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Spring, 2007

POMS International Conference

Summer, 2007

Additional information at

www.poms.org



Hau Lee

POMS President

Graduate School of Business

Stanford University

I am deeply honored and feel privileged to be entrusted with the Presidency of POMS, following the footsteps of previous leaders. POMS is becoming a group with a strong membership base, doing a lot of interesting things to solidify our identity, and reaching out to a bigger and bigger set of professional communities. I am just very excited to be part of the team that will drive our development and bring us to a newer level.

This past spring, we had a very successful Annual Conference in Boston. At the meeting, one can really feel the vibrancy and energies of our members in exchanging knowledge, building networks, and advancing our profession together. In particular, I was delighted to see many of our younger generations helping out in many capacities of the society, taking full advantage of what the society can offer them in providing opportunities for them to grow and build their professional career. At the same time, many of our previous presidents, board members, and leaders, are still very active in being supportive and giving advices to the current board and the society at large. It is this kind of collective community-building and ownership that I think will propel POMS forward.

As your incoming President, I have much to learn from my predecessors and the dedicated leaders of the society. I also want to work with our board to continue work on multiple major initiatives

(Continued on page 4)

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dialogue among its members.*

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FROM THE EDITOR

**Glen Schmidt**

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Dear POMS Members,

The saying “He’s a tough act to follow” certainly applies to my new role, given that I am following Rohit Verma as editor of the *Chronicle*.

Fortunately, the *Chronicle* is also well supported by the associate and feature editors listed on page 2. These people play a key role in helping the *Chronicle* *serve as a medium of communication and to provide a forum for dialogue among its members*. Their continued service is much appreciated.

As suggested in his President’s message, Professor Hau Lee is appropriately emphasizing the international aspect of our discipline. Accordingly, while the bulk of this issue is dedicated to reporting on several recent POMS conferences, and to recognizing a few of the many achievements of our members, in this issue we also begin to explore the topic of “OM around the world.” The short articles by Jack Merideth and Eric Johnson are simply a lead-in to future dialogue I would like to have on this topic.

In addition, in this issue we begin a look at some innovative educational programs designed to better prepare students for the international workplace they will encounter. We will continue this in future issues, looking at a number of novel initiatives of US and European schools. I have also asked a number of the private business schools in China and India to describe some of their initiatives, in light of the phenomenal business growth that these countries have experienced. I am excitedly looking forward to hearing from not only the schools that I have contacted but also from your school and others—please don’t wait for one of us on the editorial team to contact you, but rather feel free to submit your experiences directly to one of us. Or, if there is a particular program that you would like hear

more about, let one of us know and we will see if we can get members from that program to share their experiences. And certainly, we don’t want to limit this to academic ventures—we are particularly interested in the international perspectives of those of you in industry.

As stated on page 2, a goal of the *Chronicle* is to provide a forum for dialogue among its members. One way that I hope to do this is through interviews with experts, similar to the interview that Rachna Shah conducted with James Womack for our previous issue, on the topic of lean production. I was captivated by this interview and would like to include similar types of dialogues in future issues of the *Chronicle*. We are fortunate to have a host of prominent members, and I believe our readers are very interested in hearing from these experts. Not only do we have very knowledgeable and astute people within our midst, but I also am continually amazed at how gracious and willing these members are to share their experiences and knowledge. Again, while we as an editorial team will be out soliciting some of these interviews, do not feel as though you must wait for us. Rather, go out and pick a thought leader in your area of expertise and ask for 15 minutes of her time, and then forward the transcript to one of us for inclusion in a future issue. We will all be indebted to you for the knowledge we all gain.

Again, the *Chronicle* is a forum for dialogue. I certainly don’t intend to give the impression that one must be at the level of a “POMS Fellow” in order to have something valuable to convey to the rest of the membership. Indeed, we rely on the vigor and new ideas of many of our younger or newer members to continually revitalize this organization. Therefore, everyone should feel invited to participate in this dialogue. We as an editorial team will do our best to help facilitate the dialogue in an appropriate and productive fashion.

I look forward to working with the POMS leadership and the editorial team in making this an interesting and valuable publication; one that you look forward to reading. Help us make it so!

Glen Schmidt.

(Continued from page 1)

this year to make us the premier organization, and, at the same time really contribute values to our profession. One of these will be on the subject of globalization.

Currently, we are already in a leadership position with respect to the global aspects of production and operations management. We have a good membership base from outside of the US, thanks to our previous initiatives working with EUROMA and others, we are starting a new chapter in Latin America, the percentage of overseas participants at our annual conferences is on the rise, and we have very dedicated board members that represent different continents. I hope we can leverage on this strength to do more next year. I believe doing more in this area will enable us to strengthen our overseas membership base, will enhance our pre-eminence in the POM profession, and at the same time, serve our membership (both US and non-US) at large.

Our global initiatives will also increase the recognition of POMS among industry practitioners and management, as global issues are increasingly of critical concerns to them. We are seeing more and more press coverage on global operations and supply chain management. The best seller "The World is Flat," by Tom Friedman, is mostly about global supply chains. Recently, USA Today had a big coverage on the potential threat of bird flu, and it specifically talked about supply chain impacts (yes, they even used "supply chain" in the title of the article). We have lots and lots of press coverage on outsourcing and offshoring, subjects which are right at the heart of POM. Logistics problems faced by September 11, the Tsunami and Katrina, were all POM issues.

I have some initial thoughts and would like to invite you to share your ideas and reactions.

1. I hope that we can help our members by solidifying curriculum and teaching resources in global operations. Some of us have been teaching global operations, humanitarian logistics relief, sustainable supply chains, and outsourcing and offshoring. I think we can build a depository of such courses, teaching cases, approaches, potential games, videos, and so on. In that sense, others who want to teach a new course on global operations, or incorporate materials that have more global content into their curriculum, can have access using POMS resources.
2. What do you think of POMS creating a Lecturership Award? The idea is that we can entice prominent people to speak at international or regional conferences (almost like a keynote

level), which would help the visibility of the international or regional conference. Ideally, such lecturership is targeted at international conferences as a way for POMS to (i) increase the visibility and recognition of POMS internationally; and (ii) help our local conferences directly. The person can speak on research or on perspectives of how to teach or create innovative teaching materials and methods.

3. I really like the trip report in the *Chronicle* that Glen Schmidt did about their group's tour of China. It talked about some of the operations and logistics challenges faced by China, as well as opportunities. Although I have visited China many times myself, I still gain some insights from another colleague's perspectives. Many of our colleagues are taking such study trips to different parts of the world, e.g., Eastern Europe, South America, Africa, and other parts of Southeast Asia. It would benefit the profession at large if we can learn more about the POM issues in different parts of the world, especially in emerging economies. I hope that POMS will become the center of excellence for emerging trends and practices of global operations management.

We will encourage and seed more research on the global dimension. For example, our *POM* journal has already started special issues on outsourcing and offshoring, and on closed-loop supply chains. The recent WEEE and RoHR compliance problems faced by manufacturers will bring sustainability to a highly visible level in the eyes of top management, and *POM* should lead the research in this area. The World Bank is pushing very hard on helping developing countries to do more research to improve their logistics, and we should seize to be the conduit of such research.

As I am writing this message to you all, I was also delighted to learn that our flagship journal, *POM*, has been selected as one of the 14 "premier" research journals by Business Week in business. This is just another evidence that *POM* is now a top-tier journal, representing the production and operations management profession. I would like to congratulate Kal Singhal, the Editor-in-Chief, for his leadership in this regard.

