conversations.

Upcoming events:

The College of Behavior in Operations Management is organizing a mini-conference for Thursday, May 5, 2016. Given the location, the mini-conference will focus on behavioral issues within service operations—tourism, healthcare, etc. We welcome any suggestions and contacts for speakers from industry

or academia. Please contact **Elliot Bendoly** (bendoly.2@osu.edu) if you want to be involved or want to volunteer someone else to be involved.

Looking forward to 2016!!

College of Humanitarian Operations & Crisis Mgt.



Submitted by **Kate Hughes**, University of Greenwich, UK

The POMS Humanitarian Operations and Crisis Management (HOCM) College is only a few years old. It commenced with 35 members in 2011, and in the following year the first HOCM Mini-conference was held at POMS in Reno, Nevada.

During the HOCM Business Meeting that year a Committee was formed for the College. The dynamic of this college is reflected in the passion of those involved and is facilitated by the mini-conference which is held the day before the main POMS conferences commence. This provides a venue for gaining new knowledge from industry, providing colleagues a space to catch up; and a place for new attendees to POMS to meet others with similar interests. HOCM has been strongly supported over the time by Professors **Sushil Gupta**, **Martin Starr**, **Luk van Wassenhove** and **Clay Whybark**.

HOCM hosts a range of activities including:

- **HOCM Mini-Conference and Field Trips:** HOCM conducted its 4th Mini Conference in May 2015, prior to POMS Annual Meeting at Washington DC. This was coordinated by Assistant Professor **Tharanga Rajapakshe** (University of Florida, USA). The participation in the mini-conference has grown rapidly over the past four years, with over 60 attendees in 2015. This Mini-Conference included a morning field trip to Federal Emergency Management Agency (FEMA) where FEMA Officials shared their experience and discussed the challenges faced during various stages of recent disasters. Face-to-face discussions with practitioners during this visit resulted in knowledge-sharing and the potential for future collaboration.

The Guest Speakers of the 2015 HOCM Mini-Conference included:

- ◇ **Daryl Louder**, National Capital Region Incident Management Team;
- ◇ **Aldo Benini**, Research Consultant and Contractor;
- ◇ **David Kaufman**, VP of CAN;
- ◇ **Robert Demeranville**, USAID/OFDA Logistics Team Leader;
- ◇ **Dr. Hilarie Cranmer**, Director, MGH Center for Global Health;
- ◇ Disaster Response, Technical Advisor on Ebola, International Medical Corps; and

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POMS COLLEGE NEWS AND AWARDS (CONT'D)

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- ◇ **Jesse M. Hartness**, Director, Emergency Health and Nutrition, Save the Children USA.

The speakers focused on various interesting topics such as response to Ebola outbreak, needs assessment, adapting to new realities during disaster management etc. The Mini-Conference also provided participants with the opportunity to communicate with these esteemed speakers.

From its inception, the HOCM College has strived to maintain a continuous dialog with the practitioners. The college mini-conference plays a major role in achieving this goal.

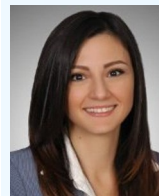
- **HOCM Best Paper Award:** **Nezih Atlay** (Associate Professor at DePaul University, USA) has been organizing this Award since the inception of the HOCM College in 2012. Between the years 2012-15 a total of 40 papers were submitted to the competition (the distribution of submissions in the last four years were 10, 14, 8 and 8 papers, respectively) and four winning papers and four runner-ups have been awarded. All co-authors of the first and second place papers receive a handsome plaque celebrating their success. In the first three years the awards were given at the end of a designated paper competition session in the HOCM track. Last year, in 2015, the awards were given during the HOCM business meeting since there was no HOCM track in the conference. The HOCM Best Paper Competition could not be organized without the selfless efforts of many colleagues who judged these papers. The judging process is double-blind, i.e., authors do not know who the referees are and referees don't know who the authors are. Judges score papers in three different categories using a 10 point scale (with 10 being best): theoretical contribution, practical relevance, and lastly the strength of the paper in leading to future research questions and avenues. In the first round, each paper is assigned a number and then evaluated by three referees. Based on their total scores the top scoring four papers go to a separate set of three referees who decide on the winner. Nezih would like to take the opportunity to give his sincere thanks to the colleagues who helped further HOCM research by refereeing papers for this competition. If you are interested in being involved as a referee for the Best Paper Award in 2016, then please contact Nezih Atlay (naltay@depaul.edu).
- **HOCM Conference Tracks:** Since the start of HOCM there have been two dedicated HOCM tracks. The first was co-chaired by **Nezih Atlay** and **Kate Hughes** (Senior Lecturer at Greenwich University, UK) in 2013, with over 80 papers and several panels including a panel on media and one on teaching humanitarian logistics. The following year at the 2014 POMS conference in Denver, Colorado, the HOCM track was co-chaired by **Kate Hughes** for the second year, and **Graham Heaslip** (Programme Director M.Sc. Humanitarian Logistics and Emergency Management, National University of Ireland, Maynooth, Irish Republic).

