

POMS

CHRONICLE

FIRST ISSUE 2019

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Nada R. Sanders
2019 POMS President
 Distinguished Professor of Supply Chain Management
 D'Amore-McKim School of Business
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Dear POMS members,

I have the great honor to serve as your President of the Production and Operations Management Society (POMS) this year. As we have just concluded our 30th Annual conference in Washington DC, I cannot help but look back at enormous accomplishments POMS has made during these years. I have grown up professionally within POMS and it has been extraordinary to witness how much POMS has grown from a small society to its current leading stature.

Founded in 1989 by Kalyan Singhal, POMS held its first meeting in Washington DC in 1990. The inaugural issue of its flagship journal *Production and Operations Management (POMJ)* was then published in March 1992. With the dedicated and tireless leadership of Kalyan Singhal, Sushil Gupta, Marty Starr, and other thought leaders in our field, membership in POMS and publication in *POMJ* is today a hallmark of success for professionals in POM. Today POMS has well over 2100 members across fifty-five countries and is the preeminent society in our field having created a global footprint and international community of scholars.

The 30th annual conference in Washington, DC had a cutting-edge theme of *POM in Data Driven Smart Decision Making Era* and attracted a record high number of abstract submissions. We witnessed outstanding sessions, presentations, keynote and plenary talks, mini-conferences and workshops.

As I reflect on these accomplishments, I would like to make two personal requests:

First, we must be reminded that these great accomplishments do not just happen. They are a result of the tireless effort of countless volunteer members. For POMS to continue its growth we must all be involved. POMS has established great traditions, and we must all continue to build upon them for the future. Therefore, I would like to encourage you all to get involved in POMS in some way, whether through future conferences, the

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The POMS Chronicle is published by the Production and Operations Management Society to serve as a medium of communication and to provide a forum for dialogue among its members. Please submit articles, news, announcements, and other information of interest to the editor, Anupam Agrawal at anupam@tamu.edu.

Electronic copies of current and past issues of POMS Chronicle are available at: poms.org/chronicle

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Contact Wiley-Blackwell for an institutional subscription to the POM journal at:

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POMS 31ST ANNUAL CONFERENCE

APRIL 23–27 , 2020

Join us at the Hyatt Regency Minneapolis 1300 Nicollet Mall, Minneapolis MN 55403 for the POMS 31st Annual Conference.

The Conference will be chaired by Dr. Scott Webster, Professor and Bob Herberger Arizona Heritage Chair W. P. Carey School of Business Arizona State University Tempe, Arizona, U.S.A.



FROM THE EDITOR



Anupam Agrawal
POMS Chronicle Editor
 Texas A&M University

Dear fellow POMS member,

Welcome to the first issue of Chronicle for the current academic year. Thank you for your support.

Chronicle comes out twice in an academic year. As we go forward, I would like to focus the first issue to chronicling the annual conference and the second issue to chronicling the progress of our society, our profession, and our conferences. To that end, this issue is dedicated to the POMS 2019 Annual Conference in Washington DC. As you know if you attended, the conference was a resounding success (as expected). The free flow of knowledge was inspiring and the buffet dinners were outstanding as usual. It was very nice to see everyone!

I have included in this issue several contributions from the program co-chairs, the officers of some of our colleges and other POMS board members. These conference reports contribute to creating a record of the progress of our society. They also provide an opportunity to take stock. These are also helpful in planning future events. This issue also has information about the forthcoming POMS international conferences in China, UK and India. We also have information on POMS awards.

The one-on-one conversation with one of the leading OM scholars has now become the highlight of Chronicle. This issue contains the interview of one of the 2019 POMS fellows, Prof Manoj Malhotra from Case Western. I met Prof Malhotra in his office and had a great learning session as he was reminiscing. We will try to carry the interview of the other two POMS fellows, Subodha Kumar of Temple and Dan Guide of Penn State in our next issue of 2019.

My travels for POMS Fellow interviews to these Universities also provide opportunities for learning from other scholars. At Case Western, I was fortunate to meet one of the leading lights of our profession, Matthew Sobel—who is an INFORMS and an M&SOM Fellow. One of the thought experiments that Matt asked me to do—Imagine you are at the top floor of Empire State building and meet an accomplished practitioner

and industry leader, say X. X says hi and as the elevator door closes, asks you “ So, what can you teach me from the academic side that is important to industry and that I did not study in B School when I was there?” It made me think hard. How do you summarize in two minutes what advances we have made in academic research, that are new and relevant to an accomplished practitioner? Matt commented that as academics, we must not only strive to be rigorous and relevant, but also continuously communicate to the industry. I see this as an urgent challenge for our profession. There is a need to summarize and distill our collective ongoing research in a way that is relevant to practice.

In conclusion, I would like to thank the many contributors who worked with me to produce this issue of the POMS Chronicle. Some of them wrote articles, others provided information. Their names are listed on page 2. Without them, there would be no Chronicle. I thank them for their excellent, dedicated work.

Your comments and contributions are welcome !

FROM THE PRESIDENT- CONTD.

POMS Board, the POMS Colleges, the POM journal, or the POMS Chapters. We must all contribute to continue building on the POMS stellar reputation.

Second, the growth of POMS has brought in many new and young conference attendees. I would like to ask the senior members of POMS to seek out these new members and help them in various ways to navigate as they grow in their scholarly efforts. Reach out to these people and get them involved. Similarly, I would like to ask those of you who are in the early stages of your career and have recently joined POMS to reach out to senior members for guidance and help. Don't hesitate. POMS is a friendly and inclusive society and we must all work together.

It has been my honor and privilege to serve as the President of POMS. I intend to continue my involvement in this great Society and look forward to seeing each of you in Minneapolis next year.

My best wishes to all.

POMS 2019 CONFERENCE REPORT



Max Shen, Chair
University of California, Berkeley

Co-Chairs:



Nan Yang
(University of Miami)

Ruxian Wang
(Johns Hopkins University)



The 30th Annual Conference of the Production and Operations Management Society (POMS) was held on May 2-6 in Washington, D.C.

The conference continues to grow in size and reach. This year, we had the largest number of submitted abstracts (2477), the largest number of presented abstracts (2001), and the largest number of sessions (606). Furthermore, for the first time in the history of POMS, the conference had more than 2000 registered participants. The 2041 registered participants were from 55 countries, and over 40% of them came from outside of the United States. The conference provided a great opportunity to celebrate what we, as a professional society, have achieved in the past 30 years, and set our goals for the future.

The theme of POMS 2019 Conference, “POM in Data Driven Smart Decision Making Era”, highlighted the critical importance of our discipline and the unique opportunity for our society in advancing the frontier of data-driven smart decision making. Washington, D.C., home to many business, healthcare, government, and non-profit organizations, was particularly suited to support this year’s theme. In addition, Washington, D.C., was the perfect place for us to celebrate the 30th anniversary of POMS, as it also hosted the very first POMS conference.