Thanks for your attention. Again, I look forward to working together with all of you to continue our journey of building a first class professional society.

POMS President Hau Lee

POM ON LIST OF 20 PREMIER JOURNALS

Letter from Hau Lee and Kalyan Singhal

Dear Colleagues:

Greetings! We are happy to inform you that *Production and Operations Management* is now on the list of 20 premier journals (please see below) that *Business Week* uses to determine intellectual capital, one of the three factors in *Business Week's* ranking of MBA programs in business schools. The list has 14 research journals and six ethics or practice journals. *Production and Operations Management* now joins flagship journals in other disciplines. All other 13 research journals are regarded as flagship research journals in other disciplines by almost every business school: accounting (2 journals), administrative sciences (2), economics (1), finance (2), information systems (1), marketing (2), MS/OR (2), and strategic management (1). Until now operations management was the only discipline missing in the *Business Week* list.

You may like to share this information with your dean and the entire faculty in your school since all of them play roles in evaluating journals for various purposes, including promotion and tenure. You may want to use this opportunity to ensure that your school recognizes *Production and Operations Management* at the same level as the other 13 journals unless it is already so.

Hau Lee

President, Production and Operations Management Society

Kalyan Singhal, Editor-in-Chief,
Production and Operations Management Journal



THE BUSINESS WEEK LIST OF JOURNALS

RESEARCH JOURNALS

American Economic Review

Accounting Review

Journal of Accounting Research

Academy of Management Journal

Academy of Management Review

Journal of Finance

Journal of Financial Economics

Journal of Marketing

Journal of Marketing Research

Management Science

Operations Research

Information Systems Research

Production & Operations Management

Strategic Management Journal

PRACTICE AND ETHICS JOURNALS

The Harvard Business Review

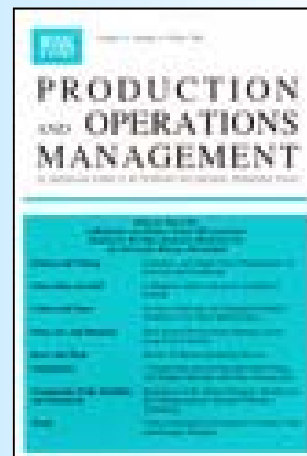
California Management Review

Sloan Management Journal

Journal of Business Logistics

Personal Psychology

Journal of Business Ethics



AN INNOVATIVE INTERNATIONAL PROGRAM: MOLDE UNIVERSITY COLLEGE, NORWAY



Editor's Note:

As noted in President Hau Lee's message, POM is a global organization, with international issues permeating our profession. In this issue we begin a look at some innovative educational programs designed to better prepare students for the international workplace they will encounter. The following submission is courtesy of Stein W. Wallace and Øyvind Halskau of HiMolde.

Molde University College, Norway:

Molde University College (HiMolde) is the sole institution in Norway offering logistics education at bachelor's, master's and PhD levels. It has about 1,400 students and is situated in Molde, a town of less than 25,000 on the west coast of southern Norway, among high mountains and deep fiords. HiMolde is state-owned,

created in 1994 as a merger between a nursing school and business college. HiMolde is very specialized, and the smallest of the 4 (out of 25) state colleges allowed to grant PhD degrees.

The logistics programs are a cooperative initiative among faculty from business, economics, organizational theory, management, operations research, informatics, social science, statistics and mathematics. Our view is that logistics is not a discipline, but rather emerges when specialists from the above areas (and others for that matter) work *together* to solve practical problems. This view is reflected in the fact that we to a large extent publish in our "home" journals and not primarily in operations management / logistics journals.

The Quota Scheme is a national grant program used to educate people from developing countries at MSc and PhD levels. HiMolde has a very limited number of such grants. We use them to educate junior faculty from partner universities in China, Nepal, Pakistan, South Africa, Belarus, and Serbia and Montenegro. The Chinese teachers in the China link program are education through the Quota Scheme. It is a deliberate choice of HiMolde to accept only junior faculty within this program.

Bachelor's, MSc, and PhD programs.

At the **bachelor's** level logistics is a specialization within a business degree. Students taking the maximal number of courses in logistics end up with two to three semesters (out of six). The education is in Norwegian, and there are few international full-time students. However, we have a large number of international exchange students each year, taking a subset of the courses offered in English, available to both visiting and full-time students. In Europe, there is a standard setup for financing exchange students (The Erasmus program), and most

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visiting students are associated with this program. However, other international students are welcome, and welcomed!

The **MSc program in logistics** is run fully in English. About half the 100 students are Norwegian and half international. Our goal is to attract a broad mix of international students; currently most are Asian. Only students under the Quota Scheme (see information box) receive scholarships, but there is no tuition (this applies to all students irrespective of origin, be they full-time or visiting.)

The MSc program has three specializations: Industrial logistics (rather quantitative), Supply chain management (rather qualitative) and Industrial informatics (requiring a bachelor's degree in informatics). In the first semester, coursework depends on whether or not the student already has some logistics background. Semester 2 is a rather heavy course semester with few choices. This semester forms the student such that we later feel confident in naming them logistics specialists.

Semester 3 is very special and deserves special attention. The whole semester consists of week-long seminars. With a few exceptions there are two seminars per week. It is obligatory to be physically present during ten such seminars. The rest of the time in Semester 3 is used to prepare for the MSc thesis in Semester 4. Teachers come from many different countries, as well as HiMolde and other Norwegian institutions. It is our clear goal to make this semester international. The teachers have lately come from the US (U of Utah, UC Davis, U of Chicago), Canada (HEC and UQAM in Montreal), France (St. Etienne), UK (London, Leeds, St Andrews), Austria (Steyr), Czechia (Brno), Sweden (Uppsala), and Belarus (Minsk). Pedagogical setup varies from one week to the next, so that students are exposed to very different teaching modes. This is by far the most popular semester.

Students who study Logistics or Operations Management at another institution are welcomed for one semester, and may find Semester 3 particularly interesting (or may visit for even just part of Semester 3), provided they have reached the same level in their own program. A statement from the home institution about English abilities is acceptable.



We are also involved in a joint UK 12 months master's degree in European logistics with Westminster University in London and Arnhem Business School in The Netherlands. This program, however, includes rather few students. Tuition fees are involved due to the UK involvement.

Finally, we just started a part-time MSc in Transport Planning, focused on the public sector. This program runs in Oslo, and is in Norwegian.

The China link. A special version of the MSc program is run in cooperation with a university in Suzhou, China. Each year, fifteen students start their education in Suzhou, taking the same courses and exams as those in Molde (but they have no choices in terms of courses). Semesters 2 and 3 are spent in Molde, while Semester 4 is spent writing an MSc thesis in Suzhou. In the first semester faculty from Molde teach about six weeks in Suzhou. The rest of the teaching, as well as supervision in Semester 4, are done by Chinese teachers trained in Molde. Throughout the four semesters the students are HiMolde's students. This is necessary as the Chinese university does not have the right to issue master's degrees in logistics. A similar program is presently being initiated with the State University of Belarus in Minsk.

The PhD program started in 2002 as the first specialized PhD program in logistics in Norway. There are now about 20 candidates in the program. The first three candidates finished on time in 2006. Most candidates are either employed at HiMolde (being a PhD candidate is a well-paid job in Norway) or financed over the Quota Scheme (see information box). For those employed the program takes four years: One year for courses, two for the thesis and one for teaching and supervision of MSc students. For Quota Scheme candidates the program takes three years, as there is no obligatory teaching. A few candidates are financed by other means. All PhD candidates are required to spend at least one semester abroad to make sure they get an international training. Lately we have had candidates in Salt Lake City, Auckland, Ithaca, Montreal, Denver and Davis. We advertise our PhD courses on the web, and they are all open to visiting students. At times we have support to offer, but generally there are no fees and no scholarships.