This track attracted over 60 papers with several panels including the popular "Meet the Editors Panel." This coming year HOCM has a track hosted by Associate Professor **Paulo Goncalves** (University of Lugano, Switzerland) and Assistant Professor **Burcu Balcik** (Ozyegin University, Turkey). We would like to encourage interested authors to participate in this submit their papers to this track for the 2016 POMS conference in Orlando, Florida.

- **HOCM By-Laws, Nominations and upcoming Election:** At the 2015 HOCM Business Meeting the HOCM President **Jarrod Goentzel** (Director, MIT Humanitarian Response Lab, USA) and the current HOCM Committee presented the newly developed by-laws for the college. These were accepted and voted in by the membership, and have been officially submitted to POMS. Currently, Jarrod and HOCM Treasurer, **Alfonso Pedraza Martinez** (Assistant Professor at Indiana University, USA) are organizing the upcoming election for the HOCM Committee. The Call for Nominations closed on the 15th of October, Elections will follow with the (new) Committee in place by the 2015 POMS conference.

We invite anyone interested in HOCM to participate in this track at POMS 2016 in Orlando, and to join us for the Mini-Conference on the 5th of May, the day before the main conference commences.

College of Product Innovation and Technology Mgt.



Submitted by **Gulru Ozkan-Seely** (University of Washington Bothell)

The POMS College of Product Innovation and Technology Management (PITM) held 92 research presentations, including twelve invited sessions and nine contributed sessions at the 2015 POMS conference in Washington, D.C. The sessions were organized by co-track chairs of the PITM Track, **Debasish N. Mallick** and **Anant Mishra**. In addition, the College of PITM held its annual business meeting on Saturday afternoon, May 9, 2015 at the Hilton Washington. During the business meeting, information about the next PITM mini-conference, taking place at the Mack Institute for Innovation Management, The Wharton School, University of Pennsylvania on Saturday, October 31st, 2015, immediately preceding the 2015 INFORMS Annual Meeting in Philadelphia, PA, was announced. The second important upcoming event was announced by the VP for Honors and Awards of PITM, **Sebastian Fixson**, who invited submissions for the 2015 PITM Student Paper competition. The finalists for the best student paper award are **Tian Heong Chan** with the submission titled "Styles in Product Design" and **Jochen Schlapp** with the submission titled "Resource Allocation Decisions under Imperfect Evaluation and Organizational Dynamics," with the winner announcement taking place at the PITM mini-conference. For details about 2015 PITM mini-conference please visit the college's website at: <http://www.poms.org/2015%20PITM%20Mini-Conference%20Agenda.pdf>.