The conference program included three plenary talks, each of which addressed issues of energy, entrepreneurial operations, and healthcare. Professor Stefan Reichelstein of Stanford University and University of Mannheim shared his expertise on cost competitiveness of different energy sources and talked about volatility and synergies in hybrid energy systems. Professor Charles Fine of MIT and Asia School of Business shared his re-

search on the development of principles for entrepreneurial organizations to build operations strategies and capabilities consistent with their business objectives and stage of development. Professor Wallace Hopp of University of Michigan gave a thought provoking speech on the profound impact of data analytics and operations management on healthcare.

The essence of the POMS conference is its research sessions, organized by our team of 71 track chairs. We encourage you to check the conference website for a complete list of track chairs. This distinguished group of subject matter experts recruited a great set of speakers and facilitated the organization of an exciting program of 36 tracks across the entire spectrum of Production and Operations Management. Thanks to the track chairs’ work, invited talks represented 55% of the conference presentations, and 43% of the accepted abstracts came from outside the United States. To support this year’s conference theme, two new tracks (*Data Science* and *Next Generation Operations*) were introduced with a great success.

This year’s Emerging Scholars Program chaired by Professor Goker Aydin (Johns Hopkins University) and Doctoral Consortium chaired by Professor Ozge Sahin (Johns Hopkins University) were very well received. Each program had an impressive lineup of eminent scholars as speakers and panelists, who shared their experience and advice on building a successful academic career with early-career scholars and doctoral students, respectively. This year’s e-Debate, organized and moderated by Professor Sunil Mithas (University of Maryland) on the impact of AI on research and teaching, presented an impressive list of panelists and was well participated by audience at the conference and on Twitter.

As in the previous years, POMS 2019 Conference continued to promote the dialogue between the academia and industry. The Practice Leaders Forum, organized by Professors Carrie Queenan (University of South Carolina) and Claire Senot (Tulane University), featured speakers from CRMantra, UnitedHealth, Cognira, CCI Inc., end-to-end Analytics, and EY Advisory Services. In addition, POMS and JD.com partnered to hold the first “POMS-JD.com Best Data-Driven Research Paper Competition” at the conference. The competition received overwhelming support from POMS members and many high quality submissions, which were evaluated by a committee of highly accomplished scholars from academia and research scientists from JD.com.

Organization of POMS 2019 Conference relied on collaboration of many volunteers across the world. The success of this effort rests mainly on a core group of volunteers led by Professor

(Continued on page 5)

POMS 2019 CONFERENCE REPORT- CONTD.

(Continued from page 4)

Sushil Gupta (Florida International University), Executive Director. His institutional knowledge and leadership kept the conference planning on track. The following individuals also contributed significantly to the success of the conference: Professors Gerard J. Burke (Georgia Southern University), VP – Meetings; Ken Klassen (Brock University), Scheduling Chair; Bharat Kaku (Georgetown University), Local Arrangements Coordinator; Xiuli He (UNC Charlotte), VP – Colleges; Nagesh Murthy (University of Oregon), Associate Executive Director – Global Initiatives; Bala Shetty (Texas A&M University), Associate VP – Sponsorship; and Tej Dhakar (Southern New Hampshire University), Proceedings Editor.

We hope you enjoyed the conference, and thank you for supporting and contributing to the conference in various ways. We thank POMS for the opportunity to serve the community in this conference and look forward to seeing you in Minneapolis in 2020 for the 31st Annual POMS Conference.

POM JOURNAL: GROWTH AND AWARDS



Kalyan Singhal
Editor
University of Baltimore



Subodha Kumar
Deputy Editor
Temple University

The POM journal has continued to grow in strength. The journal is now accessed in 5615 institutions across the globe. The journal had 910 submissions in 2018, similar to 911 in 2017. 118 papers were accepted in 2018 for publication. The journal articles were downloaded more than 340,000 times in 2018 with maximum downloads from US and China. The median number of days from submission to first decision has reduced from 71 days in 2017 to 66 days in 2018. The journal instituted 3 new Departments in 2018: (i) Data Science, Stochastic and Optimization, (ii) Disruptive Technologies and Operations Management, and (iii) Not-for-Profit Operation Management.

The POM Journal editorship recognized the following researchers for their outstanding contributions to the journal in 2018:

Best Department Editor Award:

- **Atalay Atasu** (Georgia Institute of Technology)
- **Sergei Savin** (University of Pennsylvania)

Best Senior Editor Award:

- **Saurabh Bansal** (Pennsylvania State University)
- **Tamer Boyaci** (ESMT Berlin)
- **Kyle Hyndman** (University of Texas at Dallas)
- **Kinshuk Jerath** (Columbia University)
- **Diwas KC** (Emory University)
- **Chuck Munson** (Washington State University)
- **Rogelio Oliva** (Texas A&M University)
- **Liangfei Qiu** (University of Florida)
- **Rachna Shah** (University of Minnesota)
- **Greys Sosic** (University of Southern California)
- **Jeff Stratman** (Texas Christian University)
- **Shawnee Vickery** (Michigan State University)
- **Rachel Zhang** (HKUST)

Best Reviewer Award:

- **Tinglong Dai** Johns Hopkins University
- **Michael Freeman** INSEAD
- **Luyi Gui** University of California, Irvine
- **Paolo Letizia** The University of Tennessee, Knoxville
- **Ujjal Mukherjee** University of Illinois at Urbana-Champaign
- **Haoying Sun** University of Kentucky
- **Yinliang Tan** Tulane University
- **Yu (Sammi) Tang** University of Miami
- **Sezer Ulku** Georgetown University

POMS 2019 AWARDS



Submitted by **Sushil Gupta**
POMS Executive Director
Florida International University

2019 POMS Fellows Award, the highest award that POMS bestows on its members, is intended to recognize POMS members who have made exceptional intellectual contributions to our profession and Society through their research and teaching. (Read interview with Manoj Malhotra in this issue):

- **V. Daniel Guide Jr.**, Pennsylvania State University
- **Subodha Kumar**, Temple University
- **Manoj K. Malhotra**, Case Western Reserve University

2019 Martin K. Starr Excellence in POM Practice (E-POMP) Award

is given to recognize outstanding contributions by POM practitioners for making advances in the practice of POM, promoting the profession, producing exceptional impacts, and building a linkage between industry and academics.

- **Jim Miller**, Wayfair.com, ITRenew, and Brambles Limited
- **Di Wu**, JD.com

2019 Sushil K. Gupta POMS Distinguished Service Award

is given to recognize outstanding service to POMS.