International adjunct faculty. To remain internationally focused HiMolde has decided to employ a fair number of adjunct faculty members instead of employing full-time faculty (we have full freedom in how we spend the funding). These faculty members all teach in Semester 3 of the MSc program, and many co-supervise PhD candidates. We offer such employment only to people with whom we do research. This way the students as well as faculty get a very good international exposure. Presently we have seven non-Norwegian adjunct faculty members, coming from France, UK, Canada (2), and USA (3).

Main page of HiMolde: www.himolde.no

MSc/courses for exchange programs: www.himolde.no/english

Doctoral program: www.himolde.no/doctor

COLLEGE OF PRODUCT INNOVATION & TECHNOLOGY MANAGEMENT—2006 CONFERENCE



Karl Ulrich (left) receives the Distinguished Fellowship plaque from outgoing co-president Cheryl Gaimon (center), with Ed Anderson (right) having read the citation.

The first conference of POMS College of Product Innovation and Technology Management (PI&TM) was held at Boston University on 2 May 2006. This conference focused on issues at the interface between academia and practice, across four panel sessions:

Product Portfolio Management

Distributed Product Development

Technology Commercialization & Startup Operations

Process Improvement, Knowledge Management and Organizational Learning

Industry experiences were shared by speakers from firms such as IBM, P&G and Vertex Pharmaceuticals. These panel sessions were chaired by Christian Terwiesch (Wharton), Edward Anderson (Texas), Janice Carrillo (Florida) and Vish Krishnan (UC San Diego).

The PI&TM College also took this opportunity to confer distinguished fellowships upon Karl Ulrich (Wharton) and Steven Eppinger (MIT). Fellowship citations were read by Edward Anderson and plaques were presented by Cheryl Gaimon and Vish Krishnan (Co-Presidents for College of PI&TM College, 2005-2006).



Submitted by **Nitin Joglekar,**
Boston University

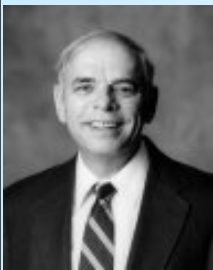
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COLLEGE OF SERVICE OPERATIONS— 2006 CONFERENCE

On June 2 and 3rd, POMS Service College had their conference in Carmel, CA. The theme of the conference was “*Services in the High Tech Era*”. This theme was highly fitting for the location, close to the Silicon Valley, and our many guest speakers spoke to this subject. Friday morning’s high tech speakers included Jim Spohrer (IBM), JP Wood (SSPA), Doug Morse (Oracle), Luke Hughes (Accenture), Scott Newman (University of Utah), and Navendra Agrawal (University of Santa Clara). After lunch, we heard from the two experiential service speakers, Pete Winemiller (Seattle SuperSonics) and Mark Scott (Starizon). We finished the day with our distinguished panel of defense service presenters chaired by Uday Apte (NPS) and including Admiral Jim Greene, Colonel Rene Rendon, and Commander Kate Erb.

During the lunch break, two awards were presented. First, Dick Chase was awarded an honorary plaque for his lifetime contribution to Service Operations Management. Second, the IBM Best Paper award went to Craig Froehle and Scott Sampson for their paper, “*The Seven Supply-Chain Roles of Service Customers and Implications for Service Innovation*”



Richard Chase

University of Southern California

Lifetime Contribution Award

On Friday night, the conference attendees gathered at Taste of Monterey for appetizers and a sampling of 6 different wines from local wineries. Following this event, attendees dined at the great restaurants in Carmel and Monterey.

The Saturday portion of the conference included 33 papers in 11 tracks. Many thanks to John Goodale (University of Oregon), our program scheduler and editor, for putting together a great line-up of papers. Following the academic portion of the conference, most attendees enjoyed hiking and sight-seeing in the Carmel area. Many of us had a chance to closely observe sea lions and sea otters at Point Lobos and at the Taste of Monterey event overlooking the harbor.

Overall, the conference was a great success which would not have

been possible without the support of the conference committee: Ram Akella, Uday Apte, Sriram Dasu, John Goodale, Rich Metters, Rhonda Righter, Jim Spohrer, and Chris Voss. The committee helped with sponsorship, paper reviewing, scheduling, and planning. Additionally, we want to extend a very special thanks to the generous sponsors of this event:

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Submitted by:

Madeleine Pullman

Portland State University

ON OFFSHORE OUTSOURCING



M. Eric Johnson
Director of the Glassmeyer/McNamee
Center for Digital Strategies
Tuck School of Business
Dartmouth

If all offshore outsourcing brings to mind is cost reduction, it's time to expand your thinking.

Offshoring can reduce costs, of course, though not as much as an apprehensive public and fulminating politicians imagine. But much more importantly, creative use of offshoring can fundamentally transform business activities, create new services and products, and spur innovation that couldn't happen otherwise. It can change the way companies go to market with their offerings and create entirely new businesses, dramatically improving customer service, often with no domestic job losses at all.

Let's start with call centers, which come to most people's minds when they think of offshoring. When you change the economics of call centers, you can take the future back to the 1950s, when AT&T made it a rule to pick up calls within five seconds. That would startle your customers, wouldn't it? They're used to calling their frequent-flier accounts and going through loops and loops of buttons. And if they really, really want to talk to a person, they get put in a queue and wait for—who knows? Twenty minutes? An hour?

Picking up a call in five seconds is vitally important in certain businesses. Dell Computer has been launching a new line of ink-jet printers, hoping to take market share from Hewlett-Packard. The business model in printers is no secret: sell the printer essentially at cost, and sell ink for its lifetime. The margin is in the ink.

But you've got to take orders fast. People's time is valuable. No one will wait on the phone for five minutes to place an ink order. Dell initially had problems with offshore tech-help call centers, but the company is finding that a call center in India can take a call in five seconds and get ink on the way quickly, at a reasonable cost.

Why can't they do that here? Because at U.S. wages, they can't afford to staff a call center heavily enough. Wait time for customers increases nonlinearly with utilization of call-center workers. As utilization of workers approaches 100 percent, waiting time explodes exponentially. Even a 10 percent reduction in labor cost is major, because it permits a lower rate of worker utilization and gets Dell away from the steepest part of that exponential curve.

In tech support, another phenomenon can dominate. Lower labor costs allow callers to reach highly skilled employees more quickly. In traditional tech support, callers usually go through a

screening process. The support center starts with a very low-skilled person, hoping he or she can provide the answer. But using an offshore center, a company can change the mix of workers economically and immediately hand callers to experts.

This is no small thing. Studies of satisfaction among people calling for support reveal a completely counterintuitive result: If you can solve their problem quickly, their regard for you climbs higher than it was before they had their problems. Your company benefits from a kind of halo effect as a result of the hero who solved the problem.

Several companies, including Intuit, have told me this story. In Intuit's offshore tech-help center, callers usually reach a competent troubleshooter right away. In a U.S. call center with similar costs, they might still be waiting to get their answer after two hand-offs.

For a third example, consider software development. In this case, modest reductions in labor costs allow whole new businesses to come to life.

What's the key question here? It's not "Shall we reduce our costs by moving this development process to India?" Instead, it is "Can we use this ability to develop software economically to successfully modify our core product for a niche market?"

If the answer is yes, your business can escape commodity status and enjoy a bonanza. Niche markets by definition are small—but there are lots of them. And the margins can be luscious.

