

**POMS**

**CHRONICLE**

FOURTH QUARTER 2007

**IN THIS ISSUE**

**President's Message .....1**

**From the Editor .....4**

**Distinguished Prof. of Int. Business at Rollins College ..5**

**College of Supply Chain Management Conference .....6**

**Nominations for POMS Offices.....7**

**POMS and EUROMA Calls for Papers .....8**

**Effective Supply Chain Design and Execution in  
Developing Markets.....9**

**POM Scholars Emerge Again! ..... 12**

**19th Annual Conference..... 13**

**Award Winners, 2007 ..... 15**

**Wick Skinner Award Applications Due Feb 1, 2008.... 16**

**SCM Student Paper Award;  
Emerging Economies Young Researcher Award..... 18**

**Fellows of POMS, 2007 Inductees..... 19**

**Martin K. Starr Excellence in POM Practice Winner ... 20**

**World Conference on POM, POM Tokyo 2008 ..... 21**

**Remodeled POMS Website..... 22**

**POMS Board ..... 23**

**Upcoming Conferences**

**Nineteenth Annual Conference of POMS**

May 9–12, 2008, La Jolla, CA USA

See page 13, or <http://poms.org/>

**World Conference on POM**

Aug 5–8, 2008, Tokyo, Japan

See page 21, or <http://www.jomsa.jp>



**Jatinder (Jeet) N. D. Gupta**

**POMS President**

College of Business Administration

The University of Alabama in Huntsville

I am truly honored and privileged to be entrusted with the Presidency of POMS, following the excellent performance of its founder and all previous leaders. This is especially important as POMS celebrates its 18 years of existence to enter into its phase of maturity.

Over these 18 years, with a strong membership base, POMS has become a truly global society with a solid identity and has reached out to a bigger and wider set of professional communities.

I am excited to be a part of the team to drive POMS to its next level of evolution: a truly global society with an overarching impact on the future developments in our profession of Production and Operations Management. This is possible only because of the dedicated service of our past and present board members and because of the active participation of our members. In fact, collectively, we make our society what it is, and assure that it remains responsive to our needs and serves our profession by being a leader now and in the future.

In my first communication as POMS President, I would like to (1) describe our society's well-being, (2) delineate its expanded global thinking and outreach; (3) list the current activities to enhance its service to its members and the profession, (4) outline some planned initiatives for its future growth including the strategic planning process; and (5) invite each of us to participate in ways that will serve our individual, personal and professional needs.

**POMS is alive and well**

Over the past 18 years, POMS has reached the age of maturity and has started to take on an increasing sense of purpose through its achievements. It has solidified its position as a professional society and is considered to be the most comprehensive professional society in the Production and Operations Management field. Its flagship journal, *Production and Operations Management*, is now regarded as the top journal in the field and is listed in *Business Week* as well as in the list of top journals by the University of Texas at Dallas. As is evidenced from POMS' last annual conference in Dallas, Texas in May 2007, its members are excited to be participating in the vibrant society with a well-defined purpose and future plans.

An interesting aspect of this conference was the melding of the matured and young professionals. While many of our previous presidents, board members, leaders, and founding members were seen to be quite active participants in this conference, it was evident that the young professionals in Production and Operations Management were equally excited to be at the conference and were willing to participate

*(Continued on page 3)*

**EDITORIAL TEAM**

*Editor:* **Glen Schmidt** University of Utah, Phone: 801-585-3160. (glen.schmidt@business.utah.edu).

*Associate & Feature Editors*

**Lori Cook**, DePaul University (lcook@depaul.edu): **POM Education**

**Nicole DeHoratius**, University of Chicago (ndehorat@gsb.uchicago.edu): **Retail Operations**

**Craig Froehle**, University of Cincinnati (craig.froehle@uc.edu): **Service Operations**

**Vidyaranya Gargeya**, The University of North Carolina at Greensboro (vbgargey@uncg.edu): **POM Education**

**Susan Meyer Goldstein**, University of Minnesota (smeyer@csom.umn.edu): **Health Care Operations**

**Ken Klassen**, Brock University (kklassen@brocku.ca): **Service Operations**

**Lalit Johri**, Asian Institute of Technology (lmjohri@ait.ac.th): **Strategic Management/POM Interface**

**Pranab Majumder**, Duke University (majumder@duke.edu): **Environmental Operations**

**Debashish Mallick**, University of St. Thomas (dmallick@stthomas.edu): **Product Development**

**Larry Menor**, University of Western Ontario (lmenor@ivey.uwo.ca): **Operations Strategy**

**Gerhard Plaschka**, DePaul University (gplaschka@allgrp.com): **Customer Value Management**

**Taylor Randall**, University of Utah (acttr@business.utah.edu): **POM/Accounting Interface**

**Rachna Shah**, University of Minnesota (rshah@csom.umn.edu): **Lean Manufacturing**

**Rajiv Srivastava**, Indian Institute of Management (rks@iiml.ac.in): **International Issues**

**Srinivas Talluri**, Michigan State University (talluri@msu.edu): **Supply Chain Management**

**Don Wardell**, University of Utah (mgtgdw@business.utah.edu): **Quality Management and Six Sigma**

**Jacob Wijngaard**, University of Groningen (J.Wijngaard@bdk.rug.nl): **POM Problems, Models, Systems, People**

**Kum Khiong Yang**, Singapore Management University (kkyang@smu.edu.sg): **International Issues**

*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.*

**Dr. Sushil K. Gupta**, Executive Director-POMS

*Florida International University  
11200 Southwest, 8th St., Miami, FL 33199, USA  
305-348-1413 poms@fiu.edu  
www.poms.org*

**Journal Subscription Services:**

**Dr. Srinivas (Sri) Talluri**, Associate Executive Director-POMS

*Michigan State University  
East Lansing, MI 48824, USA  
517-353-6381, extension 261 talluri@bus.msu.edu*

**POMS Membership Information:**

*Chelliah Sriskandarajah, poms@utdallas.edu  
www.poms.org*

Submit articles, news,  
announcements, and other  
information of interest to  
the editor:

**Glen Schmidt**

glen.schmidt@  
business.utah.edu

Electronic copies of current and past issues  
of POMS Chronicle are available at:

**www.poms.org**

Web page editor:

**Craig Froehle**, University of Cincinnati  
craig.froehle@uc.edu

(Continued from page 1)

in various activities to help our society. The emerging scholars program is seen as a mechanism to help our younger members learn the ropes to prosper and grow in their careers.

Thanks to the dedication and hard work of our founding members and of all the thought-provoking POMS leaders during the past 18 years, POMS is alive and well and is now recognized as the society of choice for production and operations management professionals in both academia and (increasingly) in industry.

### ***POMS is global in thinking and outreach***

Since its inception, POMS has been a global society in thinking and outreach. Over the years, the number of its non-US members has grown significantly. We have had international conferences in Asia, Australia, Europe, South and Latin America and South Africa. We have created partnerships with EurOMA in Europe and are working on creating relationships with POM-related societies in China and Japan. With this type of global outreach, it is important for us to expand our global reach by seeking new partnerships and opportunities in the emerging economies. This would provide us an opportunity to assist production and operations management professionals and academicians in these emerging economies in the process of educating their young people on one hand and to make their work places more effective and efficient on the other. In return for such an outreach, our members from the developed economies would learn new ways for better teaching, better learning and better management of organizations.

In order to expand our global thinking and outreach, POMS has been pursuing the establishment of POMS Chapters in various parts of the world. For example, work on the creation of two chapters has already been achieved and at its September 2007 meeting, the POMS board has approved the bylaws of the POMS chapters in Latin America (including Caribbean) and India. At present, members in these chapters are in the process of electing their officers to start the chapter work. Efforts are under way to establish additional POMS chapters in such countries as South Africa, China, and Japan.

In order to encourage POM students from emerging economies to participate in our conferences and to interact with POM professionals, the POMS Board has created a scholarship program to partially fund the expenses of at least one doctoral students from each of the regions representing emerging economies. Details of this scholarship program are being finalized and will be announced in the coming months. To further enhance the global impact of POMS, a Globalization Committee is at work to develop strategies and activities to ensure future global thinking and outreach of POMS.

### ***POMS is enhancing its functional reach***

In order to serve the specific interests of the POM profession, POMS established the concept of POMS colleges. Currently, there are four colleges in POMS, namely, College of Supply Chain Management, College of Service Operations Management, College of Product Innovation and Technology, and College of Sustainable Operations. These colleges hold their own independent conferences and also interact with the organization of the POMS annual conferences. In order to enable members to join colleges and to foster their participation, at its May 2007 meeting, the POMS Board approved that membership in one college will be included as part of POMS membership dues. Additional college memberships will require additional annual dues. Effort is on the way to establish two new colleges: Behavioral OM and Healthcare OM. Initial ideas for the formation of these two colleges have been discussed at the POMS board meeting in September 2007 and have been conceptually endorsed by POMS Board. Efforts are underway to discuss further details of these two colleges and draft their Bylaws at the POMS

Conference in La Jolla, CA in May 2008.

Given the importance of POMS Colleges in serving our professionals, the POMS board has created a new board position. The newly approved Vice-President for Colleges will provide a liaison of the parent POMS organization and the POMS Colleges. In addition, this new board member will work actively to seek and encourage the formation of new colleges needed to serve our profession.

### ***POMS is fostering academic-industry partnerships***

Since its beginning, POMS has equally emphasized academic teaching and research on one side and training and practice on the other. In order to accomplish this, POMS developed an Operational Advantage Group whose purpose has been to encourage the identification and sharing of the best POM practices. This group also recognizes best POM practitioners.

To further enhance this academia-industry partnership, at its May 2007 meeting, the POMS Board approved the creation of the Vice-President for Industry so that the industry side can be effectively represented. This position will be helpful to us as we proceed to further foster the academic-industry relationship. As his first task, the new Vice-President for Industry is actively engaged in organizing the "industry" track at our annual conference in La Jolla, CA in May 2008.

### ***POMS is engaging in a Strategic Planning Process***

One of the hallmarks of a matured society is its continued strategic planning and the identification of its future needs and activities. Such a planning process would ensure that POMS remains responsive to the needs of its members. Therefore, at its May 2007 meeting, the POMS Board approved the creation of a Strategic Planning Committee to initiate POMS' strategic planning process. However, in order for this committee to produce meaningful results, it must determine the needs and desires of POMS members. Therefore, this committee will work closely with the Vice-President of Membership Services and the President Elect to develop and conduct membership surveys to seek inputs that can be effectively used in the creation of POMS' Strategic Plan. Once formulated, this plan will be periodically updated and used to develop operational activities that provide the most appropriate services to POMS stakeholders. Since POMS is an eclectic organization, maximizing stakeholder satisfaction requires doing well many several different activities simultaneously.