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POMS COLLEGE NEWS AND AWARDS (CONT'D)

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College of Supply Chain Management



Submitted by **Ravi Anupindi (University of Michigan)** and **Dorothee Honhon (UT Dallas)**



The College of Supply Chain Management held its Mini-Conference on May 7th in Washington, DC, with a focus on productive academic interaction with government entities and think tanks. The mini-conference was attended by 60 of our members. The program included a very interesting mix of speakers from the government, academic, and private sectors. The morning session featured **Dr. Sue Helper**, Carlton Professor of Economics, Weatherhead School of Management, Case Western Reserve University, **Mr. Ryan Noonan**, an economist at the U.S. Department of Commerce, **Mr. Brandon Brown**, U.S. Department of Labor, **Dr. Suzanne de Treville**, Professor of Operations Management at the University of Lausanne, and **Ms. Linda Conrad**, Director of Strategic Business Risk Management at Zurich Insurance Group. **Dr. Helper**, who served as the chief economist at the U.S. Department of Commerce from July 2012 to August 2013 and senior economist for the White House Council of Economic Advisers from July 2012 to June 2013, opened the conference with a discussion on connecting research to policy. She highlighted several initiatives. One of them was a U.S. government initiative to aid in supply chain decision making with inadequate data. This initiative led to the development of a tool called Access Costs Everywhere (ACE). The tool provides manufacturers with information and data about hidden costs and risks of sourcing from outside of the United States. Prof. de Treville presented the ACE website, focusing an aspect that she and co-authors developed: the cost differential frontier, a tool to quantify the cost of lead times. Mr. Noonan has played a key role in the development of the ACE tool, and provided some further insight into its development. Dr. Helper also spoke about White House initiatives on re-investing in America's supply chain innovation, strengthening America's small manufacturers, and the identification of market failures and government strategies to overcome such failures. Mr. Brown brought in the important perspective of labor compliance in supply chains. Ms. Conrad shared with the audience details of tools developed by Zurich to assess and insure supply chain disruptions. Together the sessions and the discussions brought in the often missing policy perspective of research in supply chain management. The speakers appealed to the audience to consider this seriously and engage with the government to discuss policy implications of their research.

The afternoon session continued the thread of policy and academic research featuring **Bill Bonvillian**, Director of the MIT Washington Office, **Mark Schmit**, National Accounts Manager at Hollings Manufacturing Extension, **Scott Andres**, Senior Policy

Analyst at Brookings Institution's Metropolitan Policy Program, and **Hyon Kim**, Program Director at Data.gov. Mr. Bonvillian explained how MIT has partnered with Washington to improve research and policy looking into the critical role of small and medium enterprises and advanced manufacturing paradigms. Mr. Schmit discussed opportunities for academic-government collaboration in the context of manufacturing supply chains. Mr. Andres talked about how academics can collaborate with think tanks to improve research and policy recommendations. He also spoke about the Metropolitan Policy Program, whose mission is to deliver research and solutions that help metropolitan leaders build an advanced economy that works for all. Finally, Ms. Kim showed how academics can access, contribute to and influence government databases and data collection. The morning discussions were moderated by **Ravi Anupindi** and the afternoon discussions were moderated by Chris Parker. The overall conference was organized by **John Gray**, VP for Special Events and the board appreciates his contribution in bringing together fresh perspectives on role of academic research in supply chain management through this outstanding event. We would also like to thank all of the SC College Board members for their assistance in planning a successful mini-conference.

The mini-conference ended with a 3-course dinner at Sequoia Restaurant, located on the banks of the Potomac River, where we celebrated the 10th anniversary of the College of Supply Chain Management. The mood was celebratory and the food excellent! Thank you to all the presenters and participants for making the College of Supply Chain Management's 6th Mini-Conference so special. We are especially grateful to **Chris Parker** for his efforts in planning and organizing this event.

In addition to the mini-conference, the College of Supply Chain Management also hosted a Ph.D. roundtable breakfast as well as its annual student paper competition. The following three doctoral students were selected for the Ph.D. roundtable breakfast: **Anna Land** (University of Kassel, Germany), **Yufei Huang** (University College, London), and **Yongchao Lan** (Ohio State University, Columbus OH, USA). Each student individually met with two of the SC College Board members to discuss their research and career plans. We would like to thank board members **Nitin Bakshi**, **Kyle Cattani**, **Nicole DeHoratius**, **John Gray** and **Chris Parker** for their assistance with this important event.