- **Dr. Shailesh Kulkarni**, University of North Texas

2019 Paul Kleindorfer Award in Sustainability

- **James Abbey**, Texas A&M University
- **Luyi Gui**, UC-Irvine

2019 Wickham Skinner Awards

The Wickham Skinner Awards are intended to encourage POM scholarship and publication, to promote significant research in the field, to reward academics who have achieved unusually high accomplishment early in their careers, and to facilitate the sharing of innovative new ideas about teaching POM.

2019 Best Paper Awards: The awards are given for the best paper published in Production and Operations Management during the previous year. Papers are judged on overall quality with careful attention given to both relevance and rigor.

Winner

- Enhancing Kidney Supply Through Geographic Sharing in the United States, POM, 2018, 27(12): 2103–2121. **Ma-zhar Ankan** (University of Kansas), **Baris Ata** (The University of Chicago), **John J. Friedewald** (Northwestern University), **Rodney P. Parker** (Indiana University) .

Runner –Up

- Missed Opportunities in Preventing Hospital Readmissions: Redesigning Post-Discharge Checkup Policies, POM, 2018, 27(12), 2226–2250. Xiang Liu (University of Michigan), Michael Hu (Massachusetts Institute of Technology), Jonathan E. Helm (Arizona State University), Mariel S. Lavieri, and Ted A. Skolarus (University of Michigan).

2019 Early-Career Research Accomplishments Awards

An Early Career Researcher is defined as someone who has received a doctoral degree (or its equivalent outside of the U.S.) within the previous six years. Work published (or formally accepted for publication) or presented at a conference within the six years eligibility period is considered in the evaluation process if properly documented. The judges evaluate the impact of the body of work in terms of its ability to broaden, extend, and alter the way that POM is conceptualized, practiced, and viewed.

- Winner: **Ryan Buell**, Harvard Business School

2019 Teaching Innovation Award

The purpose of this award is to recognize impact and innovation in Production and Operations Management instruction. In their evaluation of the materials submitted, the judges give primary attention to: (1) evidence of pedagogical excellence, (2) evidence of creativity and/or innovation and (3) evidence of impact.

Winners

- **Xenophon Koufteros**, Texas A&M university
- **Robert P. Stroufe, Jr.**, Duquesne University

The 2019 Emerging Economies Doctoral Student Award

This award has been created to establish institutional linkages to future scholars in emerging economies, and to encourage their development and connection to the Production and Operations Management Society.

Winners

- **Abhishek Srivastava**, Indian Institute of Management Kozhikode, India
- **Bhawna Priya**, Indian Institute of Management Lucknow, India
- **Andres Felipe Gutierrez Bonilla**, Universidad de los Andes School of Management, Colombia.

POMS FELLOWS 2019



Professor Daniel Guide was elected as the 2019 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service. Dan is the Smeal Chaired Professor of Operations & Supply Chain Management at The Pennsylvania State University.

While nominating him, **Prof. Luk Van Wassenhove** wrote that Dan is a pioneer in closed - loop supply chains and sustainable operations. Dan's research is focused on the development and control of closed-loop supply chains, time-based models for commercial product returns, remanufacturing, sustainable operations and producer responsibility legislation. His research has appeared in numerous academic and managerial journals, including *Management Science*, *Manufacturing & Service Operations Management*, *Production and Operations Management* and *Harvard Business Review*. He has more than 50 publications (11 in POMJ) and his Google Scholar count is more than 12,000 citations. Luk further continued that Dan has co - written one of the very first books on closed - loop supply chains and co - started (in 2000) the yearly Closed - loop Supply Chain Workshop. Dan has been associated with POM journal in a variety of roles—guest co-editor, Co-department Editor, Sustainable Operations, and Senior Editor. He has been Vice President, Membership for POMS and co-founded the College of Sustainable Operations.



Professor Subodha Kumar was elected as the 2019 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service. Subodha is the Paul R. Anderson Distinguished Professor at the Fox School of Business, Temple University. He joined the faculty at Fox in 2018.

While nominating him, **Prof. Kalyan Singhal and Prof. Chelliah Sriskandarajah** highlighted Subodha's distinguished record, both as a researcher and as an educator in the OM field. Subodha's research lies at the interface of operations management, information systems, and marketing. He has 44 research publications to his credit in top journals and has more than 1350 Google Scholar citations. Subodha has contributed significantly to both POM Society (POMS) and POM Journal. He founded the "POM-Information Systems Interface" Department and co-founded and serves as co - DE of the "Disruptive Technologies and Operations Management" department and serves as the Deputy Editor of the POM journal. He has served in many roles in POMS - Associate Executive Director of POMS Information Technology, Vice President

— Communications, and Web Editor of POMS. He chaired the POMS 29th Annual Conference. In addition to his services to the POM Journal, he has served as an Associate Editor of *Information Systems Research*, a Senior Editor of *Decision Sciences*, and an Associate Editor of *Decision Sciences*. He is the Vice President of INFORMS Information Systems Society (ISS) since 2015. Subodha was awarded the prestigious Sushil K. Gupta POMS Distinguished Service Award in 2018.



Professor Manoj Malhotra was elected as the 2019 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service. Manoj is the dean and Albert J. Weatherhead III Professor of Management at the Weatherhead School of Management at Case Western Reserve University.

Manoj's research has thematically focused on the deployment of flexible resources in manufacturing and service firms, operations and supply chain strategy, and on the interface between operations management and other functional areas of business. His work on these and related issues has been published in the leading refereed journals of the field. He has more than 9700 citations. His book on *Operations Management* (with Lee Krajewski and Larry Ritzman) is a popular text for Operations courses worldwide. Manoj has been recognized for his pedagogical and scholarly contributions through several teaching and discipline-wide research awards. He is the recipient of the Michael J. Mungo Outstanding Graduate Teaching Award in 2006, the Carolina Trustee Professor Award in 2014, and the Breakthrough Leadership in Research Award in 2014 from USC. He has been the program chair for international conferences at both the Decision Sciences Institute and POMS, and also served as the president of POMS in 2017.

Designation as a POMS Fellow is the most prestigious honor awarded by POMS and is intended to recognize POMS members who have made exceptional intellectual contributions to our profession and Society through their research and teaching. On behalf of the society, Congratulations to the three fellows!

IN CONVERSATION WITH 2019 POMS FELLOW MANOJ MALHOTRA



Professor Manoj Malhotra was elected as the 2019 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service.

(AA's note: I met Prof Malhotra in his office and had a great learning session as he was reminiscing. Here are the excerpts.)

AA: Prof Malhotra, congratulations for being selected as a POMS fellow and for giving me the opportunity to know you better. The POMS fellow interviews are one of the most eagerly awaited pieces in the Chronicle.