There are many examples. One is Symphony Services, a company I work with. Symphony created an outsourced software model in which they combine their offshore software development capacity with a venture fund that buys startup companies. Target companies struggle to serve niche markets because software development costs are too high in the U.S. Symphony takes the product to India, develops it, and brings it back to the States.

Voila! A product and a market, neither of which would have existed without offshore outsourcing. No jobs are lost in the U.S. They couldn't have existed at our wage rates. But there are big gains: satisfied, better served, more productive U.S. customers; profits for a U.S. firm; profits for an Indian firm; and employment for Indian software engineers.

So think about cost savings, sure. But think more about letting those savings take you to market spaces you never even considered before.

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SERVICE QUALITY: INTERNATIONAL DIFFERENCES



Jack Meredith

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Editor's note: Hau Lee's message on the front page emphasizes the growing global and international dimensions of our profession. Jack's story below is a just one example of how globalization impacts our lives—in this instance, with regard to the (varied) meaning of service quality internationally!

Cruising for Service

As a former mechanical/aerospace engineer in my previous life, most of my attention in the ops arena has been on technology and quant stuff. This is simply my weak excuse for not having lovingly embraced the service juggernaut that has been building within the field in recent years. (Well, maybe 30 years?) Thus, it was with some fascination that I observed the quintessential level of service offered by the ultimate service experience: a *cruise to Hawaii!* And not just any old cruise, but a 2-week cruise with a large cruise line famous for its service. My wife had found this opportunity on-line after we promised my best friend from high school and his wife last year that we would be ready for a cruise with them to Hawaii this winter. And indeed we were!

As things progressed during our cruise, I found myself a bit confused by the service treatment we were receiving. Now as you might expect, any cruise to Hawaii in the middle of winter is bound to be filled with large, slow, dilapidated, old people everywhere—but mostly *in front of me!* Well, I should have expected this, of course, and hence much of the “service” was geared to these pokey, old folks. Another confusing factor was that like most cruise lines, this one was foreign owned, a European company, and I know that European concepts of true service are different from what we Johnny-come-lately Americans expect. And another complicating factor was that, like all cruises I've been on, this was an “international” cruise (this one stopped at Ensenada, Mexico for a few minutes to pick up some Tequila or something), thus allowing the cruise line to hire inexpensive (i.e., non-American) workers, who were all very nice but may also have had different ideas of what “service” means.

But I still couldn't quite get a handle on the cruise line's service philosophy—some things simply didn't seem to “add up”—until about mid-way into the cruise, when I had one experience that opened my eyes. I went up for an early-bird buffet breakfast one morning, trying to beat the pokey folks, and the line was, happily, fairly empty. But there were no trays set up for customers and no one there to give me one. There were trays and napkins and silverware, but they were on the far side of the counter where the

servers usually stand, and the large glass food-protecting divider (which ran the entire length of the buffet) was prominently blocking access to them. Well, there was space under the glass, where the food servers hand your food to you on plates, so I reached under the glass and got my fingers on a tray and also a napkin, pulling them toward me under the glass. But the silverware was in containers on a stand facing away from me. As I was contemplating how to access this stuff, or see if there was stick nearby to knock some of them free (much as a monkey might), a server came hurrying over behind the counter to “service” me. He daintily picked up a knife, fork, and spoon in his virginal latex gloves while I watched, then said he'd be glad to put them on my tray if I'd send it back under the glass. Well, I was a bit reluctant to release my prized possession after working so hard to obtain it, but I conceded defeat and slid it back to him. He carefully rearranged my messy napkin and slowly and precisely placed the silverware on it in the correct order, whatever it was, and then with great gusto, slide my perfectly arranged tray back to me under the glass and smiled.

Well, I tried to open my mouth to say thank you, but it just wouldn't budge, instead screwing up into a mixture of a pout and a snarl. As I moved down the buffet line with my perfectly arranged tray, I watched the server out of the corner of my eye to see if he would now prepare another tray for the next early-bird passenger, though no more were in sight. But no, he moved back to wherever he had come from, then glanced at me and caught me looking at him! But I didn't care—I was still peeved.

At this point, I suspect some people wonder what my problem was, while others know exactly what was wrong. But throughout the trip, I found that what seemed to drive me nuts often had no impact on my pokey fellow-passengers, most of whom seemed, in fact, to also be Americans. Well, this incident opened my eyes to what many of you probably already know—service is perceived differently in different cultures. I know—that sounds pretty obvious, but it had some surprising insights for me. In this case, as I reconstructed it, the buffet server could clearly not provide me with “service” by preparing a tray ahead of time for me. I had to actually *be* there, to receive (and appreciate) being *served*. Wasting my time was irrelevant—besides, wasn't I on this cruise to waste time, and be served by others, and enjoy being waited on? (My upbringing in modest circumstances and lack of gentility clearly show through.)

But as I began applying this philosophy to other confusing incidents during our cruise, some of them began to make more sense. For example, on my previous two cruise experiences, the oatmeal, cream of wheat, and grits tureens (like the soup tureens at lunch) were commonly placed for easy access by passengers who wished to measure their own amount of food

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into their bowl, or get a quick second helping. But here, the buffet server who put the eggs and meats on plates also had to serve the oatmeal, cream of wheat, and grits. Obviously, this was to properly provide each passenger with “service.” And another confusing example now made sense. My wife brought soap powder in small plastic bags to do our laundry—two weeks is a long time to pack for if you can’t do your laundry. But there were no laundry facilities—genteel passengers obviously wouldn’t be doing their *own* laundry. That would be a “service” provided by the ship’s laundry (at a substantial fee, of course).

All were not negative examples, however. Most cruise lines subcontract their shore excursions, so unwary passengers who try to inquire at the excursion desk about alternate shore services and tours are abruptly rebuffed, much to their dismay. That is, in contrast to the friendly and courteous treatment everywhere else on board ship, the clerks at the excursion desk often seemed much more curt, and even rude on occasion, which is a shock to most passengers. By accident on one previous cruise, I couldn’t reach the excursion desk and called the Purser instead, who showered me with information about multiple and varied shore tours and services. This was such a shock that my wife and I spent considerable energy and time investigating further, thereby finding out about this unpublicized, but common, practice. However, with this cruise line’s devotion to “service,” the excursion desk was run by the cruise line itself and they were extremely helpful with information about everything else that was also available on shore.

But not every practice was explained by this new insight I gained. For instance, the lunch buffet (like the more formal lunch room) didn’t open until precisely 12:00 noon. This seemed strange to me, particularly when nothing else was available on an ongoing, 24-hour basis like most other cruise lines offer (also not explained). Surely it would be better to open somewhat before noon to even out the crush of people all trying to eat at the same time, wouldn’t it? The cruise line could then provide “service” earlier and require fewer servers overall.

But the bottleneck that cursed the breakfast buffet line throughout the entire trip was precisely explained by my new insight. I had noticed for a few days at the beginning of the trip that the breakfast line was always backed up by at least a dozen people waiting at the end, where the muffins, bagels, and breads were. I usually skipped these so I just left the line before reaching this final station; nevertheless, it slowed down the entire line tremendously. Finally one day when I thought I’d like a piece of toast, curiosity got the better of me and I asked some of the crowd waiting at the bread station what they were waiting for and one woman said: “Toast!” I then placed my tray on the side, and squeezed in to get a look, whereupon I saw the buffet server standing at the toasting conveyor oven patiently waiting. It was then that I put my newfound knowledge to use and realized he had asked the next woman in line what she would like, and she said “toast.” He then inquired as to white or brown (as the Europeans call it), so I’m sure she told him, whereupon he

put that into the oven. Now *everyone* on the buffet line had to wait for her bread to be toasted! It simply dumbfounded me that this server didn’t make toast, both white and brown, ahead of time, or that there wasn’t some already sitting there. I thought of an experiment! I asked the server if he had any toast already prepared, whereupon he said “White or brown?” I said “Brown!” and he handed me a nice warm slice of toast on a plate. As I left with my prize, I heard the woman scream at the server “Why does he get a slice of toast ahead of the rest of us?” Smiling, I thought to myself: “Because I now understand what ‘service’ means!”