### ***An invitation to participate in POMS***

It is clear from the above description of activities that lots of work is being done to maintain and enhance contributions that POMS makes to its members and profession. However, successful completion of these activities depends on the fullest extent of active participation in carrying out these works by its members. POMS is our society. It was created by us—for us, and hence, it is up to us to enable it to contribute to our professional growth and career enhancements.

In this regard, please permit me to share my own experience of participating in professional and academic societies. Over the forty plus years of my professional and academic career, I have participated and volunteered for various activities and offices (elected and appointed) in associations like POMS. Each time I have undertaken a volunteer task with various societies, I have created more value for myself than the effort I had spent in doing the task. In addition, we assure that our future is bright and full of excitement. With this experience, I invite each of our members to come and play with us in jointly completing various activities that will create value for each of us and will enhance our society and profession. There is ample variety of activities and each one of us can participate in doing whatever we like and value the most. Rest assured that the water is warm and the swim is enjoyable. Thus, this is our invitation for everyone to jump in and have a good time.



FROM THE EDITOR



**Glen Schmidt**

David Eccles School of Business  
University of Utah  
glen.schmidt@business.utah.edu

**We Save Lives, What do YOU do?**

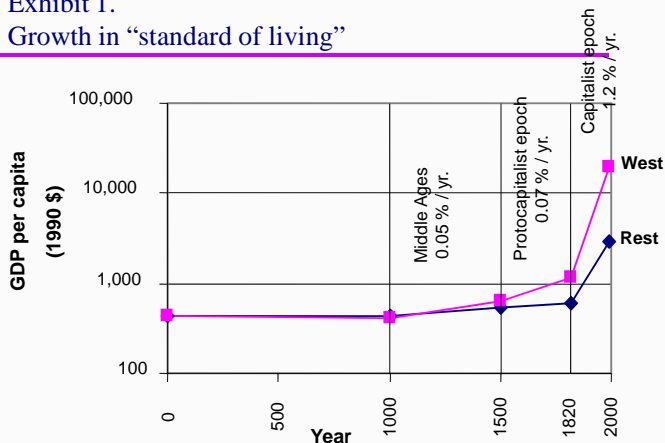
In the current issue we recognize a select few of the notable achievements of our members. We also outline the application requirements for the next round of awards, to be presented at the May, 2008 annual meeting in La Jolla, CA, USA. Be sure to make note of the deadlines and submit your application!

These achievements remind me, in a much broader context, of a discussion I recently had with a colleague over dinner at a recent conference. We were talking about our profession, and its role in society as compared to that of, say, the medical profession. Some people are drawn to the medical profession because of the direct and immediate effect it can have on the well-being of others. A doctor\* might prescribe the cure for a specific individual's illness, or repair a broken bone – that is, a broken body. A medical researcher might even find a new cure for a disease and thereby significantly extend the expected lifespan of the world's population. These are clear and direct benefits to society and to mankind. They improve the quality of life, and extend life. In contrast, improving the process flow of a production facility, enhancing the quality of a service experience, and finding ways for a company to “make more money” by becoming more efficient (or by offering better products) seem to pale in comparison. The comparison from the perspective of a medical professional has been described as, “We save lives. What do you do?” (Wysocki, 2004).

If one looks at the well-being of mankind over the long run, as measured by per capita GDP, the world was reasonably “static” up until the last millennium (see Exhibit 1, based on data from Maddi-

\* Here I am referring to a medical doctor; the kind of doctor who can actually do you some good, as my kids like to say!

**Exhibit 1.**  
Growth in “standard of living”



\* W Europe, NA, Japan

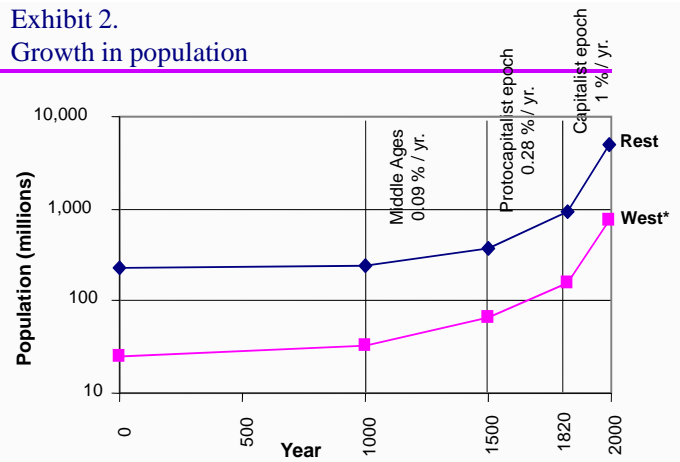
son, 1999). At that point, income began accelerating, with much higher acceleration after about 1820. Population growth has somewhat paralleled this growth in income (see Exhibit 2). In other words, the past millennium has been transformational: people now enjoy a much higher standard of living (at least as measured by per capita GDP) and many more people are able to enjoy this elevated standard. And the bulk of this transformation has occurred in the past two centuries of the last millennium.

Of course, many innovations have contributed to this revolutionary change in the way we live. The *Wall Street Journal* (1999) polled various luminaries and they suggested the following as the most important innovations of the past millennium. Peter Drucker (the management guru) suggested the printing press, Gary Becker (a US economist) mentioned competition, Pascal Salin (a French economist) suggested individual liberties, Lee Kuan Yew (Sr. Minister of Singapore) named the air conditioner, and Robert Thurman (a US historian) listed peaceful coexistence as practiced by Tibetan monasticism. However, the magazine went on to make its own pick for the most influential innovation of the past millennium (Davis, 1999). It chose (drum-roll please...) the factory system of production, which “...led to an unprecedented rise in wages and living standards. Factory-based mass production also assured that inventions such as telephones, radios, automobiles and televisions could be made at prices affordable to average buyers... ‘It was a momentous transformation of society.’” This choice, of the factory system of production as the most influential innovation of the past century, is one that we in Operations Management can well relate to!

But for many of us, the factory system of production is “so yesterday” (or “so last millennium,” maybe I should say). Many in our field have “moved beyond” the factory system of production and now concern themselves with applications to services, or to supply chains. The impact of these endeavors is no less pronounced. For example, Siems (2005) implies that improved supply chain management practices have led to significant improvements in the US economy over the past decades. Most notably, what has been observed over the past two centuries is that the frequency of recessionary periods is lower than it used to be, and furthermore, recessionary periods are now typically of shorter duration (see Chart 7 in Siems 2005). Of course, not all of these economic improvements can be solely attributed to supply chain management, but Siems implies that supply chain management is a major significant factor. He

(Continued on page 5)

**Exhibit 2.**  
Growth in population



\* W Europe, NA, Japan

## DISTINGUISHED PROFESSOR OF INTERNATIONAL BUSINESS AT ROLLINS COLLEGE

(Continued from page 4)

offers evidence of productivity growth, reduced bullwhip effect, and continued reductions in logistics costs.

But before we become smug in these data, there are three significant observations worth noting. First, the improved standard of living referenced in Exhibit 1 is not universally enjoyed. Vast numbers of people in this world still lead quiet lives of desperation (Suskind et al., 1999). Collier (2007) suggests that while the third world has indeed shrunk (or is at least shrinking for about 80% of the five billion in the world who have been impoverished), incomes for about one billion people actually declined in the “golden decade” of the 1990s. These one billion world citizens are still subject to fourteenth-century realities.

Second, we in academia sometimes act more as followers of industry rather than leaders. What has now become the production standard is often referred to as the Toyota Production System – the name itself implies it was developed by practitioners rather than by academics. Similarly, Henry Ford’s managers came up with the idea of the assembly line not by attending a POMS-type conference, but by touring a disassembly line – a slaughterhouse (White, 1999). These are not indictments of academic work; to some extent it is natural that industry be a laboratory where a host of practices are tried and validated through a process of experimentation, and where the best practices become evident through a competitive “survival of the fittest” marathon. Further, this does not mean that principles developed by academics are necessarily absent or ignored – academics are partners with industry in the process. Sometimes academics can prescribe ways in which industry can make its operations “more optimal.” At other times our role as academics might be to explain what actually makes the “fittest practices” the fittest. Only through a deeper understanding of why the Toyota production system “works” can this system be applied in a new setting, such as a hospital.

And third, we have to insure that as we further enhance the standard of living for a larger number of people, we do not simultaneously destroy the planet. Friedman (2007) suggests we are modern-day Noah’s, who will be responsible for the survival of the last pairs of numerous species of animals and plants. We have come so far, so fast—our flood of process and product innovations must now extend to insuring sustainability. Wouldn’t it be great if we were able to say, “We help improve the standard of living; for all people, for all generations. What do you do?”

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Linda Sprague

Rollins College  
lsprague@rollins.edu

Rollins College is pleased to introduce Dr. Linda G. Sprague as the Thomas J. Petters Distinguished Professor of International Business. Sprague will play a leadership role in developing and supporting the Rollins China Center by engaging the global academic and local business communities in Chinese business.

“We are delighted Linda Sprague will be joining us,” said Rollins College Provost and Vice President for Academic Affairs Roger Casey. “Not only is Rollins getting one of the international leaders in operations management education, but we are also significantly strengthening our position as a pioneer in teaching American students about China. Linda’s wealth of knowledge about Chinese business will benefit the College immensely. Thanks to the generosity of Rollins parent and trustee Tom Petters, the College is able to continue to excel internationally.”

Sprague previously served as professor of manufacturing and operations management at the China Europe International Business School (CEIBS) in Shanghai. She has served on the faculties of Cranfield University (UK), the University of New Hampshire, Stanford University, IMD (Switzerland), Amos Tuck School and IESE (Spain). In 1980, Sprague was a founding professor at the National Center for Industrial Science and Technology Management Development at Dalian, China. She received her Doctorate in Business Administration from the Harvard Business School and her MBA from Boston University. Her bachelor’s degree is from the Massachusetts Institute of Technology. Her current research focuses on international manufacturing, distribution and supply systems, small- to medium-sized manufacturers and China’s developing supply chain infrastructure. Her publications include works on developments in China’s supply chain platforms, inventory management and control, manufacturing and operations information systems, strategic analysis for global manufacturing, industrial history and more.