MM: Anupam, thank you for coming here. And I thank the POM society for the award. Also, I truly appreciate your doing the personal interviews. Questionnaires don't quite have the same effect.

AA: Thank you. Let us start. Can you tell me about people who were instrumental in your choosing academia as a career? I am saying that because when we are undergrads, many a time there is hardly any thought process towards a long-term career. I know this because you are also a graduate of Indian Institute of Technology (IIT) Kanpur!

MM: Yeah, it's, it's a great question. I graduated from IIT in 1983 from , you know, and..

AA: It was still a five-year program then, right?

MM: Yes. It changed to a four-year degree program in 1984. So, when I finished in 1983 with Metallurgical Engineering as my major, I had applied for graduate work to different schools in USA. Ohio State University had this very highly regarded material science group. As you may well know, Ohio state is one of the nine founding institutions of IIT Kanpur along with MIT, Case Western Reserve, Caltech, Carnegie Mellon, University of Michigan, University of California Berkeley, and Purdue. So, these universities were very familiar for IITK faculty and students. Of course, it is very interesting that now it has come a full circle for me, and I'm one of the academic leaders in one of the founding schools of IITK.

AA: So how did things start at Ohio State?

MM: Well, at that time, OSU had established an award related to corrosive property of materials, the Mars G. Fontana award, which I had won at IIT Kanpur. I also won the best undergraduate thesis award for my discipline. So, Ohio State gave me a fellowship to come and do a Master's degree. They had a nice working relationship with chemical engineering and ceramic engineering, and there were several different kinds of projects

going on with composites, fuel cells, etc. Those were the days when the industry was already getting from memory chips to semiconductors, the Pentium hadn't come out yet, and so there was a lot of interest in chip development from a material science angle. I had used transmission electron microscopy to study aluminum alloys at the undergraduate level, but worked on fuel cells at OSU finished my MS in about a year and a half. Subsequently for six months I worked on a Department of Energy sponsored project on thermal fatigue properties of boiler water reactors under different operating conditions.

AA: So, how did you move to Operations Management?

MM: I think it started with the realization that I didn't want to be in the lab setting all the time. I could have continued for maybe another two years and got my PhD on the interface of chemical engineering or material science. But I thought that maybe I should go into the industry and follow a path on the intersection of engineering and business. So I sent my application to the Fisher College of Business at Ohio State. Well, it turned out that the Fisher faculty thought that I would be a good PhD prospect even though I had not directly apply for a PhD. They said that you have got the credentials, and your scores are good. So they invited me for an interview with six or seven faculty. They explained about management and research and that I would spend two years more than the MBA, but I would be working with people, while also shaping the minds of students who undergo education in business disciplines. I was one of the two people selected out of a pool of eight. So, to answer your question as to why I wanted to do this was because I didn't want to be isolated in a lab, and I wanted to work with people. The idea of learning new concepts and ideas in operations management through primary research was also exciting. So pursuing the Ph.D. in operations management sounded like a good idea.

AA: That's amusing. So, how did you choose your dissertation topic?

MM: Well, the OSU program was very well known in operations and had some outstanding faculty there. So I did all my methods and domain courses at Fisher, and also courses from industrial engineering including simulation. When it came time to do the dissertation, one thing I also wanted to do was to have a practical value in application. Now the word "empirical" wasn't around as much at that time. Such research was very nascent, and also most of the dissertations were being done in modeling or simulation. I'm talking about 1988, which is when I finished my comprehensive exam. I did a lot of research, and took advice from many faculty and fellow students. It was also around this time that I met my future wife Maya in Columbus. My future sister-in-law was a high level manager in the main post office in Columbus, and I got access to one of the largest offices as my study site for primary field observations and data collection.

(Continued on page 9)

IN CONVERSATION WITH 2019 POMS FELLOW MANOJ MALHOTRA – CONTD...

AA: It is very challenging thing to do work with actual organizations and set up a whole dissertation. I would know!

MM: Yes, indeed. The challenge was to have the rigor so that it is just not an applied project.

AA: Your main work has been in the domain of flexibility. How did you choose that and where did flexibility fit in a Post Office?

MM: Aha. Interesting you should say that. My advice to people building a research agenda would be that you get pulled in many different directions as you get exposed to different ideas, but you have to have a calling card. You have to do something that you are deeply interested in and that you are willing to examine from many different perspectives. So for me, it became flexibility. One of my first papers with Larry Ritzman looked at what happens when you have multiple sources of flexibility, but which can have very similar kinds of impacts. In such a case, do you acquire both types of flexibility, or do you focus more on one of them? I examined machine and labor flexibility in particular and showed that for uncertainty buffering and inventory reduction, if you can work with flexible workers or machines that can do many different things, both seem to respond to similar kinds of stimulus. We also showed that simultaneous introduction of both machine and labor flexibility yields only marginal improvements over either kind of flexibility alone. (AA's note: The paper with Larry Ritzman is *Resource flexibility issues in Multistage Manufacturing*, 1990, *Decision Sciences* 21(4): 673-690). Now with respect to the Post Office, I started first with learning about the unique structure of mail delivery that occurs on several different routes at a given delivery station. I studied how the workers actually get allocated to the task of distributing the mail. Then I looked at the notion of flexibility in terms of the mix between the part time and full-time workers. A specific worker owns a given route at a postal station, which may have dozens of routes to cover its area. Undelivered or unsorted mail has to be processed the next day, and you have to account for overtime usage. Moreover, routes and workloads change over time, and that is where part-time workers come into play. We also have seasonality and holidays. I developed a cost minimization linear programming model that could schedule workers on their assigned routes, allocate part-time help where the workload exceeded regular hours, and collect information on residual mail that could only be delivered the following day.

AA: Wonderful. How did USC happen?

MM: Well, so I had this really interesting story and work-in-progress with the Post Office. Before I graduated from OSU, I interviewed at many different places, but I thought that I had a great fit at USC. They made me one of the best offers in the country at that time.

AA: I see. So, your work on post office was unfinished when you

got the job?

MM: Yes. I delayed my joining for six months because the scheduling model mentioned earlier was set up on the mainframe at OSU. This work was so computationally intensive in 1989 that I got 10 accounts in OSU mainframe, and I would run my models at night when system load was lighter. I would start my jobs at eight o'clock in the evening, and keep on looking at everything and submitting jobs through the night. I would typically finish by seven in the morning. Then I would get a little nap and start the day again.

AA: What were the practical insights?