POMS INTERNATIONAL CONFERENCE CEIBS, SHANGHAI, CHINA, 6/19–6/23 2006

Co-General Chairs:



Linda Sprague

China Europe International Business School
(CEIBS)

lgsprague@ceibs.edu



James P. Gilbert

Crummer Graduate School of Business
Rollins College

jgilbert@rollins.edu

Program Chair: James P. Gilbert, Rollins College.

Associate Program Chair: Tom Callarman, CEIBS.

Program Assistant: Lynn Lu, CEIBS.

Deputy Director: Claudia Schaeffer, CEIBS Dean's Office.

Track Chairs

Disaster Management

Martin K. Starr, Rollins College
Sushil Gupta, Florida International University

Operations Strategy

Larry J. Menor, University of Western Ontario

Service Operations

Uday Apte, Southern Methodist University

Global Operations Management

Henrique Luiz Correa, Rollins College

Business & OM Management Education

Ilan Alon, Rollins College

Global Manufacturing Research

Linda G. Sprague, CEIBS

E-Commerce

John Wang, Montclair State University

Supply-Chain Management

Pedro M. Reyes, Baylor University

General OM-Related Topics

James P. Gilbert, Rollins College

The 2006 International Conference of the Production & Operations Management Society (POMS) was an educational and cultural learning success. The conference was held in Shanghai (Pudong), China. China has a population of about 1.3 billion (July 2006 est.) of which 9 million reside in Shanghai. The city is a dynamic industrial and sea port center and one of China's most exciting locations.

The conference was hosted on the campus of the China Europe International Business School (CEIBS). CEIBS is the only internationally recognized mainland China business school and the only Asian business school to achieve global rankings for its MBA, EMBA, and Executive Education Programs. The campus facilities were a perfect setting for the important work of the conference.



The 3 Plenary sessions along with the 61 papers submitted to the conference in 10 tracks led to a most exciting program. There were 101 participants at the conference representing 21 countries. The planning committee anticipated considerable jet lag among the participants by using an early morning to early afternoon session schedule followed each day by lunch. The participants were then ready to visit Shanghai sites by bus leaving from the CEIBS campus to various venues in Shanghai.

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Program

The Monday evening welcome ceremonies and reception set the stage for an exciting conference. Program Co-General Chairs, Linda G. Sprague and James P. Gilbert welcomed all to the conference. POMS was represented by our President-elect, Jatinder N.D. Gupta who offered remarks on the value of International learning. The introduction to CEIBS was given by Professor and Dean of the China Europe International Business School, Rolf D. Cremer. He illustrated nicely the success of the graduate school as an example of a joint venture between the European Union and the People’s Replic of China.

Surrounding the welcome reception hall was an exhibition of Contemporary Chinese Art. The exhibit was co-sponsored by CEIBS and the Eastlink Gallery of Shanghai. The evening’s music was presented by a 4-piece Chinese Traditional Instruments Orchestra.

Plenary Sessions

Tuesday: Three plenary sessions were offered during the conference. Dr. Wang Jinmao, Professor of Economics at CEIBS found a full house waiting for his presentation Tuesday morning. His presentation *Reform and Opening Up: China’s Presence on the World’s Economic Stage* was very enlightening. He summarized the past 3 year’s economic data for China and developed for the audience recent China plenums.

Dr. Jinmao developed the key aspects of the 11th 5-year program with aspects of: scientific concept development, new socialist countryside, capacity for independent innovation, and harmonious society. He also outlined the 15-year plan for development of science and technology for China.

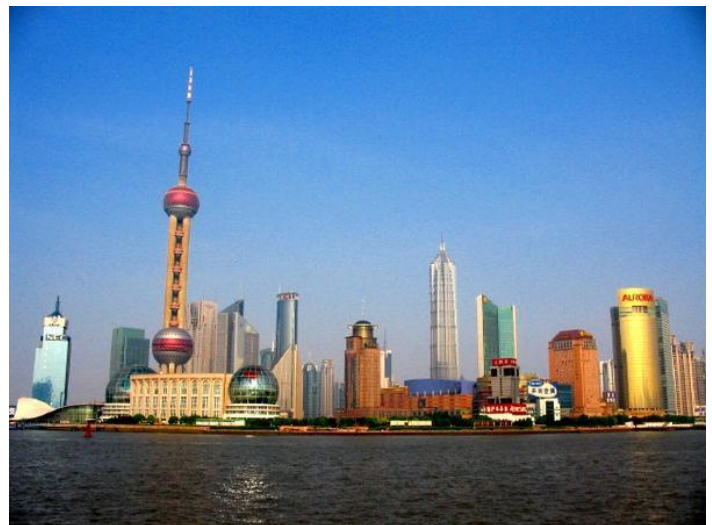
Wednesday: With 23 years experience working and living in China, Dr. Linda G. Sprague presented *China’s Evolving Supply Chain Infra-structure: A Work in Progress*. To understand the complexity of China’s supply chain we need to examine the geography & geology, the political & economic structures, the previous & present policies, and customs & the consequences. China’s physical supply chain infrastructure today looks something like this:

	China	US	France
Population, billions	1.256	0.274	0.059
Size, million square km	9.56	9.37	0.543
Railways, km	67,524	212,433	31,939
Waterways, km	110,000	41,009	14,932
Pipelines (oil & gas), km	19,093	609,000	33,292
Airports	40	185	13
Highways, km	55,000*	79,091	9,900

* To expand to about 90,000 by 2010.

Professor Sprague offers a depth of insight that is unparalleled. Linda developed for us the Four Cardinal Principles and the Five-Year Plan of the Chinese Government and how these affect business operations in China.

Thursday: CEIBS Professor Juan Antonio Fernandez and Ms. Laurie Underwood, Editor-in-Chief of *Insight* – the monthly magazine of the American Chamber of Commerce, Shanghai, discussed their book on CEO’s in China. Their research gives us wonderful insights into the workings of domestic and foreign firms operating in China today. Toward the end of their presentation Laurie mentioned that she asked each CEO what their plans were at the end of their tenure as CEO. She stated that every CEO indicated that they would stay in China. For both Chinese citizens and non-Chinese the draw of China is compelling.



ANNUAL CONFERENCE HIGHLIGHTS BOSTON, 4/28–5/1, 2006

The 17th Annual Conference of the Production and Operations Management Society was held April 28 through May 1, 2006. The theme was OM in the New World Uncertainties. The meeting was a great success due to the tireless efforts of the individuals shown here. On the following pages, some of the conference activities are further highlighted, such as the Emerging Scholars program and the results of the awards program.