Endowment for this chair and another were made possible through a \$12-million gift from Thomas J. Petters, Rollins parent and CEO and chairman of Petters Group Worldwide. The gift is enabling Rollins faculty and students to conduct scholarship, practica and internships abroad. The College is also working with Petters Group Worldwide, and three other higher-education institutions, to develop a Living and Learning Center in Shanghai. The proposed residential center would create an educational facility in the Chinese city to serve U.S. college students and faculty, U.S. corporate employees and the Chinese business and academic communities.

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## COLLEGE OF SUPPLY CHAIN MGT CONFERENCE



## College of Supply Chain Management Conference

Douglas Morrice

McCombs School of Business

The University of Texas at Austin

Held in conjunction with the 2<sup>nd</sup> Conference of the POMS Supply Chain College, this spring's UT Supply Chain Management Center of Excellence

Roundtable attracted some 150 attendees representing 14 corporations and 59 institutions of higher education from 13 countries on 4 continents. The two-day event on May 7<sup>th</sup>-8<sup>th</sup> focused on the twin theme of "Globalization: Sourcing from and Supplying to Emerging Markets."

The conference kicked off with a tour of the Dell Corporation's north Austin facility, followed by a reception and dinner at the Dell plant. Ray Archer, Vice President of Operations for Dell Americas gave a keynote address on Dell's supply chain and sourcing from emerging markets. Archer manages production, remanufacturing and warranty returns of desktop computers, servers, work stations and storage products for Dell customers throughout North America.

Conference activities resumed the following morning at the McCombs School of Business on the University of Texas at Austin campus, beginning with a panel discussion about the previous evening's theme. Moderated by the Wharton School's Marshall Fisher, the panelists — Paul Zmigrsky from Frito Lay, Vince Messimer from Shell, Jim Brennan from Motorola, and Michael Mancuso from Textron — addressed sourcing challenges and fielded questions from the audience.

Despite the differences in each company's individual experiences, the panelists did cite several common outsourcing themes: the necessity of pre-qualifying suppliers and the challenge of quality control, the potential for cultural miscommunications or misunderstandings, the difficulties in dealing with widely varying environmental standards in emerging markets.

"The recent incident involving contaminated pet food from China demonstrates the importance of really getting to know your producers," said Frito Lay's Zmigrsky. "That's why we have put a premium on strong partnerships, as well as ensuring that we have people in the field who visit supplier farms as frequently as six or seven times a year to informally audit them."

"A global policy ultimately means a global standard," said Shell's Messimer. "It can be challenging and expensive to implement, but we see it as a priority."

A number of the panelists also said that although cost efficiencies were usually the chief reasons for companies choosing to outsource production to emerging markets, they were not the only reasons.

"Cost is important, but so is the chance to penetrate a huge potential market like China," said Textron's Mancuso. "It also helps provide excess capacity if needed."

Messimer agreed. "It's not all about cost," he said. "We have to ask ourselves, 'What competencies do we excel in? Where can someone else do better?'"

Following a short break, Professor Hau Lee, of Stanford University's Graduate School of Business, spoke on the theme of "Structuring the Supply Chain



for Emerging Markets." The co-editor of the new book *Building Supply Chain Excellence in Emerging Economies*, Dr. Lee called emerging markets the "crossroads" of the supply chain as companies increasingly began to look towards them not only as suppliers, but also as potentially lucrative markets in their own right.

But profitably penetrating those markets is not for the faint of heart, he warned. Foreign companies may face inefficient transportation systems and other logistics "friction," as well as complex customs or duties procedures and other governmental regulations detrimental to trade.

"In China, for instance, factories are designated by the government as either 'import' factories or 'export' factories," he said. "This means that certain products sometimes have to be shipped to Hong Kong, then re-imported into China to be sold there. The result has been the creation of a 'virtual Hong Kong' in which the movement only occurs on paper, in theory."

That kind of creative thinking is a must, Dr. Lee insists. "The complexity of duties can be a hindrance or an opportunity," he said. "The trick is unbundling distribution to create a menu of services, changing product categorization to minimize cost. To avoid prohibitive tariffs in Poland in the mid-1990s, for instance, it was cheaper to ship the cars into the country without wheels, then assemble them just over the border."

Another panel discussion, moderated by Georgetown University's Ricardo Ernst, followed up on Professor Lee's comments. Panelists included Alois Brandner from Applied Materials, Ken Allen from HEB Grocery Stores, and McCombs Distinguished Teacher Professor Prabhudev Konana.

The panel identified a number of challenges in supplying to emerging markets: significantly lower price expectations from



consumers in those markets, transportation and infrastructure challenges, cultural and linguistic diversity, and governmental issues (including political turbulence, corruption and complicated regulatory frameworks), reduced workforce loyalty, and the difficulty of defending intellectual property.

"The key thing is using local on-site management personnel who understand the customers, language and customs," said Applied Materials' Brandner. "We must be a global company with a local presence."

"Relationships matter," agreed UT's Konana. "Blending professional negotiations with personal relationships helps build trust, which is essential."

And while U.S. companies are justifiably concerned about intellectual property theft, the risk is simply the price of doing business in emerging markets, asserts Konana. "The appeal of the size of the market overrides IP concerns," he said. "If you don't seize the opportunity, a competitor will."

During a working lunch following the panel discussion, conference attendees were split into a number of individual breakout groups to discuss key industry questions and potential research topics related to the overall conference themes. At the final session, the University of Minnesota's Karen

(Continued on page 7)

## NOMINATIONS FOR POMS OFFICES

The 2008 POMS Nominating Committee has nominated the following individuals for the positions of officers and Board members. Their terms begin at the POMS Board meeting to be held in La Jolla, USA (May 9- May 12, 2008), and will end at the POMS Board meeting in the year indicated in parenthesis. If you have not already submitted your vote, please be sure to do so before January 15, 2008! Officer nominations are as follows.



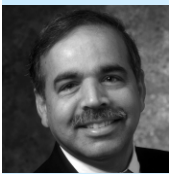
**President – Elect (2009)**

Wally Hopp  
U. of Michigan, USA



**Secretary (2010)**

Ozalp Ozer,  
Stanford U., USA



**VP Colleges (2011)**

Uday Apte  
Naval Postgraduate School, USA



**VP Meetings (2011)**

Jim Gilbert  
Rollins College, USA



**VP Industry (2011)**

Lee Cockerell  
USA

**Regional VP Americas (2010)**

Afonso Fleury  
University of Sao Paulo, Brazil

The Nominating Committee followed a rigorous process: We invited nominations, including self nominations and contacted potential candidates from all over the world before deciding to nominate the above candidates. We have selected people who are committed to advancing the well being of our society. At the same time, we sought commitment from others who are interested in participating in the organizational and administrative activities of our society. Members were offered the opportunity to submit other nominations for these offices and positions.

The 2008 Nominating Committee consisted of Hau Lee – Chair and Past President (Stanford U.), Cheryl Gaimon – President-Elect (Georgia Institute of Technology), Fangruo Chen (Jiao Tong University and Columbia U.), Warren Hausman (Stanford U.), Ton de Kok (Eindhoven U.), David Pyke (Dartmouth College), and Terry Taylor (U. of California, Berkeley).

**Board Members (2010), Three to be Elected from the following:**



Karen Donohue  
U. of Minnesota, USA



Eric Johnson  
Dartmouth College, USA



Panos Kouvelis  
Washington U., USA



Kamalini Ramdas  
U. of Virginia, USA



Christopher Tang  
UCLA, USA



Luk Van Wassenhove  
INSEAD, France

*(Continued from page 6)*

Donohue moderated each group’s presentation of their findings, which included:

The need for supply chain risk-assessment models. Would it be possible to certify an entire supply chain, just as individuals can be certified?

What is the best model for managing third parties? Can a generalized model even be created, or is there too much diversity between individual companies, industries and markets?

When should companies opt for a captive supply chain versus a third-party supply chain?

In supplying to emerging markets, where is value really created? Is it sustainable?

How can companies determine the total cost of sales, including end-of-life product issues?

What is the relationship between macro-economic trade indicators and supply chain management?

Can a supply chain model take into account currency fluctuations?

To help address these issues and others, the participants recommended a combination of case studies, real-time projects and leading edge coursework. That kind of dialog is exactly the sort of cross-disciplinary, multi-industry approach essential for creating maximum benefit for both businesses and academics, said Douglas Morrice, Director of the UT Supply Chain Management Center of Excellence.

“I think that practitioners and academics benefit greatly from this sort of discussion because it helps to focus in on the pertinent issues, develop strategies for addressing these issues, and enhance our academic programs,” he said. “From this Roundtable alone, it is clear that while there are still ‘sourcing from’ challenges

*(Continued on page 19)*



## POMS CALL FOR PAPERS: OM IN B2B MARKETS; EUROMA CALL FOR PAPERS: OM IN HEALTHCARE

**Operations Management in Business to Business Markets:  
Practice and Research (due Jan 31, 2008)**

**Guest Editors:**



**Wedad J. Elmaghraby**

R. H. Smith School of Business

University of Maryland

[welmaghr@rhsmith.umd.edu](mailto:welmaghr@rhsmith.umd.edu)

**Christopher S. Tang**

Carter Professor of Business Administration

UCLA Anderson School

University of California, Los Angeles



It is evident that the digital economy has created many new business opportunities in the Business to Business (B2B) Markets. However, it remains unclear if the underlying operations have changed fundamentally in the B2B Markets. Many have wondered whether the B2B Markets have created new research opportunities in Operations Management (OM), while others have questioned if OM research affects the way B2B Markets operate in practice. The objective of this special issue is two-fold: (1) to gain a deeper understanding about current industry practice and theoretical research in B2B Markets; and (2) to identify and bridge the gap between industry practice and academic research in B2B Markets.

This special issue seeks to publish a set of papers that help promote interactions and collaborations between practitioners and researchers in the areas of B2B markets. In particular, we seek papers that include, but are not limited to, qualitative accounts and/or empirical studies of actual practice and surveys of the literature that highlight the gap between theory and practice and outline future trends. Papers that are the joint work of practitioners and academics are particularly encouraged.

Appropriate topics include but are not limited to:

- Pricing and Auctions in B2B Markets.
- Supply Contracts in B2B Markets.
- Cooperation/Collaboration Issues in B2B Markets.
- Research and Product Development in B2B Markets.
- Procurement Strategies in B2B Markets.
- Design and Management of Supply/Service Chains in B2B.