Finally, the annual student paper competition was flawlessly chaired by **Vinayak Deshpande**. Five papers were selected among the 39 which were submitted to the competition. The selection was done based on the timely feedback of some 55 referees (a big thank you to all of them!). The authors of the 5 selected papers were invited to present to a committee of judges at a special session of the POMS conference. The jury was composed of **Ravi Anupindi**, **Felipe Caro**, **Albert Ha**, **Dorothee Honhon** and **Jay Swaminathan**. The winners of the 2015 Student Paper Competition were announced the next day at the business meeting of the college. First prize was awarded to two papers: "Competition and Externalities in Green Technology

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POMS COLLEGE NEWS AND AWARDS (CONT'D)

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Adoption” by **Maxime Cohen** and **Charles Thraves** from MIT and “The Strategic Role of Business Insurance in Managing Supply Chain Risk” by **Juan Camilo Serpa** from the University of British Columbia. Each paper was awarded a prize of \$500. Honorable mentions were given to “Dynamic Pricing and Inventory Control with Nonparametric Demand Learning” by **Beryl Boxiao Chen** from the University of Michigan, “Combating Child Labor: Incentives and Information Transparency in Global Supply Chains”, by **Ying Xu** from CMU and “Remanufacturing and Trade-in Program under Strategic Customer Behavior and Government Subsidization” by **Renyu Zhang** of Washington University in St. Louis.

After a brief report on the college membership (we currently count approximately 680 members), the rest of the 2015 business meeting was devoted to a discussion of how best to manage communications between members of the college and to the considering whether we would hold a mini-conference in 2016. While some good suggestions for mini-conference themes were suggested (e.g., supply chain teaching games), our current plan is to return to the traditional bi-annual mini-conference, holding our next mini-conference in 2017. However, the possibility of organizing a supply chain-related tour in Orlando was mentioned, which is currently being explored. More details will be made available in the near future.

We look forward to seeing all of you at POMS 2016. Please check the college webpage for upcoming events and general news (www.poms.org/colleges/cscm/) as well as our LinkedIn group (<https://www.linkedin.com/grp/home?gid=8106962>).

College of Sustainable Operations



Submitted by **Gal Raz** (Ivey College of Business) & **Vishal Agrawal** (Georgetown University)

The sustainable operations college had another great year of growth in membership and activities. We saw many of the members during the college mini-conference at last year's POMS meeting in Washington DC. The mini-conference focused on three dimensions: research, teaching, and interaction with industry. The conference started with a teaching panel on teaching Sustainable OM as part of the curriculum in both graduate and undergraduate business classes. The panel included **Ravi Subramanian** and **Beril Toktay** from Georgia Tech, **Gil (Gilvan) Souza** from Indiana University, with **Mark Ferguson** from the University of South Carolina as moderator. We continued the day with an industry panel. With the location in DC we decided to focus on government involvement in sustainable operations, and thus discussed the impact of government policy and regulation in the field of energy and the environment. The panel included John



Smegal from the Department of Energy, **Phil Green** from Green Powered Technology, and **Rich Baltimore** from NewAg Development. The panel was moderated by **Charles Corbett** from UCLA. We concluded the day with a research incubator where the conference participants were divided into 10 different groups around sustainable operations research topics. Topics included both existing topics such as remanufacturing / recycling, product design, and government regulations, and more emerging topics such as behavioral sustainable OM, water and natural resources, and social impacts and carbon emissions. Following the groups working on the different research topics and developing interesting research questions, each group gave a short report followed by response from an editors panel including **Charles Corbett**, **Atalay Atasu**, **Ravi Subramanian**, and **Beril Toktay**. The mini-conference was organized by the members of the Sustainable Operations board and was sponsored by the Georgia Tech Center for Sustainable Business, the University of Virginia, and the Bowling Green State University.

This year the Sustainable Operations College will hold its annual Mini-Conference on May 5, 2016, the day before the start of the main POMS conference in Orlando, FL. The mini-conference will be chaired by **Tim Kraft** and **Michael Lim**. We will have a group of exciting speakers that address topical issues in the field of sustainability with respect to research, teaching, and industry. Both faculty and Ph.D. students interested in environmental and social responsibility issues are encouraged to attend.