MM: I was looking at evaluating the impact of part-time workers in this postal delivery context. Their labor management policy had a requirement that only 10% of the workforce could be part time. So, what happens when you increase it to 15% or 20%? You cannot really do an experiment in a quasi-government organization that is constrained with labor union negotiations. So I started simulating these scenarios, and showed that just moving from 10% to 15% part time workers would dramatically lower costs because the managers would have the flexibility to utilize the part-time workers more precisely on the routes where the needs were the greatest. Eventually the Post Office did move in their labor negotiations towards a higher proportion of part-time workers. While I cannot claim that my work drove them to this outcome, the study quantified the benefits of using part time workers in the postal delivery system and was well received. (AA's note: This paper with Larry Ritzman is *Scheduling Flexibility in the Service Sector: A Postal Case Study*, 1994, *POM*, 3(2): 100-117).

AA: Wonderful. If I am not wrong, you have a single paper in the POM journal. That is the Post-Office flexibility paper.

MM: (Smiles). Yes. But you see at the time when I started publishing, POM was just beginning to get established and JOM and DS were the top mainstream journals accepting empirical work. Over time, I published 19 papers in JOM, and 13 in DS.

AA: True. POM's first issue was in March 1992. Well this is great. Tell me about your early days at USC.

MM: At USC, there was very little empirical or service operations research going on when I joined in 1990. There was quite a bit of simulation related work however. I started working on expanding my research on flexibility. This included several studies on dual resource constrained systems, where a major finding arising across several different studies was that under a large range of conditions, even a little bit of flexibility goes a long way in improving performance. We also introduced the concept of heterogeneity in flexibility, and created a hierarchy of manufacturing flexibility capabilities of a firm based on tremendous amount of meta-analysis of related papers in the literature. We also applied these concepts in the automotive industry, and

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IN CONVERSATION WITH 2019 POMS FELLOW MANOJ MALHOTRA-CONTD...

showed how companies take different positions on different flexibility dimensions in achieving their competitive priorities. All this work was undertaken in the first dozen years after my first paper. The theme of flexibility has continued in my research over time, and even now I have a few studies underway in this domain. During my years at USC, I also worked a lot on developing my Ph.D. students and their research agendas, and who over time became scholars in their own right. They chose their own areas of interest for their dissertations, and I adapted to their topics and said, "I'm with you." Many different areas beyond flexibility have been explored in the dissertations that I have had the privilege of chairing or co-chairing during my academic career.

AA: You did a very nice piece on the relationship between a PhD advisor and a student. We don't see these kinds of pieces by faculty. What exactly was going on when you wrote that?

MM: Well, a lot of things, including some observations at several institutions. Sometimes advisors see students as a source of their own studies. Sometimes students get caught up in inter-faculty politics. My idea was that the student-advisor relationship can be a beautiful and enriching relationship, but it has to be managed well by both parties. As faculty, we should be mindful that we are not merely working with a random individual, but we are developing somebody who will replace us one day. That is a very different viewpoint than saying that the student is merely a cog in the university hierarchy. I also looked at the possibilities where the students can teach the faculty new concepts and approaches to solving difficult problems. These interactions were very meaningful for me. My students became my friends. All of them have kept in touch. Indeed, one of my students is coming to my home today for dinner! So this approach is centered around nurturing our students. The piece you mention was detailing such a definitive idea about the student-advisor relationship, which is a gift and a privilege that we get as faculty members. I was very fortunate to receive such a gift from my own advisor Larry Ritzman, and what I have done subsequently is to pass it forward as best I could.

AA: One thing that was playing on my mind as I prepared for this interview was that the number of topics which you have touched is astounding. It is not common. Should one be very focused and have only one or two topics or should one pursue a variety of topics?

MM: You are giving me two possibilities here, one or two topics versus doing a lot. I started with a single topic. I'm still having projects on deployment of flexible resources within and across organizations in a supply chain. That is my calling card in the field of operations. I think it is useful to have curiosity, to ask questions in many different ways on the same topic, and then these inquiries lead you to exploration of related topics within

different fields. For example, take the concepts of uncertainty and complexity. These topics have been examined a lot in all fields of management, including marketing and strategy among others. And when you explore your own topic from these broader vantage points, then your exploration takes you to diverse viewpoints and studies. My focus has been on integrating the literature, doing papers that move the field forward by pulling things together. This is hard to do, and these papers take time. Let me give you an analogy. In writing a paper, a scholar's job is to take the readers to a logical path within a garden. You want to show them your flower beds and your new trees, but you also need to show how these fit together beautifully with other flower beds and trees that have been planted by other researchers in the garden. If you only get caught up in your one part of the garden, then people will not get the overall view. You can of course point to a portion of a garden that is still unexplored and say, I'll come back to this later and that becomes a future paper. This analogy has worked for me because in many cases, the insights that I have derived from the bigger picture have actually given me a much better overall understanding of the topical domain and its rich enquiries and outcomes.

AA: Tell us about your move to administrative positions. And I will be grateful if you can share how you have continued to publish.

MM: Well, this unique viewpoint of looking at the bigger picture has also helped me through the leadership positions. Yes, I'm fortunate to be one of the very few people who have been an administrator for a long time, but who never give up on publishing. It is not that I am brilliant – but it is about the discipline of working hard, about being curious, and about continuously investing in people. What happened then is that this ethos, this interest, and this curiosity got transferred to my students. Then we do not go for the short-term outcomes, but we look for fundamental questions, we look for reality based research, and we look for the non-intuitive. I'm glad that you brought that up. I think it is a core set of beliefs that has influenced the way I think about advising my students, and also why I continued to publish in spite of a heavy administrative workload. Anupam, I am glad that you will put it out there. I hope that this conversation brings out how one can care deeply about developing the discipline, and why this can only be done through the next generation of professors. I am very process focused. If you ask the right questions, bring the right methodologies and examine problems in the most honest way, then you will get results. Value also comes from meticulously examining know everything has been done in the related areas as well as in tangential fields. Let me also say that there are many ways to succeed, but this is the pathway that I chose. And in that process, I think I have lifted the debate. The impact and citations of my research have come from the fact that other researchers saw a reflection in my studies of what they had done. Also, there have been many papers that

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have been published in leading journals where I'm not on the papers, but I have consulted heavily with the authors as an editor or as a senior editor. Sometimes I have been asked to join the author team, but I have declined. It is important to develop other junior scholars in the discipline without a self-gaining motive.

AA: You have had a lot of industry interaction in your research. How important is that for young scholars and for a B school in general?