**Review Process:** Submitted articles will be reviewed by the guest editors, associate editors, and referees. Decisions regarding acceptance of articles will be made within 2 review cycles, where each review cycle will be within 4 months.

**Deadline for submission:** Please prepare an electronic copy of the article in PDF format that conforms to the POM format (<http://www.poms.org/Journal.html>) and submit the file to either guest editor of the special issue by **January 31, 2007**.

**Operations Management in Healthcare (due Jan 14, 2008)**

**European Operations Management Association, EurOMA-2008**



**Track organizers:**

Urban Wemmerlov

University of Wisconsin-Madison, USA

[uwemmerlov@bus.wisc.edu](mailto:uwemmerlov@bus.wisc.edu)

Nancy Hyer

Owen School of Management

Vanderbilt University, USA

[nancy.lea.hyer@owen.vanderbilt.edu](mailto:nancy.lea.hyer@owen.vanderbilt.edu)



15<sup>th</sup> Annual Conference, Groningen, The Netherlands, June 15-18, '08

Healthcare is big business, and the expenditures for health care are continually escalating. For example, the growth in health care spending in the U.S. has since 1998 exceeded the growth in GDP. The last two decades have seen strong efforts to curb costs, while also attempting to reduce medical errors and improving patients' satisfaction with the health care system.

The Healthcare Operations Track is soliciting papers for presentation at **EurOMA-2008** that contribute to the advancement of health-care system design, operations, and improvement. Research on Operations in Healthcare can draw from diverse disciplines, such as operations and supply chain management, industrial engineering, information systems, strategy, performance management, quality, and technology management. Diverse research methods are also welcome, including empirical, analytical, numerical, and conceptual approaches. Sample topics include, but are not limited to:

- Measurement of organizational effectiveness and performance in healthcare.
- The role of technology in healthcare delivery.
- The transfer of principles and methods from manufacturing to healthcare.
- Managing organizational and technological change in hospital settings.
- Supply chain management in the healthcare sector.
- Lean and six sigma implementations to streamline healthcare processes.
- Information technology in healthcare (e.g., electronic medical records implementations).
- Operations management's impact on cost and cost structures in healthcare.
- Safety management, quality management, and error reduction in hospitals.
- The role of organizational structure (e.g., service lines) in health-care effectiveness.
- Justification of new technology in healthcare environments.
- Resource planning and patient scheduling in hospitals.
- Managing patient flows in hospitals.
- Operations management's contribution to patient satisfaction.

(Continued on page 11)



## EFFECTIVE SUPPLY CHAIN DESIGN & EXECUTION IN DEVELOPING MARKETS



William D. Peace, Jr.  
Director—Global Product Supply  
The Proctor & Gamble Co. (retired)  
wpeacejr@aol.com

Nicole DeHoratius  
Assoc. Editor-POMS Chronicle  
Pamplin School of Business  
The University of Portland  
dehorati@up.edu



Many Western companies struggle when expanding into developing markets. Many of these companies, P&G, Coca-Cola, Wal\*Mart, Carrefour, and Home Depot, to name a few, made very public missteps in their struggle to go global. We find companies are often blindsided by the difference between the operating environment of their home country and that found in numerous developing markets. The operating environment in developing markets can be quite complex – complex in terms of geography, imperfect infrastructure, economic diversity, and the commercial trade network comprised of retailers and distributors. Being ill prepared to deal with these complexities can bring operations and supply chains to a grinding halt. In what follows, we explore the unique operating environment found in developing markets and offer several strategies to overcome the challenges companies face in these contexts.

### **Complexities of the Operating Environment**

In a global economy, the key to success is providing products with good quality and value, at low cost with impeccable service all around the world. Achieving success can be extremely difficult in developing markets due to the geographic, infrastructure, and economic differences and complexities. Understanding these differences and complexities is the first step towards successful globalization strategies.

From a geographic standpoint, in markets such as Latin America, Eastern Europe and Southeast Asia, country border crossings and sea-shipments provide a complexity most western companies never experience. In Southeast Asia, for example, there is more sea than land. Indonesia has over 12,000 islands and even the Philippines ships most products from seaport to seaport. The documentation and approval processes from manufacturing sites through customs and to in-country receiving locations are extremely complex. To ensure minimal delays at these border crossings, firms must maintain impeccable records that accurately detail shipment contents. Mismatches between purchase orders sent and invoices received can paralyze operations. Take a recent shipment of Gillette oral care products from the U.S. to Korea. Incorrect invoices left merchandise stranded at the port of Incheon for two weeks while in-store supply dwindled - aggravating both retailers and consumers alike. Fixing the problem required that Gillette revise all the data in its system and rework all the appropriate documentation pertaining to these orders. Even with shipping documentation that accurately reflects shipment contents, border crossings involve constant expediting and close collaboration with customs brokers (individuals responsible for moving goods through a port, to ensure minimal delays and prevent excessive fines, handling fees, and other administrative costs).

The challenges do not end at the border crossing. Developing mar-

kets are often characterized by an infrastructure that is inadequate for large-scale shipment of goods. Many supply chain routes have poor roads or no roads and less than optimal freight haulers. The primary means of distribution may include bicycles, public buses, or motorcycles. Combine this with a propensity for natural disasters (monsoons, torrential rains, earthquakes, typhoons, and tsunamis) in some countries of Latin America and Asia and it is not difficult to see that these contexts may be ill-suited for the application of current Western operations and logistics approaches. Instead, operations managers and logisticians must have the know-how and skills in these markets to react to these conditions and tailor their approach to the local context. Moreover, they must have robust contingency plans in place – including flexible product sourcing and employment opportunities to ensure minimal supply chain disruption in the face of natural disaster. Fundamental to this is leveraging Third Party Logistics (3PL) providers and designing the appropriate warehouse and transportation network.

Economic diversity in developing markets is also a challenge. The median income of a consumer in Southeast Asia ranges from more than \$30,000/yr in Australia and Singapore to about \$300/yr in India and Vietnam. Product lines must be tailored by country to meet low income to high income consumer needs. A \$1 USD can of Pringles potato chips sells well in Australia for high income consumers but not well in India or Vietnam where the price is more than a day's wages for most consumers. To meet the needs of low income consumers firms must identify ways to make changes to the brand offerings and take costs out of the supply chain. In the section that follows, we identify a number of ways this can be achieved by a well-defined raw material procurement strategy.

The additional complexity that arises from operating in developing companies, described above, leads to additional uncertainty. Mitigating this uncertainty entails the collaboration of every piece of the supply chain – from suppliers, through production, shipping, and delivery, all the way to the customer shelf. Below we describe how each link in this chain can contribute to the successful execution of a global operating strategy.

### **Raw Materials and Packaging**

Firms can mitigate some of the uncertainty resulting from operating in developing markets through their raw material and packaging procurement strategy. Firms can identify local companies from which to purchase raw materials without compromising product integrity or formula standards. Since global brand equity is at stake, the local procurement process must entail close scrutiny of the quality standards and formula card compliance. However, once such firms are identified and quality control process established, there are many advantages to local procurement. One, many raw materials can be attained at a cost advantage in these developing markets. Two, local procurement lends itself to shorter material lead times and all the supply chain advantages derived from lead time reduction (e.g., lower buffer inventory, lower supply-demand mismatch, etc.)

The same advantages can be achieved by developing local suppliers for packaging materials such as product cartons and corrugated cases as well as packaging design. In the past, sourcing packaging artwork locally, for example, was deemed prohibitively expensive and even taboo from a quality standpoint. However, one recent example shows the extent of the benefit from such a strategy. Local execution

(Continued on page 10)

## EFFECTIVE SUPPLY CHAIN DESIGN & EXECUTION IN DEVELOPING MARKETS (CONTINUED)

(Continued from page 9)

of packaging artwork for Crest toothpaste in China yielded excellent quality, at low cost, and cut carton lead time in half. Expertise in this area is growing rapidly in developing markets.

Combining a global brand with local execution, or 'GLOCAL', is a means of insuring product standards are not compromised at the same time minimizing both the cost of goods sold, the lead time required to produce them, and the number of complex cross-border transactions. Such a strategy enables a firm to reduce the price point seen by the customer while keeping product integrity in tact.

### **Manufacturing**

The need to manufacture goods that the typical consumer in a developing market can afford requires a rethinking of manufacturing operations. Setting up a local manufacturing plant that is run by global talent but operated by local talent does not always lead to a reduction in long-run operating costs. Instead, companies need to lead initially with the best global talent available, recruit the best local talent, and then develop this local talent to lead these operations in the future. Using a 'both/and' strategy that combines global and local resources entails getting to know the local market culture and talent pool. This strategy not only reduces the cost of operations but also leverages the insights that local talent brings regarding operating practices in the local context as well as an intimate knowledge of customer and consumer needs in the market.

Moreover, establishing plants in these local markets can facilitate the purchase of low-cost equipment thereby further reducing the cost of operations. The quality of equipment designed and developed in markets such as Brazil, Russia, India and China is often on par with equipment manufactured elsewhere but done so at a fraction of the cost and lead time. Changing packaging equipment procurement from a European based manufacturer to one based in India enabled P&G's Northern India plant to reduce the cost of equipment capital to produce laundry granules by two-thirds and the equipment delivery lead time by 50%, without compromising quality.

### **Information Technology**

Similar to manufacturing, companies can use a 'both/and' approach to the use of IT to support operations in developing countries. Companies with global reach can use their IT expertise in collaboration with local IT professionals to assist them in developing low-cost, less sophisticated solutions that meet the needs of local users. Many companies in the developing world need assistance with IT that supports order management, billing management, warehouse management, continuous replenishment, and store operations. Yet, the IT solutions available in Western markets are too sophisticated for the needs of retailers and manufacturing in developing worlds. These companies face far greater challenges and can not afford to divert managerial attention toward complicated enterprise-wide IT implementation.

An approach that has worked well is for the global company to partner with its customers to establish an appropriate IT infrastructure which meets the needs of both parties. These needs may differ across context. For example, continuous replenishment or VMI

processes and systems may be appropriate for Shoe-Mart in the Philippines but not necessarily appropriate for a distributor in Indonesia. By partnering with customers, global firms are providing knowledge, talent, and training about the advantages of such an infrastructure. Over time, as the customers evolve and needs change, the partnership has become well established. Consequently, the trust needed to implement more sophisticated information sharing tools exists among both parties when appropriate.