During our last business meeting we discussed the POMS sustainable operations tracks and the need to streamline the tracks for the college. Following that discussion, the board worked on developing the list of possible tracks and possible chairs. For the 2016 POMS Annual Conference, the college will be sponsoring the following four tracks (the track chairs are listed in parenthesis). We are particularly pleased to announce the creation of new tracks on the emerging topics of Socially Responsible Operations, and Energy and Natural Resources.

- **Closed-Loop Supply Chains (Amelia Carr):** Closed-loop supply chains are designed and managed to explicitly consider the reverse and forward supply chain activities over the entire life cycle of the product. Papers utilizing all types of methodologies to analyze closed-loop supply chain management principles in the context of environmental sustainability are invited.
- **Socially Responsible Operations (Karen Zheng and Robert Swinney):** The Socially Responsible Operations Track welcomes papers that address the social impacts of operations and supply chains, e.g., responsible sourcing, chemical management, health impacts, the influence of global sourcing on the welfare of developing and developed economies, to name a few examples. We welcome research based on a variety of methodologies such as mathematical models, lab or field experiments, empirical research based

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POMS COLLEGE NEWS AND AWARDS (CONT'D)

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on primary or secondary data, and practice-focused research.

- **Environmental OM (Gokce Esenduran and Paolo Letizia):** The track of Environmental Operations focuses on research that examines the integration of environmental concerns in firms' operational decisions. Topics relevant for the track include but are not limited to environmental innovations, product and supply chain design for environment, waste, pollution, and emissions reduction, environmental accidents, environmental degradation, sustainable transportation, etc. The track is open to papers based on all types of methodologies, including theoretical, empirical, and field based research.
- **Energy and Natural Resources (Ozge Islegen):** We invite submissions from scholars and practitioners on research topics related to energy and natural resources such as renewable/alternative energy integration, wind and solar energy modeling/forecasting, energy supply chains, energy policy/regulation, energy efficiency, demand response management, smart grid operations, power generation and scheduling, energy storage, transmission and distribution networks, energy finance, oil and gas production and distribution, land use planning, water management, biodiversity conservation, industries related to natural resources such as fisheries, forestry, agriculture, mining and tourism. All methodologies including theoretical, empirical, case and field studies are welcome.

Finally, we are pleased to announce the winner and runner-up for the 2015 Sustainable Operations Best Student Paper Competition. The winners were announced at the College meeting held during the Annual Conference in May 2015.

- **Winner: Leon Valdes (MIT)**
Title: Transparency and Indirect Reciprocity in Social Responsibility: An Incentivized Experiment, coauthored with **Tim Kraft** (Darden School of Business at University of Virginia) and **Karen Zheng** (MIT)
- **Runner-up: Ashish Kabra (INSEAD)**
Title: Bike-Share Systems: Accessibility and Availability, coauthored with **Karan Girotra** (INSEAD) and **Elena Belavina** (University of Chicago).

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we paying enough attention to why a particular research problem is operations and not strategy, marketing, finance or organizational behavior. While I do understand that most real issues are inter-disciplinary in nature, are we paying particular attention as to why the operations angle makes a difference? I feel if we are not careful we may end up recreating a whole set of well known results in other fields. Secondly, I would like to see more relevance in our research. I have had this conversation with some other colleagues as well. Would it be a stretch that we expect that each researcher in our community helps with at least one real implementation before they obtain Full Professorship at their institution? Imagine the positive impact our community could have on practice and society in this process.

K.R.: Looking back, is there any advice you'd like to share with Ph.D. students or junior faculty who want to do impactful research?

J.S.: I will advise all Ph.D. students to think about two questions before they do research. What is new? So what? If they pay attention to these questions and are honest with themselves, they will conduct impactful research.

K.R.: Looking forward, are there particular skills and abilities junior and senior folks in Operations Management should develop to do high quality work?

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