General Chair
Barbara Flynn
Professor, Wake Forest University



Program Chair
Nada Sanders
Professor, Wright State University

Sushil Gupta (International Committee Chair)
John (Jack) Kanet (Emerging Scholars Program)
Mike Magzine (Emerging Scholars Program)
Timothy Lowe (Doctoral Consortium)
Suresh Chand (Conference Advisor)
Nagesh Murthy (Sponsorship Committee)
Joy Field (Local Events Committee)
Elliot Bendoly (Proceedings Editor)
Elliot Bendoly (Program Editor)
Tim Smunt (V.P. Meetings)
Raju Balakrishnan (Web Editor)
Alka Gupta (Webmaster)
Nimisha Garg (Program Assistant)
Cheryl Kiser (Program Assistant)

Track Chairs:

Empirical Research in OM	Eve Rosenzweig
E-Business and Operations	Byron Finch
Innovations in Teaching	Janelle Heineke
JIT and Lean Production	Yoshiki Matsui
JIT and Lean Production	Rachna Shah
Logistics, Dist. Chan, Inv. Sys.	Martha Cooper
Supply Chain Disruptions	Karl Manrodt
Product Innovation & Tech Mgt	Michael A. Lapre
Service Operations Mgt	Rohit Verma
Service Operations Mgt	Chris Voss
Enterprise Resource Planning	M.A. Venkataraman
Healthcare Operations	Craig Froehle
Inventory Management	Don Warsing
Modeling in Operations Mgt	George Polak
Operations Strategy	Joy Field
Operations Strategy	M. Hossein Safizadeh
Performance Measurement	Hale Kaynak
Purchasing	Amelia Carr
Supply Chain Management	Ram Ganeshan
Sustainable Operations	Luk Van-Wassenhove
Sustainable Operations	Dan Guide
Mass Cust. & Personalization	Fabrizio Salvador
Mass Cust. & Personalization	Manus Rungtusanatham
Mass Cust. & Personalization	Cipriano Forza
International/Global Operations	Vidyaranya B. Gargeya
Quality Management	Daniel Heiser
Disaster Management	Sushil Gupta
Disaster Management	Ram Tewari

EMERGING SCHOLARS PROGRAM



This year marked the third year of the POMS Emerging Scholars Program and, like the first two, it was a wonderful success.

The Production and Operations Management Society is committed to fostering the development of new professionals pursuing academic careers in the field of OM, and has thus commissioned this special session of the conference. The program's goal was to provide junior OM professionals with career-building advice in developing excellence in their personal programs of teaching, research, and service in operations management.

The program consisted of a set of guided discussions on topics relevant to academic career-building in the field of POM. The discussions covered a broad range of topics such as excelling in the classroom, new methodologies for research and teaching, book writing, charting and managing a winning research stream, choosing publication outlets, dealing with lazy editors, dealing with impertinent reviewers, doing research in non-PhD granting universities, funded research, professional service (getting involved with what and when), service opportunities in POMS, consulting, juggling your activities – doing it all, setting priorities, and other relevant issues.

This year's program had one thing missing: Jack Kanet. The Emerging Scholars Program is Jack's brainchild and was conceived and carried out by him. Unfortunately, Jack had to undergo surgery, coincidentally, at the precise moment of the start of this year's program. He is doing just fine and we can expect Jack to be back for the fourth installment next year in Dallas. Mike Magazine and Craig Froehle filled in as facilitators this year, but are committed to turning it back to Jack next year.

Submitted by Michael Magazine

University of Cincinnati



AWARDS GIVEN AT THE ANNUAL CONFERENCE

IBM Best Paper Award: Service Operations Track

Chris Voss assisted by Rohit Verma described the award, introduced the winners and distributed the plaques.

Winner



Sriram Thirumalai, University of Utah (left photo)

Kingshuk K. Sinha, University of Minnesota (right photo)

“Customization Strategies in Electronic Retailing: Self-Selection and Performance Implications”

Honorable Mentions

Matthew J. Drake, Paul M. Griffn, Julie L. Swann

“Optimal Timing of Package Promotions for Sports and Entertainment Tickets”

Shannon W. Anderson, L. Scott Baggett, Sally K. Widener

“Customer Satisfaction during Service Operations Failures: The role of attributions of blame”

Sixth CIBER International Case Writing Award

Kasra Ferdows presented this award on behalf of Roger Schmenner. The award is available thanks to the generosity of the Indiana University Center for International Business Education and Research (CIBER).

Winner



Scott Newman,

Gary Grikscheit (left photo),

Rohit Verma (right photo), and

Vivek Malapati,

all of the David Eccles School of Business at the University of Utah.

Case: “eBay Customer Support Outsourcing”

This case documents the decision facing eBay to lower its customer support costs by outsourcing some of its customer inquiries to India and to Canada. It does a fine job describing eBay’s business model, its operations, and the potential for outsourcing the responses to certain types of customer e-mail questions. It will be available in the CIBER Case Collection from ECCH at Babson.

WICKHAM SKINNER AWARDS

Wickham Skinner Best Unpublished Paper Award

Wick Skinner presented the plaques and the checks to the winners, assisted by Christoph Loch on behalf of Terry Taylor, committee chair. The other selection committee members were Cheryl Gaimon (Georgia Tech), Christoph Loch (INSEAD), Taylor Randall (University of Utah), Robert Shumsky (Dartmouth College), and Richard Steinberg (Cambridge).

Winner



Mumin Kurtulus, Vanderbilt University (left photo)

Beril Toktay, Georgia Tech (right photo)

"Category Captainship: Outsourcing Retail Category Management"

Runner-up (tie):

Mark Ferguson, Georgia Tech, and Oded Koenigsberg, Columbia

"How Should a Firm Manage Deteriorating Inventory?"

Richard Lai, Harvard

"Inventory Signals"

Wickham Skinner Early-Career Research Accomplishments Award

Chelliah Sriskandrajah introduced the committee chair, Jan Fransoo (Technische Universiteit Eindhoven, Netherlands), and the committee members Ozalp Ozer (Stanford University), V. Sridharan (Clemson University), Hartmut Stadler (Universität Hamburg, Germany), and the winner.

Winner



Vishal Gaur

NYU Stern School of Business

It is clear that this award is considered very prestigious, given the excellent quality of the nominations that we received. The jury scored each of the nominees on each of the following five aspects: quality, productivity, relevance, and viability, each with a scale from 1 (poor) to 5 (excellent). After counting all votes, there was one very clear winner, which scored high on all aspects, namely **Dr Vishal Gaur** of the Stern School at New York University. Professor Gaur's research work has a very favorable impact on POM practice. Two examples are his POM paper and his OR 2004 paper and his case studies. His papers are also based on strong theoretical foundations. Furthermore, he has a sound modeling ability (MSOM 2005 and his working paper). He comes across as a researcher who identifies and models important problems that arise in practice. We see him as someone whose work does and will "broaden, extend, and alter the way that POM is conceptualized, practiced, and viewed." The jury was especially impressed by the variety in methodologies in his research work, which he uses to strengthen the content, theory, and practical impact of his work. The jury congratulates Vishal Gaur on winning this prestigious award.

MARTIN K. STARR EXCELLENCE IN POM PRACTICE AWARD

Martin K. Starr Excellence in POM Practice Award

This new award recognizes contributions made to the field by POM practitioners. It is open to all POM practitioners from around the world, and is based on exceptional quality of contributions to the POM field during the career of the candidate at all organizations employed.

The POMS Board unanimously approved that the award be designated as the *Martin K. Starr Excellence in Production and Operations Management Practice Award*. Dr Starr has contributed to POMS and its activities since its inception and has been a constant source of guidance and inspiration to POMS. Naming this award after him is indeed a great recognition of his services to the POM profession in general and the POM Society in particular.