### **Warehouse and Transportation**

The choices firms make about the operations and management of its warehouses and transportation network in developing countries are influenced by the geographic and infrastructure challenges faced in these contexts.

It should not be surprising that full truckload and full sea container shipping is not prevalent in developing markets. In locations such as India, Brazil, and Russia, the best modes of transportation can be small vans, bikes, and buses that deliver products to cities, villages, and rural areas. Regional and local logistics providers have the expertise to set up these complex supply chains. The key is to collaborate with those 3PL providers who know the complexities of the local market and have the capabilities to develop warehousing and transportation solutions to address them.

3PL providers in developing markets are improving rapidly – this includes both global companies as well as regional/local companies. The objective is to find a company that understands the need to improve customer service while maintaining control of costs and lead times. Leverage global and local talent to aggressively bid warehouse and freight operators in these markets. Global providers such as DHL are competing very well with regional/local companies in Southeast Asia and provide good value and service. Like P&G, large logistics providers are also going "GLOCAL" – combining the best of global and local resources.

### **Commercial Trade Strategies**

Commercial trade complexity – complexity in the retail and distributor network - is also an issue for Western-based manufacturing companies and modern retail companies. Some markets are dominated by modern retail companies such as club stores, mass merchandisers, large wholesalers, and grocery chains. These modern retailers replenish stores primarily through company-owned distribution centers and they negotiate directly with manufacturers for product. Other markets are dominated by distributors that ship directly to the retail store or a mixture of both distributor business and modern retail. Singapore, for instance, is almost 100% modern retail, Thailand is 50% modern retail and 50% distributor business; India is virtually 100% distributor business. Unlike modern retail, distributors in developing markets are largely third-party logistics and sales providers, shipping directly to small, dispersed segments of the retail trade including the small grocery and wholesale channels and small high-frequency stores serving low income market consumers.

For manufacturers, it becomes evident that designing and executing operations to serve modern retail customers is far different than designing and executing operations to work with and through distributors, down to the more fragmented trade channels and customers. To be successful, operations and logistics strategies through the entire supply chain must facilitate meeting the needs of local country

(Continued on page 11)



## EFFECTIVE SUPPLY CHAIN DESIGN & EXECUTION IN DEVELOPING MARKETS (CONTINUED)

(Continued from page 10)

commercial operations.

For modern retailers in developing markets and similarly in Western markets, success depends on efficient and effective product supply with impeccable distribution center and store operations through to the store shelf. However, in developing markets, the large distributor component adds another level of complexity for these modern retailers. For instance, well-established distributors in these markets generally operate with lower inventory levels and lower costs than modern retailers with better penetration and service to rural areas. Modern retailers competing with local distributors in developing markets for market share, profit, and distribution penetration is a challenge virtually non-existent in Western markets. For the most part, Western consumer goods markets simply do not have distributor businesses.

### *Manufacturer/Modern Retailer Collaboration*

Global modern retailers such as Tesco and regional modern retailers such as Matahari in Indonesia face the same challenges as manufacturers do in developing markets. Overcoming these challenges can be achieved through manufacturer/modern retailer partnerships. When such partnerships are focused on holistic logistics solutions from the "plant-dock to the store shelf" customer service wins. Together manufacturers and modern retailers can map process flows, identify opportunities to simplify and standardize work, and analyze where time, product, or profit might be lost. Mapping the supply chain end-to-end helps reveal the inefficiencies present in each link of the chain that may otherwise be hidden by the use of sophisticated IT solutions. In Thailand, P&G was able to reduce the customer Shelf-Out-Of-Stocks by 30% not by implementing a costly systems solution but rather by systematically analyzing product flow and initiating a joint effort to eliminate shortages.

### *Manufacturer/Distributor Collaboration*

For Western manufacturers, developing and partnering with distributors is a huge opportunity particularly since this is the predominant customer in developing markets. First and foremost, manufacturers must view them as 3PL and sales providers. To clarify, 'sales' is the operative word. It is essential for manufacturers to distinguish between distributors and modern retailers particularly in the sales area. Manufacturers must provide direction, training, and development of the sales function within the distributor organization ensuring effectiveness and efficiency down to its small, rural retail trade network. Manufacturers do not need to do this sales work with modern retailers since the primary function is shipment and delivery to modern retail distribution center networks and not selling to and through modern retail stores. Given this, it is crucial to collaborate more with distributors on warehouse and transportation strategies, inventory analysis, financial analysis, sales generation, market penetration, and trade customer service. Most global manufacturers have expertise in these areas which local distributors do not have and thus partnerships are a way of extending the reach of this expertise all the way to small, rural trade players.

Winning with distributors means setting up a logistics and sales organization within your company, interfacing with each piece of their business – logistics, sales, finance, etc. Joint scorecards

measuring sales, inventory, cost and service to customers are the cornerstone of success and provide a competitive advantage. To achieve established business objectives, we recommend frequent joint audits of work processes and operations from plant-dock through the distributor and to the customers/consumers. Within countries growing rapidly, like Vietnam, distributors entering the market do not have the knowledge or expertise to operate efficiently. Thus, success in this market, and similar high-growth/low income markets around the world, requires close collaboration with distributors.

### **Summary**

Winning in developing markets, achieving a competitive advantage and serving all of the world's consumers, requires stepping out of the Western culture mindset. We must understand the geographic, infrastructure, economic, and commercial market complexities and differences in order to survive and thrive. For business success, operations and supply chain managers today must develop effective strategies in collaboration with local market practitioners in every link of the supply chain through to the store shelf. This includes raw and packaging material suppliers, manufacturing labor and capital providers, warehouse and logistics 3PL's, and modern retailers and distributors.

Becoming 'GLOCAL' in every link of the supply chain is the overriding strategy; global brands with local execution, global manufacturing, warehousing and transportation practices with regional/local intellectual property, and global modern retail and distributor trade strategies with regional/local commercial trade partnering for execution. The 'both/and' approach facilitates the attainment of profit, volume, and cash objectives in manufacturers and customers alike. The GLOCAL approach solidifies the competitive advantage of global firms by interconnecting the best of global and local resources to meet the needs of the local consumer.

(Continued from page 8)

Contributors are invited to email extended abstracts (500-800 words) to the conference site, [www.EurOMA2008.org](http://www.EurOMA2008.org), by **January 14th, 2008**. Each abstract should contain the name of the author(s), affiliation, postal address, and e-mail, all placed on a separate page along with the title of the paper and the track name (Healthcare Operations). Please indicate the corresponding author. Abstracts will be blindly reviewed and evaluated based on the following criteria: Relevance, Clarity, Significance, Originality, Quality, and Impact.

Decisions regarding acceptance will be made by February 18th, 2008. Papers are accepted on the assumption that the manuscript is an original work and has not been copyrighted, published or accepted for presentation at other conferences. At least one author must register, attend the conference, and present the paper. Full papers must be received by April 14th, 2008. Accepted papers will be published in the Conference Proceedings.

## POM SCHOLARS EMERGE AGAIN!



**John J. Kanet**

School of Business Administration

University of Dayton

[kanet@udayton.edu](mailto:kanet@udayton.edu)

The 4<sup>th</sup> annual POMS Emerging Scholars Program was held in conjunction with the Annual Conference. The program is aimed at giving career-building advice to junior OM faculty. After the early bird breakfast (thanks to the U. of Dayton School of Business), the group of 13 junior faculty got straight to frank discussions with 5 senior scholars and 4 discussion facilitators. The discussions revolved around a set of 76 “burning” questions regarding teaching, research, and professional service provided earlier by the juniors. A sample of the discussion is provided below.

### A) Teaching Points

1) Student evaluations are universally used as decision factors for promotion/tenure. 2) Don't be over-reliant on notes; when hitting the high points in a lecture, don't be afraid to miss something. Conversely, student experience is enhanced when a lecturer appears flexible with regard to coverage and intensity of topics. Students will appreciate when you show them the light. 3) A certain degree of entertainment is encouraging for learners. 4) Seek out teaching assessment beyond student evaluations, e.g., ask a colleague to sit in your class and provide tips/feedback, and take advantage of university teaching improvement resources.

### B) Research

Time management is a vital issue. Therefore, it is wise to fill multiple “boxes” at the same time and try to meet multiple objectives with every project. This could be achieved by looking for synergies, like in service and research, teaching and research, or consulting and research.

Avoid fads; it is worthwhile to take the time to evaluate the long-term value of an idea before one pursues it. For that reason, it is important to think about fields that have lasting value, e.g.,

health care.

By and large, to be productive, a researcher should always follow the path that is fun.

Collaborating with colleagues is another important time factor, sometimes even a time killer. Eager, excited, likable colleagues could easily draw one into projects that take more time than one anticipates, with little return or slow turnaround time. Find good colleagues who are “hungry.”

When targeting journals, be both practical and realistic. Submitting every written work solely to A-journals and hoping to get lucky is not a smart strategy. Research agendas should not be exclusively based on or dictated by JQ lists. A major drawback is that these guidelines could be changed by administration and by institutions without notice.

Researchers should not neglect the fact that reviewers are often very critically looking for reasons to reject. Consequently, one must spend time and effort on both the quality of the written work and the formalities.

There is high variance in waiting times. After you have waited six months for a response, consider a polite inquiry - it can pay off. Do not nag! Being combative or indignant is an unprofessional practice. Remember that reviewers are volunteers.

When receiving poor reviews, avoid overreacting; instead, take your breath before responding in any way. Respect the editors in these unpleasant circumstances and approach them tactfully and non-combatively. Think positively. A rejected paper is a chance to reflect on the recommendations of the reviewers and to make a decision whether to move to another journal.

A simple but effective way to disseminate your own research results is to forward papers to people you are referencing. It is likely they will provide feedback. In addition, conferences offer a tremendous opportunity to attend sessions with related researchers and to send them your written work, too. To leverage conferences, take the chance in networking, i.e. go to lunches and introduce yourself at coffee breaks.

*(Continued on page 14)*



Left to right) Hayya, van Nunen, Starr, Geismar, Hales, Ozdemir, Gorman, Apte, Mellat-Parast, Sanders, Browning, Flynn, Fry, Ro, Stößlein, Pal, Kohli, Paik, Wang, Kanet, Kulkarni, Li.