MM: That is an interesting question. I remember it was around 1997. I was teaching a class, and somebody said, Dr. Malhotra I need to apply for an internship, do you know any companies I can visit? And I thought about that and you know, I did not know anybody! I asked around in the department, and there really was very little industry interaction. So when I took over as the department chair in 2000, I started looking for such industry connections and started doing some real-world projects with firms, which ultimately led to a leading-edge center being formed at OSU in 2005. Initially many faculty in the department didn't want to do such applied work, saying that it doesn't get measured in terms of publications. I said, it doesn't matter. Everything is not measured in publications alone, as we also have the responsibility to learn from practice and make a corresponding impact on our students. Slowly I built a team of faculty who believed that active industry interaction and participation matters for a business school. We initially started doing projects for free, but that is not a long-term sustainable idea since it does not get the needed attention in the client firm. We soon switched to a fee-based model, and that helped me hire more people and grow the program. Projects were undertaken in manufacturing, distribution, sourcing, and process improvement areas. For instance, we worked with Continental Tires, developed global solutions for Walmart distribution and logistics, and worked alongside assembly lines at BMW. Across many semesters, teams also worked with hospital systems and examined issues such as patient flows in emergency rooms, stent inventories in heart units, ordering policies for reagents in testing labs, etc. Some of these Center projects became published papers in *Interfaces*. The important learning was that this work with industry also helped us grow academically. When I took over as the department chair, we had only about 20 graduates in the program. It was approaching 725-750 when I left USC. That is tremendous growth. The Center now has nearly 20 corporate partners and attracts close to a million dollars in industry support every year. We also brought in research focused faculty, and built one of the most balanced research groups. So, strong industry support always helps a B-school financially, programmatically, and in creating a research reputation. Now it looks good in retrospective, but it was not easy. It took a lot of team work, and I was blessed to work alongside a tremendously gifted set of col-

leagues. We would come late into the evenings and nights and work with our students even on weekends to make them go forward and deliver value to our corporate clients. I think what we built was pretty amazing, and it would be very hard to replicate in most schools.

AA: You have collaborated with a very broad set of authors. I am curious because in my case my main collaboration has been with Suresh at Penn State. We have five papers together. But we go back 20 years because we worked side-by-side in our first company. So how do you collaborate with others who are not necessarily in your own cohort in your university? How does a young scholar really start on this aspect of collaboration?

MM: That is a very nice question. You are right. I think people gravitate towards those who can bring some value. So collaboration depends on how you are seen and perceived, and I think junior scholars can also pull other people in. My suggestion is not to play politics or bring in some senior author in the hope that it will get you some favors. Play for the long-term. Always do the right thing: sometimes it is hard, but it is emotionally satisfying and transformative. Trust and integrity are key. It is also important to spend the extra time and effort it takes to create high valued content. Your own five papers are all in top journals, and they would not have been developed in a few months.

AA: Indeed. Manoj, what have been some things that have been important to you personally in your scholarly journey?

MM: Well, if we go back to your starting question as to what made me get into PhD in academia, I could never in a thousand years have predicted this current outcome in my trajectory. Ours is one of the few professions in which we get the chance to be a leader in many different ways. I think my scholarly contributions to the field are in the domain of flexibility, on shaping and nurturing the empirical side of the field, and anchoring it into practice. I have also invested a lot of my time and effort in developing the next generation of scholars. Today I see myself more than just a scholar. I still publish regularly, but I also lead a major Business School organization consisting of gifted faculty and students, I affect pedagogy via my textbook, and I help people who are trying to start their academic and industry careers. My values are more focused on the external rather than internal. My philosophy has been to invest in others. A rising tide lifts all boats and in different ways. Earlier I didn't totally understand these issues, but now I see the outcome and how this philosophy has enriched me. Today as I look back on my career with your questions, I think this was a good set of choices. I am also very thankful to POMS for recognizing my diverse contributions to the discipline and the society through this Fellow award.

AA: Prof Manoj Malhotra, that was a wonderful discussion. Thank you for your time.

MM: Thank you for coming here and spending this time with me. I appreciate it greatly.

POMS COLLEGE NEWS

The POMS Board authorizes the creation of the colleges in subject areas of importance to the POM discipline in order to facilitate member activities. Any ten or more members in good standing may apply for the creation of a College in a particular functional discipline. POMS now has **eight** colleges in the following areas: *Behavior in Operations Management, Healthcare Operations Management, Humanitarian Operations and Crisis Management, Operational Excellence, Product Innovation and Technology Management, Service Operations, Supply Chain Management and Sustainable Operations*. In this section, we publish annual reports prepared by college officers for the three colleges who submitted their reports.

College of Healthcare Operations Management



Submitted by **E. David Zepeda** (Boston University) and **David Dobrzykowski** (University of Arkansas)



The POMS College of Healthcare Operations Management (CHOM) has been abuzz with activity. Here are some updates about recent events and information regarding the College's future plans.

2019 CHOM Mini-Conference

The 2019 CHOM mini-conference, held on Thursday, May 2nd in Washington, D.C., was a great success. The theme of our mini-conference was "Transforming Healthcare Through Innovation and Analytics" and featured a panel discussion, roundtable discussions, applied research showcase presentations, a keynote speaker, networking and a new mentoring session! We had over 90 registered participants for the meeting, which started with Corey Henderson (Health Insurance Specialist at the Center for Medicare and Medicaid Innovation Center), Shameet Luhar (Chief Executive Officer of Vheda Health), and Dr. Kenneth E. Wood, DO (Professor of Medicine at the University of Maryland School of Medicine) offered their insights into the current trends on how policy, analytics consultants, researchers, and hospitals are working to innovate healthcare delivery for patients. After that, participants selected from 9 roundtables to engage with practitioners over two rounds of interactive roundtable discussions covering a variety of Healthcare OM topics. The three Research in Practice presentations, "Workload, Predictive Accuracy, and the Value of Algorithm-Enabled Process Innovation: The Case of Sepsis", "Timing it Right: Development and Implementation of a Discharge Decision Tool for Readmission Reduction", and "Implementation of Best Practices: An Empirical Analysis of Stroke Treatment Process" featured current research by Mehmet Ayvaciz (The University of Texas at Dallas), Pengyi Shi (Purdue University) and Jonathan Helm (Indiana University), and Brandon Lee (University of Dayton), respectively. Next, Priya Bathija (Vice President of The Value Initiative at the American Hospital Association) discussed the national context and the call for greater health care affordability. She shared her insights into potential solutions and innovations hospitals and health

systems are embracing to decrease cost while improving quality and patient experience. The day wrapped up with a new mentoring attended by over 30 participants, facilitated by Professors Larry Fredendall (Clemson University), Wiljeana Glover (Babson College), Jeff Smith (Virginia Commonwealth University), and Anita Tucker (Boston University). Thanks to all the volunteers, speakers, roundtable leaders, and attendees for their effort and participation in yet another wonderful CHOM mini-conference. Planning for the 2020 mini-conference in Minneapolis is underway (see below).