Winner



Lee Cockerell
Executive Vice President of Operations
Walt Disney World

The Award Committee was chaired by Sushil Gupta and included Kasra Ferdows, Rafael Menda, Wickham Skinner and Martin Starr. The Committee, recognizing the need to establish and promote this important award, decided to bestow the first special acknowledgment on one of the most esteemed members of the POM field, Mr. Lee Cockerell. In turn, we were honored that Mr. Cockerell was willing to accept this award, and, thereby, help POMS institutionalize the significance of this award which we deem to be the POMS equivalent of the Nobel Prize.

Mr. Lee Cockerell is the Executive Vice President of Operations for the WALT DISNEY WORLD Resort in Lake Buena Vista, Florida. His responsibilities encompass a diverse mix of operations, which include 18 resort hotels with over 25,000 Guest rooms, 4 theme parks, 3 water parks, 5 golf courses, a shopping village & nighttime entertainment complex, a sports & recreation complex, and the ancillary operations support functions. The Resort serves millions of guests each year and employs 56,000 Cast Members.

Mr. Cockerell played a major role in making the POMS 2001

Orlando National Conference highly successful. Lee's plenary speech was given to a full house. His views on operations management leadership were a highlight of the conference. A full day track was developed with the aid of Mr. Cockerell focusing on various aspects of the Walt Disney World operations activities. For the first time in Walt Disney World history Vice Presidents openly presented how they create the magic. For example, the Vice President of Forecasting shared the models used and how the extensive data was analyzed and used by the Walt Disney Corporation President and all Walt Disney World divisions. This track was so popular that every session was filled and most sessions were moved to larger rooms.

Mr. Cockerell joined the Disney organization in July 1990 as Director of Food and Beverage and Quality Assurance for the Disneyland Paris hotels. Prior to joining the Walt Disney World Co., he spent seventeen years in various executive positions with the Marriott Corporation and eight years with Hilton Hotels.

As Executive Vice President of Operations, Mr. Cockerell has instituted many innovative and imaginative programs. Mr. Cockerell sees his primary role at Walt Disney World as an *environmentalist*. This means that Lee uses his authority and position to create a workplace that has great leadership at all levels, that shows total respect to all people, and that works hard to make Guests and Cast feel special. Mr. Cockerell has said, "we treat them as individuals and show total respect to all while educating and developing the Cast so they can perform with self confidence for Guests."

Lee has served on the Heart of Florida United Way Board for six years including being the Chairman of the Board and a member of the Executive Committee. He served as the 2005 Campaign Chairman for the Heart of Florida for Central Florida. Lee serves as a member of the Board of Trustees for the Culinary Institute of America in Hyde Park, NY; and in 2005 Florida Governor Jeb Bush appointed him to the Governor's Commission on Volunteerism and Community Service representing Orange County for a three-year term.

Lee and his wife Priscilla reside in Orlando, Florida. In his free time, Lee enjoys traveling, jogging, dining out and most of all spending time with his three grandchildren, Jullian, Margot, and Tristan who live one mile away.

Dr. Starr (who was unaware that his name would be associated with the award until it was announced at the meeting!) introduced Mr. Cockerell to the conference attendees and presented him the award during the luncheon ceremony on Monday, May 1, 2006.

NEW POMS FELLOWS

Fellow of POMS Awards

Editor's note: Three new POMS Fellows were inducted in 2006; Professor Richard B. Chase, Professor Kasra Ferdows, and Professor Wallace J. Hopp. Their citations begin on the following page, following the letter below from Martin Starr which gives the rationale behind the Fellows designation. This letter is reprinted from *POMS Chronicle* 11 (2).



Martin K Starr

Chair, POMS Council of Past Presidents
Rollins College

When Aleda Roth became President of POMS over two years ago, she asked me to put together a proposal for the Fellow of POMS Award. To evaluate the opportunities and possibilities required contacting people from other

societies that had experience with fellowship programs.

There are many of them reflecting an incredible number of different approaches. Once the pros and cons had been sorted out, tentative recommendations were discussed with various members of our society who were familiar with the history and culture of our POMS organization.

It is clear that adoption of fellowship recognition is essential to put POMS on the same level with other scientific and professional societies. All major, professional societies have used fellowship to solidify their base of support. The foundation of great societies is composed of people. Articles and books are written by researchers. Students are inspired by their teachers. Problems are solved by P/OM executives who apply their art and science to do it better the first time. Our cases demonstrate conclusively that people are the crucial, scarce resource. Successful professional societies must recognize the contribution of their members in a proper way.

For appropriate fellowship recognition, there are two main options. First, some societies consider the title of Fellow to be a membership category. (You lose it when you leave.) Second, Fellow designation is presented as an award. It is given to recipients for life. The title is (solely) an honor that does not bestow any special status nor does it provide expanded privileges.

The first category of fellowship has caused problems in various societies that have employed it. For example, ORSA, at its inception, limited positions on the Board to Fellows of the society. Non-fellows felt disenfranchised which led ORSA to discontinue the fellowship member level. In the Fall of 2002, INFORMS (created by merger of ORSA and TIMS) reestablished fellowship award status, but this time it was based on the second option.

A strong infrastructure is crucial for the well-being of professional societies. To achieve full commitment to publications, meetings, and service to the society, recognition of significant contributions is essential. This supports high personal involvement and continued

retention, as well as attracting new contributors who respond positively to the environment of appreciation for contributions.

The fact that fellowship programs are considered to act in this way became evident as data revealed that fourteen out of fourteen societies studied (major organizations from every field of science) had active and on-going fellowship programs.

Following the POMS-Cancun Meeting (April 30 – May 3, 2004) POMS President Gabriel Bitran set in motion the establishment of a committee to examine appropriate conditions for awarding members the honorary plaque designating them as a Fellow of POMS. This Committee was asked to propose criteria and suggest candidates for recognition at the 2005 POMS-Chicago Meeting to be held in May. The Committee is composed of the Past Presidents of POMS who by Board agreement were the first recipients of the Fellow of POMS Awards at Cancun.

A consensus emerged in discussions at the POMS-Cancun Meeting. It has been strengthened by conversations with members from many areas of academia and industry since then. There is agreement that the organizational model for POMS is that of a professional society without hierarchy. In accord with that, the fellow's award designation should be based on broad inclusion of the membership of POMS.

Recognition of contributions must cross all geographic boundaries. There should be a growing body of Fellows who meet regularly at all meetings. Selection must not be constrained by industrial affinities, governmental activities, and academic proclivities. Contribution should be defined to be representative of a spectrum of well-informed opinion from a variety of sound constituencies concerning what constitutes accomplishments of merit.

There are many options to be examined. Societies studied to date show great variation in their standards for the Fellows Award. Some examples: one professional society requires 10 consecutive years of membership; another demands 12 years in the profession; one has a minimum age condition; quite a few limit the total number of fellows as a percent of total membership; almost half impose a limitation on the number of new fellows per year. The limits on numbers tend to be applied by large and well-established societies. Accomplishments that merit consideration for the Fellow of POMS Award must be carefully defined.

Type I errors (bypassing someone worthy of the award) are undesirable, but they can be remedied. Type II errors (an award is made that is not justified) cannot be remedied. Type II errors are visible and disheartening for those who previously received the award. They demoralize those who strive to earn the fellows award. The POMS Award Committee will make every effort to minimize both of these two types of errors. The Committee will be particularly cautious about Type II since Type I can be fixed. Every effort will be made to listen and to be responsive.