# 19<sup>TH</sup> ANNUAL CONFERENCE, MAY 9-12, 2008 LA JOLLA, CA

**POM-2008**, the nineteenth annual conference of POMS, will convene in La Jolla, California, U.S.A. from Friday, May 9 through Monday, May 12, 2008. Visit the website at:

[http://www.poms.org/2008/05/poms\\_2008\\_annual\\_meeting.html](http://www.poms.org/2008/05/poms_2008_annual_meeting.html)

## Conference Venue

The Conference will be held at the **Hyatt Regency La Jolla**. Nestled in a luxurious seaside suburb known as the "Jewel of the Pacific," this distinguished La Jolla hotel is minutes from world-class corporations, shopping, dining, and attractions. Situated on 11 acres, this elegant hotel boasts 419 recently remodeled guest rooms, spacious VIP suites, wireless high-speed Internet, and 32,000 sq. feet of flexible function space. It is the perfect location for visitors to experience Southern California.

## On-line registration available soon.

All registration for the conference will be done on-line through the website, available Jan 23, 2008. Pre-registration closes on April 10, 2008.

**Members:** \$375 by February 15, \$425 February 16 – March 7, \$475 March 8 – April 10. The on-site registration fee is \$525.

**Non-Members:** \$400 by February 15, \$450 February 16 – March 7, \$500 March 8 – April 10. The on site registration fee is \$550.

**Students and Retirees:** \$105 by February 15, \$125 February 16 – March 7, \$145 March 8–April 10. The on site registration fee is \$160.

## POM-2007 Conference Committee

### General Chair:

Nada R. Sanders  
Texas Christian U.  
[n.r.sanders@tcu.edu](mailto:n.r.sanders@tcu.edu)

### Program Chair:

Scott M. Shafer  
Wake Forest U.  
[scott.shafer@mba.wfu.edu](mailto:scott.shafer@mba.wfu.edu)



**International Committee Chair:** Sushil Gupta, [poms@fiu.edu](mailto:poms@fiu.edu)

**Emerging Scholars Program :** John (Jack) Kanet, [kanet@udayton.edu](mailto:kanet@udayton.edu)

**Doctoral Consortium:** Tim Lowe, [Timothy-lowe@uiowa.edu](mailto:Timothy-lowe@uiowa.edu)

**Conference Advisor:** Kathryn E. Stecke, [kstecke@utdallas.edu](mailto:kstecke@utdallas.edu)

**Sponsorship Coordinator:** Nagesh N. Murthy,  
[nmurthy@lcbmail.uoregon.edu](mailto:nmurthy@lcbmail.uoregon.edu)

**Local Arrangements Coordinators:** Vish Krishnan and Graig Eastin  
[ykrishnan@ucsd.edu](mailto:ykrishnan@ucsd.edu) and [geastin@ucsd.edu](mailto:geastin@ucsd.edu)

**Vice President Meetings:** Timothy L. Smunt, [Tim.Smunt@mba.wfu.edu](mailto:Tim.Smunt@mba.wfu.edu)

**Program Editor and Proceedings Editor (on CD):**  
Sushil Gupta, [poms@fiu.edu](mailto:poms@fiu.edu)

### Program and Proceedings Coordinator

John C. Goodale, [jgoodale@LCBmail.uoregon.edu](mailto:jgoodale@LCBmail.uoregon.edu)

**Plenary Speakers:** Industry and academic leaders are being lined up.

Current tracks and track chairs include the following:

## PRODUCT INNOVATION & TECHNOLOGY MANAGEMENT

Geoff Parker, [gparker@tulane.edu](mailto:gparker@tulane.edu)

**HEALTHCARE OPERATIONS:** Craig Froehle and Denise White,  
[Craig.froehle@uc.edu](mailto:Craig.froehle@uc.edu) and [whited5@email.uc.edu](mailto:whited5@email.uc.edu)

## LOGISTICS APPLICATIONS IN THE PUBLIC SECTOR

Martha Cooper and Geraldo Ferrer, [cooper\\_7@fisher.osu.edu](mailto:cooper_7@fisher.osu.edu)  
and [gferrer@nps.edu](mailto:gferrer@nps.edu)

**SUPPLY AND VALUE CHAIN NETWORKS:** Chad Autry and Stan Griffis, [c.autry@tcu.edu](mailto:c.autry@tcu.edu) and [stan@griffis.com](mailto:stan@griffis.com)

## BEHAVIORAL DYNAMICS IN OPERATIONS

Elliot Bendoly and Neil Bearden, Emory University, INSEAD  
[Elliot\\_Bendoly@bus.emory.edu](mailto:Elliot_Bendoly@bus.emory.edu) and [jneilb@gmail.com](mailto:jneilb@gmail.com)

**JIT & LEAN SYSTEMS:** Yoshiki Matsui and Rachna Shah,  
[ymatsui@ynu.ac.jp](mailto:y matsui@ynu.ac.jp) and [Rshah@csom.ump.edu](mailto:Rshah@csom.ump.edu)

## INTERNATIONAL AND GLOBAL OPERATIONS

Vidyaranya B. Gargeya, [vb gargey@uncg.edu](mailto:vb gargey@uncg.edu)

## SERVICE OPERATIONS

Sriram Thirumalai, [Sriram.thirumalai@business.utah.edu](mailto:Sriram.thirumalai@business.utah.edu)

**EDUCATIONAL ISSUES IN OM:** Laura Meade, [l.meade@tcu.edu](mailto:l.meade@tcu.edu)

**DISASTER MANAGEMENT:** Sushil Gupta and Martin K. Starr,  
[poms@fiu.edu](mailto:poms@fiu.edu) and [mstarr@cfl.rr.com](mailto:mstarr@cfl.rr.com)

**BENCHMARKING, PERFORMANCE MEASUREMENT & IMPROVING SC PERFORMANCE:** Steven Melnyk and Dana Johnson,  
[melnky@bus.msu.edu](mailto:melnky@bus.msu.edu) and [dana@mtu.edu](mailto:dana@mtu.edu)

**QUALITY MANAGEMENT:** Eitan Naveh, [naveh@ie.technion.ac.il](mailto:naveh@ie.technion.ac.il)

**LOGISTICS MANAGEMENT:** Gene Tyworth, [jet@psu.edu](mailto:jet@psu.edu)

**SUSTAINABLE OPERATIONS:** Daniel R. Guide, Jr. and Luk N. Van Wassenhove, [dr g16@psu.edu](mailto:dr g16@psu.edu) and [Luk.VAN-WASSENHOVE@insead.edu](mailto:Luk.VAN-WASSENHOVE@insead.edu)

**SUPPLY CHAIN MANAGEMENT:** Mark Ferguson and Nagesh Murthy, [Mark.Ferguson@mgt.gatech.edu](mailto:Mark.Ferguson@mgt.gatech.edu) and [nmurthy@lcbmail.uoregon.edu](mailto:nmurthy@lcbmail.uoregon.edu)

**INVENTORY MANAGEMENT:** Greg Graman,  
[Greg.graman@hotmail.com](mailto:Greg.graman@hotmail.com)

**PROJECT MANAGEMENT:** Daniel Heiser, [dheiser@depaul.edu](mailto:dheiser@depaul.edu)

## MANAGING DISRUPTIONS IN THE SUPPLY CHAIN

Steven Brady, [spb7@psu.edu](mailto:spb7@psu.edu)

## THE ROLE OF TECHNOLOGIES IN GLOBAL SUPPLY CHAINS

Tonya Boone, [Tonya.Boone@mason.wm.edu](mailto:Tonya.Boone@mason.wm.edu)

**EMPIRICAL RESEARCH IN OM:** Gopesh Anand,  
[gopesh@uiuc.edu](mailto:gopesh@uiuc.edu)

(Continued on page 14)

# 19<sup>TH</sup> ANNUAL CONF; EMERGING SCHOLARS (CONT.)

(Continued from page 13)

**PURCHASING:** Janet Hartley, [jhartle@bgsu.edu](mailto:jhartle@bgsu.edu)

**Tutorials/Workshops:** Tutorial and workshop proposals are encouraged. Please contact the Program Chair at [scott.shafer@mba.wfu.edu](mailto:scott.shafer@mba.wfu.edu) by December 15, 2007 if you have an interest.

**Doctoral Student Consortium:** The Doctoral Student Consortium provides an excellent opportunity for career development and networking with prominent academicians and practitioners. Application information is available on the POMS website.

**Emerging Scholars Program:** The focus of this session is on junior faculty and will consist of a set of guided discussions on topics related with academic career building in Operations Management led by some of the most noted names in the field. Application information is available on the POMS website.

**Wickham Skinner Awards:** Details are given elsewhere in this issue.

**CIBER International Case Writing Award:** Indiana University CIBER is pleased to announce the ninth CIBER International Case Writing Award in the amount of \$2500. Details are available on the POMS website.

**Martin K. Starr Excellence in Production and Operations Management Practice Award:** The award recognizes contributions made to the field by POM practitioners. Details are available on the POMS website. For additional information contact. Sushil Gupta at [poms@fiu.edu](mailto:poms@fiu.edu).

**Abstract Submission:** The deadline for submissions of abstracts is January 15, 2008. All abstracts must be submitted via the POMS website <http://www.poms.org>. Abstracts should be limited to 150 words. A registered author may not present more than 3 papers due to scheduling conflicts. Acceptance of abstracts will be notified through e-mail by January 22, 2008.

**Submission of Full Length Papers:** Submission of full length papers is not mandatory for participation and presentation of papers. However, full length papers submitted on the POMS website <http://www.poms.org> between February 15-28, 2008 will be considered for the electronic proceedings of the conference. Acceptance of full length papers will be notified through e-mail by March 7, 2008.

**Message from the Planning Team:** The POM-2008 planning team is working very hard in putting together an exciting program. Our goal is to put together a program that will appeal to anyone interested in improving their research productivity, bringing the latest materials to the classroom, or using the latest OM techniques/software in solving OM problems. We hope to see you all in La Jolla!

## IMPORTANT DEADLINES

January 15, 2008: Submission of abstracts

January 22, 2008: Acceptance/rejection of abstracts

January 23, 2008: On-line registration is available.

February 15, 2008: Submission of full length papers begins.

February 28, 2008: Submission of full length papers ends.

March 7, 2008: Acceptance/rejection of full length papers

April 10, 2008: Online registration closes.

(Continued from page 12)

## C) Professional Service

Reviewing is often more valuable than local university committees. However, if you work on a committee, try to get one that is either low work, or has high value, i.e. research related.