CHOM Best Paper Competition

The competition received 22 submissions across a wide variety of topics and methodologies that reflect the issues and challenges faced by healthcare delivery systems today. The submissions were reviewed by a panel of over 30 experts, each reviewing 1-3 papers. Following three rigorous rounds of review, four papers were selected:

- First Prize - *Do Hospital Closures Improve the Efficiency and Quality of Other Hospitals?* Lina Song and Soroush Saghafian
- Second Place (tie) - *Unintended Consequences of Hospital Regulation: The Case of the Hospital Readmissions Reduction Program* by Christopher Chen and Nicos Savva
- Second Place (tie) - *Timing it Right: Balancing In-Patient Congestion versus Readmission Risk at Discharge* by Pengyi Shi, Jonathan Helm, Jivan Deglise-Hawkinson, and Julian Pan
- Third Place - *Flexible FDA Approval Policies* by Taylor Courtney Corcoran, Fernanda Bravo, and Elisa Long

Congratulations to all of them and a big note of gratitude to Larry Fredendall, CHOM VP of Awards and all the reviewers!

2019 POMS Conference Healthcare Tracks

For POMS 2019, POMS continued with two healthcare tracks: *Healthcare Analytics (HCA)* and *Healthcare Operations Management (HOM)*. Our gratitude to the track chairs for HCA – Nan Liu (Boston College) and Auyon Siddiq (UCLA), and HOM – Zhan Pang (Purdue University) and Pengyi Shi (Purdue University) for managing the over 180 submissions!

Elections for POMS CHOM College Board (2019 – 2021)

The POMS College of Healthcare Operations Management (CHOM) ran its 2019 elections for officer positions. Congratula-

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tions to the new officers!

President: David Dobrzykowski (University of Arkansas)
 Secretary: Pengyi Shi (Purdue University)
 VP Awards: Urban Wemmerlöv (University of Wisconsin)
 VP Meetings: Nan Liu (Boston College)
 VP Outreach: E. David Zepeda (Boston University)

2020 CHOM Mini-conference

Planning for next year's mini-conference in Minneapolis (April 23, 2020) will begin shortly. The planning committee is considering different meeting themes and looking for one or more healthcare organizations in the Minneapolis area with which to partner; suggestions are encouraged and welcome. Also, any CHOM member looking for an opportunity to volunteer to help with planning would be appreciated; please contact the Nan Liu (nan.liu@bc.edu), if interested.

Finally, a hearty thank you to our POMS CHOM College Board for their efforts in planning and managing the mini-conference! We hope to see you all in Minneapolis! Please make sure you select to join the College of Healthcare Operations Management when you renew your POMS membership!

College of Service Operations



Submitted by **Liana Victorino** (University of Victoria)

The College of Service Operations (CSO) organized several activities and awards at this year's POMS conference. On Friday, May 3rd, we toured Hilton's Innovation Gallery designed by the LAB at Rockwell Group. It is a first-of-its-kind incubator and experiential showcase for cutting-edge product developments. The tour was organized by the CSO's VP Programs, Benjamin Lawrence (Georgia State University). Attendees had a fantastic time learning about Hilton's latest design innovations for enhancing the guest experience.

The CSO also presented awards for the Most Influential Service Operations Paper and Lifetime Achievement at our business meeting. Both award committees were led by the CSO's VP Outreach and Awards, Enrico Secchi (University College Dublin). Prior to the business meeting, the finalists for the POMS College of Service Operations Most Influential Service Operations Paper Award shared their research in a special invited session. The paper award was presented to: Michael J. Dixon, Liana Victorino, Robert J. Kwortnik, and Rohit Verma for their 2017 POM article titled, "Surprise, Anticipation, and Sequence Effects in the Design of Experiential Services." The award for Lifetime Achievement was presented to two esteemed service operations scholars, Rich Metters (Texas A&M University) and Scott Sampson

(Brigham Young University). Congratulations to the award winners!

In addition, the CSO piloted a mentoring session. Participants from different career phases, PhD student to Associate Professor, had the opportunity to form a relationship with a mentor and conversations were abundant during the session. The CSO is always interested in finding ways to inspire connections among our members and our plan is to expand this initiative at next year's POMS conference.

The CSO is also excited to announce that our newly elected President is Jie Zhang (University of Victoria). She is looking forward to supporting the CSO's mission and fostering opportunities for CSO members to interact with one another and the practitioner community. Up next for the CSO is our biennial mini-conference at POMS 2020. Hope to see you in Minneapolis!



College of Supply Chain Management



Submitted by **Dorothee Honhon** (UT Dallas), President and **Pelin Pekgun** (University of South Carolina), VP of Communications).



This year, the College of Supply Chain Management (SCM) organized a mini-conference on Thursday, May 2nd with a theme on "The Impact of Public Policy on Supply Chains" at the Hilton Washington Hotel. Following lunch, we first had a keynote presentation by Çağlar Özden, who is a lead economist in the Development Research Group at The World Bank. In his keynote, Çağlar Özden focused on the determinants and patterns of global labor mobility and the impact that such migration has for both the migrants and for their destination countries. The keynote clearly established how the complex interactions between public policy, migration, trade, and foreign direct investment flows continuously shape the integrated global economy and, consequently, how they affect the performance and the management of global supply chains. We next had a panel session, moderated

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POMS COLLEGE NEWS

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by Nitin R. Joglekar from Boston University with five speakers, Sarah Campbell-Sengupta (St. Cloud State), David Dobrzykowski (Bowling Green State), Craig Gundersen (Illinois), Captain Richard McGrath (U.S. Naval Academy), and Yung-Yi Nindorf (Verizon). The speakers shared their views on the connection between public policy and supply chains, reflecting perspectives from a diverse set of backgrounds in government, military, industry and academia, focusing on applications in transportation, healthcare, food insecurity, military planning and telecommunications. We next had an academic session of short presentations by three academic speakers: Timothy J. Richards from Arizona State University, who presented his work on how retailers' price discrimination strategies for quality fresh produce might affect food waste; H. Muge Yayla-Kullu from University of Central Florida, who presented her work on developing socially sustainable policies, motivated by the volatility of the fresh produce onion prices in India, where the government is exploring a variety of initiatives such as supplying a processed alternative (dehydrated onion) as a vertically differentiated substitute; and Sarah Campbell-Sengupta from St. Cloud State University on understanding how public policy decisions may affect private firms' supply chain IT investments in the highly regulated motor carrier industry. After these sessions, the participants, who had signed up to take part in the College of SCM's mentoring initiative, were invited to meet with their mentor or mentee and engage in a 30-minute long discussion centered around topics such as career advancement, research productivity, preparation for the job market, dual career management, etc. Following a joint reception with the other POMS colleges, our mini-conference participants enjoyed a relaxed dinner and drinks at the nearby Mintwood Place restaurant.