NEW POMS FELLOWS

(Continued from page 20)

A few statistics about the supply of candidates for possible awards will help to explain why a Fellowships Award program is well-timed. POMS was founded 15 years ago (June 30, 1989). There have been on average twenty members of the POMS Board serving two-year terms during that time. This means that about 150 people have served the society in an administrative capacity. During the same period there have been about fifty issues of the POM Journal—including special issues. This works out to about 350 articles contributed by as many as 1000 authors with hundreds of editors who have refereed accepted papers as well as rejected papers.

An important source of potential candidates for the Fellow of POMS Award is in industries around the world. POM executives have been solving vital production and operations problems for decades. A similar statement can be written about the teachers who have contributed teaching innovations to the POM profession. Only recently have candidates come forward to describe their work in response to the Wick Skinner award for innovations in teaching. The time has come to recognize industry practitioners and teachers whose contributions earn them the right to be considered for the honor of receiving the Fellow of POMS Award.

Scores of POMS members have created and chaired meetings all over the world. There have been some outstanding contributions which involved years of work out of the limelight. Intellectual leaders in the POM field have won awards for research ideas and results which may be overlooked without a properly orchestrated Fellow of POMS Award program. It is fitting that we have this Fellow Award program in place for the 15th anniversary of POMS.

POMS Fellows:

- 2004: John A. Buzacott Sushil K. Gupta
- Robert H. Hayes Aleda V. Roth
- Roger W. Schmenner Kalyan Singhal
- Wickham Skinner Martin K. Starr
- 2005: Gabriel R. Bitran Marshall Fisher
- Paul R. Kleindorfer Hau L. Lee
- Suresh P. Sethi Luk Van Wassenhove
- Chris Voss Steven C. Wheelwright
- 2006: Richard B. Chase Kasra Ferdows
- Wallace J. Hopp



Richard B. Chase
University of Southern California

Richard B. Chase is the Justin Dart Professor in the Department of Information and Operations Management at the Marshall School of Business, University of Southern California. He is a specialist in service operations management where he has applied concepts from OM, organizational theory, and services marketing to the design of service processes. He is the originator of the customer contact theory for organizational design, with early articles on the subject in *Management Science* and *Operations Research*. Two of his *Harvard Business Review* articles, “Where Does the Customer Fit in a Service Operation?” (1978) and “The Service Factory” (Chase, R. & Garvin, D., 1989) have been cited as classics in the field. He is among the top 20 contributors on the subject of history of operations management to be published in the *International Journal of Operations and Production Management* survey. The *Journal of Retailing* has identified him as one of the leading scholars in services marketing. His coauthored textbook *Operations Management for Competitive Advantage* (Chase, R., Jacobs, R. & Aquilano, N., 11th ed.) has been one of the top three textbook sellers since its first edition in 1973.

Among other outlets, he has published in *Harvard Business Review*, *Management Science*, *Journal of Service Research*, *Sloan Management Review*, *Manufacturing and Service Operations Management*, *Journal of Operations Management*, *Production and Operations Management*, and *Operations Research*.

In 2004, he was recognized as the scholar of the year by the POM Division of the Academy of Management, and was selected as an AIM scholar by the British government. He is a Fellow of the Academy of Management and Decision Sciences Institute and serves on the editorial advisory boards of *Production and Operations Management*, *Journal of Operations Management*, *Journal of Service Research*, *Cornell Quarterly*, and the editorial board of *Manufacturing & Service Operations Management*, among others. His money back guarantee for his MBA Service Operations Management course received international attention in the business press.

NEW POMS FELLOWS (CONT.)

**Kasra Ferdows**

Georgetown University

Kasra Ferdows is the Heisley Family Professor of Global Manufacturing and Co-Director of the Global Logistics Research Program at the McDonough School of Business, Georgetown University. His recent stream of research is focused on management of operations across borders and design of global networks of factories and service operations. Earlier, as one of the principal investigators of the Global Manufacturing Futures Research, he studied trends in manufacturing management in North America, Europe, Japan, and several other countries.

He has published in the *Production and Operations Management*, *The Journal of Operations Management*, *The International Journal of Operations and Production Management*, *International Journal of Production Research*, and *International Journal of Technology Management*, as well as general management journals such as *Harvard Business Review*, *Strategic Management Journal*, *California Management Review*, *The Columbia Journal of World Business*, *European Management Journal*, and *The Journal of Business Strategy*. He has also has an edited book, "Managing International Manufacturing," and written many book chapters and cases. One of his latest cases, *Zara* (written with Jose Machuca and Mike Lewis), won the 2003 Best Case Award from POMS, and the 2005 Business Week/ECCH Best Case in Operations Management..

He joined Georgetown in 1990, coming from INSEAD in France, where he taught for ten years and still teaches as a visiting professor. He has also taught, as a visiting faculty member, at the Harvard Business School, the Stanford Business School, and the Melbourne Business School. Before all that, he taught at the Iran Center for Management Studies. He holds M. Sc. in mechanical engineering from Teheran Polytechnic and MBA and Ph. D in Industrial Engineering from University of Wisconsin in Madison.

He was the President of POMS from May 2005 to May 2006 and has served as a POMS board member several times. He has also been on the editorial boards of seven scholarly journals, including *POM* (Board of Advisors), *JOM* (Editorial Advisory Board), and *Manufacturing & Service Operations Management* (Senior Editor until 2003). As a consultant, he has worked with a number of multinationals, including Apple Computers (US), Astra (Indonesia), Barilla (Italy), BASF (Germany), Danfoss (Denmark), Ford of Europe (UK), General Electric (US), Hewlett-Packard (US), IBM (US), Monsanto (Belgium), Norsk Hydro (Norway), Pechiney (France), PepsiAmericas (US), SAB (South Africa), Rauma (Finland), and the World Bank Group. He was the acting dean of The McDonough School of Business from July 1997 to July 1998.

**Wallace J. Hopp**

Northwestern University

Wallace J. Hopp is the Breed University Professor in the Department of Industrial Engineering and Management Sciences at Northwestern University. He has been at Northwestern University since receiving his Ph.D. in Industrial and Operations Engineering from the University of Michigan in 1984. His research focuses primarily on the design, control and management of production systems.

He has won a number of research and teaching awards, including the 1985 Nicholson Prize (for best student paper in Operations Research), the 1989 McCormick Teaching Award (for best engineering professor), the 1990 Scaife Award (with Mark Spearman, for the paper with the "greatest potential for assisting an advance of manufacturing practice), the Pentair-Nugent Professorship in Business Leadership (for leadership in manufacturing management) in 1993, the Kellogg Top Five Professors Award in 1998 (for outstanding management teaching), the 1998 IIE Joint Publishers Book-of-the-Year Award (for the book *Factory Physics: Foundations of Manufacturing Management*), the 2001 Sargent Americanism Award from SME, the IIE Fellow Award in 2002, the INFORMS Fellow Award in 2004, the IIE Technical Innovation Award in 2005 the MSOM Fellow Award in 2005 and the SME Education Award in 2006.

Professor Hopp is the Director of the Master of Management and Manufacturing Program, a joint program of the Kellogg Graduate School of Management and the McCormick School of Engineering, at Northwestern University. He is also Editor-in-Chief of the journal *Management Science*, a Senior Editor of *POMS*, and a member of POMS, INFORMS, M&SOM, IIE, and SME. He is an active industry consultant, whose clients have included Abbott Laboratories, Anixter, Bell & Howell, Black & Decker, Case, Dell, Ford, Eli Lilly, Emerson Electric, General Motors, John Deere, IBM, Intel, Motorola, Owens Corning, S&C Electric, SPX, Texas Instruments, Whirlpool, Zenith, and others.

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