The last part of the session included a round of "hard ball" headed by Mike Gorman. Everyone agreed that the idea of forming a POMS ES Alumni group was a good one. Shaliesh Kulkarni, with help from Aruna Apte and Jack Kanet, volunteered to start that moving, perhaps with a reunion at next year's POMS meeting in La Jolla.

## Participants of the Emerging Scholar Program 2007

Name	Education	Current	email
Apte, Aruna	Southern Methodist	Naval Postgrad. School	auapte@nps.edu
Browning, Tyson	MIT	Texas Christian University	t.browning@tcu.edu
Fry, Mike	University of Michigan	University of Cincinnati	fryml@ucmail.uc.edu
Geismar, Neil	Univ. of Texas at Dallas	Texas A&M University	Ngeismar@yahoo.com
Hales, Doug	Clemson University	U. of Rhode Island	dhales@uri.edu
Kohli, Amarpreet	University of Louisville	U. of Southern Maine	akohli@usm.maine.edu
Li, Xiaoming	Clemson University	Tennessee State University	xli1@tnstate.edu
Mellat-Parast, Mahour	U. of Nebraska -Lincoln	University of South Dakota	mahour.parast@usd.edu
Ozdemir, Deniz	INSEAD	Univ. Autonoma de Nuevo Leon	deniz@yalma.fime.uanl.mx
Paik, Seung-Kuk	George Washington U.	California State Univ., Northridge	seungkuk.paik@csun.edu
Pal, Raktim	Purdue University	James Madison University	palrx@jmu.edu
Ro, Young	U. of Michigan-Dearborn	U. of Michigan-Dearborn	yro@umd.umich.edu
Wang, Yingli	Cardiff University	Cardiff University	wangy14@cardiff.ac.uk
Kanet, Jack	chair	University of Dayton	kanet@udayton.edu
Gorman, Mike	Co-chair	University of Dayton	michael.gorman@udayton.edu
Stößlein, Martin	Co-chair	U. of Erlangen-Nürnberg	stoessma@udayton.edu
Kulkarni, Shaliesh	facilitator	U. of North Texas	kulkarni@unt.edu
Flynn, Barb	senior scholar	Indiana University	bbflynn@iupui.edu
Hayya, Jack	senior scholar	Penn State University	jch@psu.edu
Sanders, Nadia	senior scholar	Wright State University	nadia.sanders@wright.edu
Starr, Marty	senior scholar	Rollins College	mkstarr@attglobal.net
van Nunen, Jo	senior scholar	Erasmus U. Rotterdam	j.nunen@fbk.eur.nl



## AWARD WINNERS, 2007



**Wickham Skinner Award: Teaching Innovations**

Andy A. Tsay  
 Leavey School of Business  
 Santa Clara University.

The Wickham Skinner Teaching Innovation Award is given to Andy A. Tsay, Leavey School of Business, Santa Clara University for his innovative approaches to teaching Operations and Supply Chain Management. These include development of an educational role-play game for teaching supply chain management, development of an innovative elective course in outsourcing supply chains and development of an innovative framework for systematizing his approach to teaching POM through a set of workflow rules wrapped around various software tools.

All have contributed to demonstrable student learning over time. His initiative, enthusiasm and classroom presentation is extremely well received by both senior executives and full time MBA students

The Award Committee included Barbara B. Flynn, Indiana U. (Chair), Grandon Gill, U. of South Florida; Janelle Heineke, Boston U.; Nancy Hyer, Vanderbilt U.; Sushil K. Gupta, Florida International U.; and Mikko Ketokivi, Helsinki U. of Technology.

**Wickham Skinner Award: Best Unpublished Paper Presented at the Meeting**

"Efficient Take Back Legislation". The authors are shown below.



Atalay Atasu  
 INSEAD



Miklos Sarvary  
 INSEAD



Luk N. Van Wassenhove  
 INSEAD

Award Committee members were V. Daniel R. Guide, Jr., Penn State (Chair), Mark Ferguson, Georgia Tech, Willy Herroelen, Katholieke Universiteit - Leuven, Belgium, Brian Tomlin, U. of North Carolina - Chapel Hill, and Roger Schroeder, University of Minnesota.

**Wickham Skinner Award: Early-Career Research Accomplishments**



Justin Ren  
 Boston U.  
 School of Management



Rachna Shah  
 Carlson School of Mgt.  
 U. of Minnesota

The joint winners were Rachna Shah and Justin Ren. Nine applications were received. Award criteria included contribution to theory, contribution to practice, quality of journals, and impact of work. Both researchers were recognized for addressing meaningful research problems through empirical analysis, field studies, and use of third party data bases. Their existing and future potential contributions to the field of operations management were lauded in the award presentations made at the Annual POMS meeting in Dallas.

The Award Committee included Manoj Malhotra, U. of South Carolina (Chair), Charles Corbett, UCLA, Rob Klassen, U. of Western Ontario, and Morgan Swink, Michigan State U.

**Sixth Indiana U. CIBER International Case Writing Award**

Case: "Streamlining the Global Logistics Service Processes at Nanjing Wangjiawan Logistics Center (WLC)"



Amy Zeng  
 Worcester Polytechnic Institute

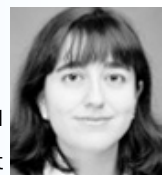
Jing Hou and Lindu Zhao  
 Inst. of Systems Engrg.  
 Southeast U., Nanjing, China  
 (photos not available)

This case documents the workings of the Wangjiawan Logistics Center, following what happens to outgoing shipments for Wal-Mart and incoming parts for Sharp, and, it then asks how the operations of the center can be improved. It will be available in the CIBER Case Collection from ECCH at Babson.

**Best Paper Presented in the Closed-Loop Supply Chain Track**

Mark Ferguson presented the award for the paper "On the Profitability of Remanufactured Products" by:

Yue Jin, U. Mass, Amherst (photo not available)



Ana Muriel  
 U. Mass, Amherst

Yihao Lu , U. Mass, Amherst (photo not available)

## WICKHAM SKINNER AWARD APPLICATIONS DUE FEB 1, 2008

### 2008 WICKHAM SKINNER AWARDS ANNOUNCEMENT

The Wickham Skinner Awards will be presented during the POM-2008 meeting in La Jolla on May 9 through May 12, 2008. For information about the meeting and Wickham Skinner Awards, go to the POMS website: <http://www.poms.org/>.

As a leading professional society in the field of production and operations management, POMS has the responsibility to influence and recognize outstanding research and teaching accomplishments. 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.

There are three categories of Wickham Skinner Awards:

#### Best Unpublished Paper presented at the La Jolla Meeting

#### Early-Career Research Accomplishments

#### Teaching Innovation Achievements

It should be noted that neither Officers nor Board members of POMS (including members of the Council of POMS Presidents) are eligible for these awards. Awards will not be given if the submissions do not meet the standards for each award category.

For each category, there will be at most two winners of an award (first place with a prize of \$1,000 and the runner-up with a prize of \$500 or both tied for the first place each with a prize of \$1,000). Award winners are not eligible to apply again for the award, but unsuccessful applicants may submit materials in a later year. The award(s) will be announced at the POM-2008 La Jolla closing ceremony on May 12, 2008. Each award includes:

1. Public Recognition of the winner(s) at the POMS Meeting.
2. A plaque.
3. A check for the appropriate amount.

Specific definitions, award criteria, submission guidelines and related information for each award are provided below.

### A. BEST UNPUBLISHED PAPER PRESENTED AT THE LA JOLLA MEETING

#### Definition of Unpublished Paper

Papers presented at the POM-2008 La Jolla conference and those under review by *Production and Operations Management* are eligible for this award. Papers submitted for this award must not be under review by any other journal or conference. The author(s) certify this through the submission of their paper to this award competition. An individual can be an author or co-author on only one paper submitted for the award. Any multiple submissions will require contacting all the authors to determine which paper will be submitted. The resulting delay may prevent consideration of the papers for the award.

#### Procedure for Submissions

By February 1, 2007, please email a copy of the complete paper excluding the cover page with author information, using the proper editorial format (see "Information for Contributors" in *Production and Operations Management*), along with the cover page in a separate electronic file, to the committee chair, Kamilini Ramdas via e-mail at RamdasK@darden.virginia.edu along with a copy to the Executive Director of

POMS via e-mail at [poms@fiu.edu](mailto:poms@fiu.edu). The committee chair will acknowledge receipt of each paper and distribute copies to the judges and the appropriate department editor of *Production and Operations Management*. Unless the author(s) request a delay, the paper will then be reviewed as a submission to *Production and Operations Management*. Simultaneously, each paper will be reviewed by the award committee. Authors should also submit their paper (abstract only) for presentation at the POMS-La Jolla conference (<http://www.poms.org>) using the regular paper submission process by January 15, 2008. **Please note that the abstract submission deadline for submission of papers to the conference is January 15, 2008.** Finalists must present the paper at the conference to be considered for award.

#### Basis for Unpublished Best Paper Award

Papers will be judged on overall quality with careful attention given to both relevance and rigor.

#### Award Presentation

The awards will be announced and presented to the winners at the closing ceremony of the POM-2008 La Jolla meeting on Monday, May 12, 2008 (multiple authors of an award-winning paper will share the award money, but each will receive an award plaque and be honored as an award winner). The awards include:

1. Public Recognition of the winner(s) at the POMS Meeting.
2. A plaque.
3. A check for \$1000 for the first place or \$500 for runner up if any.

The best unpublished paper presented at the La Jolla Meeting will also undergo an expedited review by *Production and Operations Management*, the flagship journal of the Production and Operations Management Society.

#### Best Unpublished Paper Award Committee

Zeynep Aksin (Koc U. – Turkey)  
Janice Carrillo (U. of Florida)  
Vishal Gaur (Cornell U.)  
Kamilini Ramdas, Chair (UVA)  
Taylor Randall, (U. of Utah)

### B. EARLY-CAREER RESEARCH ACCOMPLISHMENTS AWARD

#### Definition of Early-Career Researcher

An "Early-Career Researcher" will be defined as someone who has received a doctoral degree (or its equivalent outside of the U.S.A.) within the previous five years. For the POM-2008 Meeting, 2003 is the starting year for inclusion.