In addition to the mini-conference, the College of SCM also hosted its annual student paper competition which, this year, was chaired by Georgia Perakis from MIT with co-chairs Dorothee Honhon from the University of Texas at Dallas and Pelin Pekgün from the University of South Carolina. A total of 38 paper submissions were received and were judged by 12 referees with two referees per paper. Based on the referee evaluations, six finalists were chosen. These finalists were invited to present their paper at two sessions at the POMS Annual Conference in Washington, DC. Each paper was allotted 20 minutes for the presentation, followed by a 10-minute Q&A session in front of a jury. Presentation quality was taken into account to decide the first and second prize winners, which were announced at the business meeting on Saturday May 4th. The jury was composed of Basak Kalkanci, Ken Moon, Pelin Pekgün, Morvarid Rahmani, Wei Sun and Sean Willems.

All six finalists were awarded up to \$500 of support for out-of-pocket expenses and complementary conference registration for the 2019 POMS Annual conference. The first prize, which was accompanied by a \$600 honorarium, was awarded to Tamar Cohen-Hillel and Lennart Baardman from MIT for their paper entitled "Detecting Customer Trends for Optimal Promotion Tar-

geting", co-written with Georgia Perakis (MIT Sloan School of Management), and Setareh Borjian Boroujeni and Kiran Pan-chamgam (Oracle Corporation). The second prize, which was accompanied by a \$300 honorarium, was awarded to two finalists this time: Aravind Govindarajan from the University of Michigan at Ann Arbor for his paper entitled "Distribution-free Inventory Risk Pooling in Multilocation Newsvendor," co-written with advisor Joline Uichanco, and Amitabh Sinha (Amazon.com); and Amrita Kundu from London Business School for her paper entitled "Disruptions, Resilience and Performance of Emerging Market Entrepreneurs: Evidence from Uganda," co-written with advisor Kamalini Ramdas, and Stephen J. Anderson (Stanford University). Honorary mentions, accompanied by a \$100 prize, were given to the three remaining finalists: Harish Guda from the University of Texas at Dallas for his paper entitled "An Economic Analysis of Agricultural Support Prices in Developing Economies" (co-written with advisor Milind Dawande); Divya Singhvi from MIT for his paper entitled "Sequential Learning of Product Recommendations with Customer Disengagement" (co-written with advisor Georgia Perakis); and Qinshen Tang from the National University of Singapore for his paper entitled "Joint Pricing and Production: A Fusion of Machine Learning and Robust Optimization" (co-written with advisor Melvyn Sim).

This year, the annual business meeting of the College took place in the evening of Saturday May 4th. College President Dorothee Honhon began with an update on the college membership, showing a slight decrease in the numbers to 866 members compared to last year's 1000 figure, which seemed to be a common trend with the other colleges. She also reported the general healthy state of the college's finances. She then shared highlights from our mini-conference, which was attended by 78 participants this year, and some of the feedback which was received from participants. Our College Secretary, Marcus Bellamy, shared some statistics on the college's mentorship initiative, which was attended by 28 participants this year. Similar to last year, there was a shortage of mentor volunteers, and thus, we discussed how to recruit more senior participants in future editions of the mentorship program. After the announcement of the student paper competition results, the business meeting proceeded with thanking the board members whose terms were ending: H. Sebastian Heese from NC State University as VP of Meetings, and Vidya Mani from Penn State as Treasurer. The nominees for these positions were then announced: Zumbul Atan from Eindhoven University of Technology as VP of Meetings, and V "Sri" Sridharan from Clemson University as the Treasurer. Finally, plans for next year's POMS Annual Meeting in Minneapolis, MN were discussed, with the possibility of organizing a plant tour and an off-site dinner reception.

For more information about the POMS College of Supply Chain Management, a list of past and upcoming events, please check our webpage at (www.poms.org/colleges/cscm/) and sign up to become a member of our LinkedIn group (<https://www.linkedin.com/grp/home?gid=8106962>). See you next year in Minneapolis, MN!

POMS INTERNATIONAL CONFERENCES – UK AND INDIA

POMS International UK (2-4 Sep 2019)



The beautiful city of **Brighton** (a.k.a London by the Sea) is the setting for this year's Production and Operations Management Society (**POMS**) 2019 International Conference! This engaging and thought-provoking conference is hosted by the University of Sussex Business School and sponsored by the University of Cambridge's Judge Business School and Kingston Business School. The conference website is <https://www.poms2019.com/>

Our theme this year is "Connecting the OM&SCM world in divided times". Trade wars, austerity and political uncertainty fill our television and newspaper headlines. Yet, despite these divided times, we have ever-increasing opportunities to connect with each other by building networks and through operational and technological advancements (e.g. Internet of things, blockchain).

Brighton is located on England's south coast in the county of East Sussex. It's under an hour by rail from London, 40 minutes by road from the M25, 30 minutes from London Gatwick Airport and 90 minutes from London Heathrow. And when you get here, everything is a 10-minute stroll away!

With sun, sea, great places to eat and an array of independent shops, cafes and bars, Brighton is a lively, cosmopolitan seaside city famous for its quirky charm.

Conference Registration deadline is August 15.

The conference is chaired by **Constantin Blome** (University of Sussex, UK), **Feryal Erhun** (University of Cambridge, UK) and **Reza Zanjirani Farahani** (Kingston University, UK).

POMS International India (13-14 December 2019)



POMS International conference in India, focused on Operations and Supply Chain, is being organised by K. J. Somaiya Institute of Management Studies and Research in collaboration with National Institute of Industrial Engineering (NITIE).

The conference theme for this engaging academic conference is "Supply Chain in the New Environment of Industry 4.0". The conference will be held on 13th & 14th December, 2019 at K. J. Somaiya Institute of Management Studies & Research, Vidya Vihar, **Mumbai**.

While industry and consumers would be tremendously benefited with the changes, supply chains supporting the industries will undergo metamorphosis to meet the challenges brought by Industry 4.0. In the light of these developments, we hope to address and debate the issues, through the conference, and discuss how the supply chain would be able to fulfill the expectations and demands of Industry 4.0.

Mumbai, nestled along the Arabian Sea on the west coast of India, is the capital of Maharashtra state and is considered the financial, commercial and entertainment capital of India. Mumbai is also home to three UNESCO World Heritage Sites: the Elephanta Caves, Chhatrapati Shivaji Maharaj Terminus and the city's distinctive ensemble of Victorian and Art Deco Buildings.

Conference Registration (Early Bird) deadline is October 31.

The conference is chaired by **J. Lamba** and **Nilakantan Narasinganallur**, KJSIMSR.

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