#### Procedure for Submissions

By February 1, 2008, please email copies of the materials listed below to committee chair, Charles Corbett, via e-mail at [charles.corbett@anderson.ucla.edu](mailto:charles.corbett@anderson.ucla.edu) along with a copy to the Executive Director of POMS via e-mail at [poms@fiu.edu](mailto:poms@fiu.edu). The committee chair will acknowledge receipt and distribute copies to the judges. Additions to the portfolio cannot be made after the February 1 deadline. The portfolio should include:

(Continued on page 17)



## AWARD APPLICATIONS DUE FEB 1, 2008 (CONT)

(Continued from page 16)

1. A cover letter of no more than two pages applying for the award that highlights the major contributions of the applicant's entire body of research.

2. A copy of the candidate's resume.

3. Copies of one to three key papers.

A maximum of three letters of recommendation for the award from other academics or area/department chairs describing the applicant's contribution to research, or from practitioners confirming the successful application of research findings.

### **Basis for the Early-Career Researcher Award**

Accomplishments can be measured in many ways, with publications and presentations given primary importance. Work published (or formally accepted for publication) or presented at a conference within the five-year eligibility period will be considered in the evaluation process if properly documented.

The judges will 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. The judges are not required to give awards if applicants do not meet the standards they establish.

### **Award Presentation**

The awards will be announced and presented to the winners at the closing ceremony of the POM-2008 La Jolla meeting on Monday, May 12, 2008. The awards include:

1. Public Recognition of the winner(s) at the POMS Meeting
2. A plaque
3. A check for \$1000 for the first place or \$500 for runner up
4. Complimentary POMS membership for the following two years.

### **Early-Career Research Award Committee**

Ed Anderson, (U. of Texas – Austin)  
 Charles Corbett, *Chair* (UCLA)  
 Panos Kouvelis, (Washington University in St. Louis)  
 Larry Menor, (University of Western Ontario)  
 Tai Chiu Edwin Cheng, (Hong Kong Polytechnic U.)  
 Chris Voss, (London Business School)  
 Andres Weintraub, (U. of Chile)

## **C. TEACHING INNOVATION ACHIEVEMENTS AWARD**

### **Definition of Teaching Innovation Award**

The purpose of the teaching innovation award is to recognize demonstrated innovative teaching achievements in various aspects of Production and Operations Management instruction.

### **Procedure for Submissions**

By February 1, 2008, applicants should send a 2-3 page overview of their teaching achievements to committee chair *Glen Schmidt* via e-mail at [glen.schmidt@business.utah.edu](mailto:glen.schmidt@business.utah.edu) along with a copy to the Executive Director of POMS via e-mail at [poms@fiu.edu](mailto:poms@fiu.edu). The committee chair will acknowledge receipt and distribute copies to the judges. After review by the judges, the finalists will be asked to develop a complete portfolio. The portfolio might include specific teaching materials; descriptions of innovative approaches to teaching (including team teaching, student teams, action learning, and role playing, in addition

to the traditional lectures and case discussions); innovative uses of technology for delivering materials (e.g., interactive media, the Internet, distance and e-learning); and/or new ways for understanding actual operating problems and the methods that can be applied to deal with them (e.g., ERP, ASP, etc.). Evaluations of the teaching innovations by users should be provided. These can include other teachers, students, and other evaluators who are in a position to comment knowledgeably about the teaching innovation. At a minimum, the innovative teaching portfolio should include:

1. A personal statement reflecting the applicant's teaching philosophy and favored approaches (which should include a description of the teaching environment at the applicant's institution)
2. A representative set of course syllabi
3. Course/teaching evaluation data

A statement of the applicant's educational innovations that are deemed most important.

### **Basis for Teaching Innovation Award**

In their evaluation of these materials, the judges will give primary attention to:

1. Evidence of *real pedagogical innovation*.
2. Evidence of *demonstrable improvement in student learning* over time. This evidence may take many forms, including letters testifying to the value of the pedagogical innovation from present or former students, as well as from other academics that have witnessed or adopted them, improvements in test scores, etc. Innovations in measuring the impact of a pedagogical approach will also be considered.
3. Evidence of *transferability*. A teaching innovation must be transferable to others, whether internal or external to the applicant's institution. A description of the teaching innovation(s), as well as how to measure the resulting learning improvement, must be presented in enough detail so that others may apply or adapt the material successfully.

### **Award Presentation**

The awards will be announced and presented to the winners at the closing ceremony of the POM-2008 La Jolla meeting on Monday, May 12, 2008. The awards include:

1. Public Recognition of the winner(s) at the POMS Meeting
2. A plaque
3. A check for \$1000 for the first place or \$500 for runner up

### **Teaching Innovation Award Committee**

Wendell Gilland (UNC)  
 Berit Helgheim (Molde U., Norway)  
 Robert Jacobs (Indiana U.)  
*Glen Schmidt, Chair*, (U. of Utah)  
 Andy Tsay (Santa Clara U.)  
 Rohit Verma (Cornell U.)

## SCM STUDENT PAPER AWARD; EMERGING ECONOMIES YOUNG RESEARCHER AWARD

**SCM STUDENT PAPER AWARD:** The POMS College of Supply Chain Management (SCM) sponsors a Student Paper Competition. The 2007 winners were announced at the College's conference, at Dell in Austin TX.



### First Place -

**Marcelo Olivares**, Wharton,

"Competing retailers and inventory: An empirical investigation of U.S. automobile dealerships."

### Second Place -

**Lauren Xiaoyuan Lu**, Northwestern,

"Multi-market Facility Network Design with Offshoring Applications."



**Finalists:** **Saravanan Kesavan**, Harvard, "Incorporating Price and Inventory Endogeneity in Firm-Level Sales Forecasting," and

**Zhengliang Xue**, Duke, "Joint Demand and Inventory Management for Substitutable Products: Normative Analysis under Choice Models."

**Organizers and Judges:** Jay Swaminathan, U. of North Carolina, chaired the committee that evaluated the papers, with judges Hyun-Soo Ahn, Michigan; Dan Corsten, London Bus School; Wedad Elmaghraby, Maryland; Jan Fransoo, Eindhoven; Ram Ganeshan, William and Mary; Vishal Gaur, New York U.; Joseph Geunes, Florida; Steve Gilbert, Texas; Albert Ha, Hong Kong U. of Science and Technology; Eda Kemahlioglu-Ziya, North Carolina; Adam Mersereau, Chicago; Serguei Netessine, Wharton; Ali Parlakturk, North Carolina; R. Canan Savaskan-Ebert, Northwestern; Alan Andrew Scheller-Wolf, Carnegie Mellon; Hans Sebastian (Seb) Heese, Indiana; Kevin Shang, Duke; Doug Thomas, Penn State; Zeynep Ton, Harvard; Rachel Zhang, Hong Kong U. of Science and Technology.

M. Eric Johnson, Tuck School, chaired the committee that evaluated the oral presentations, with judges Kyle Cattani, Indiana; Martha Cooper, Ohio State; Jan Fransoo, Eindhoven; Katariina Kempainen, Erasmus U.; Rene de Koster, Erasmus U.; Daniel Guide, Penn State; Aleda Roth, Clemson; Vinod Singhal, Georgia Tech; Luk van Wassenhove, INSEAD; Ari Vepsäläinen, HSE; Chris Voss, London Business School.

### Announcing the 2008 Competition; Applications Due Feb 8

Applications will be judged on the paper's contribution towards the advancement of theory and practice of SCM. Four finalists will be invited to present in a special session at the POMS May conference. Presentation quality will also be taken into account. First prize is accompanied by a \$500 honorarium and second prize by a \$250 honorarium. In addition, all finalists will be awarded up to \$500 of travel support and complementary conference registration at the May 9-12 meeting.

There are four conditions for eligibility: 1) Entrant must have been a student on or after July 1, 2007. Only one entry can be submitted by an entrant. 2) The paper must present original research conducted primarily by the entrant. Some assistance by other individuals (such as the student's faculty advisor) is permitted as long as the student is at least the "first author" on the paper in principle. This should be reflected in the advisor's letter. 3) The research must have been conducted while the entrant was a student. 4) The topic of the paper should fall within the scope of SCM, including: Inventory management; SC coordination;

*(continued bottom of next column)*

### EMERGING ECONOMIES YOUNG RESEARCHER AWARD (EEYRA)

POMS seeks to reach out to future scholars in emerging economies, encouraging their development and connection to POMS.

**Award:** A recipient will receive up to \$2,000 to fund her/his travel (transportation, hotel, meals, conference registration) incurred to, from, and during the POMS 2008 Conference in La Jolla, California, May 9-12. Up to 3 scholarships will be awarded to students from Africa, Australasia, and Latin America. At most one student from each region will receive a scholarship.

**Eligibility:** The student must be enrolled as of January 2008 in a Ph.D. program in country with an "emerging economy" (defined as countries with per capita GDP below U.S. \$20,000).

**Submission Procedure:** To apply, a student should submit an extended abstract of at most 5 double-spaced pages of a paper the student intends to present at the POMS conference. In her/his submission, the student should indicate her/his affiliation (university and department). Applications are due by Jan 2, 2008 in pdf format by email to Professor Rohit Verma, rv54@cornell.edu. Check the POMS website for possible updates; <http://poms.org/>

**Criteria:** A student must demonstrate evidence of substantial promise as a scholar. In each region (Africa, Australasia, Latin America), of students exhibiting such promise, the award will go to the student that demonstrates the largest promise.

**Notification Procedure:** Winner(s) will be notified by Jan 31, 2008. An award plaque will be presented along with a check for \$2,000 to the winner(s) at the POMS Conference.

**Award Committee:** Luis Brito, Fundação Getulio Vargas Business School, Brazil; Jian Chen, Tsinghua U., China; Henrique Correa, Rollins College, US; Hamieda Parker, U. of Cape Town, South Africa; and Rohit Verma, Cornell U., US.

*(continued from previous column)*

Integrated SC planning; Sourcing relationships and strategy; SC design and facility location; Organization of the SC function; Managing product variety in SCs; Coordination of product and SC design; The role of information technology in SC coordination; Logistics, order fulfillment and distribution; SC risk management; Channel management. For a detailed description of the SC area see <http://www.poms.org/journal/departments/>.

An entry must include: 1) A PDF with the entrant's name, current affiliation, address, e-mail, telephone number, the name and email of the entrant's advisor. The file name should be the entrant's full name. 2) The paper in PDF, at most 32 pages in standard format (1" margins, double-spaced, 12 point font.) Author names should not appear on the paper. 3) A PDF from the advisor that includes the student's name, title of the student's paper and a statement indicating the eligibility requirements have been met (and that the research is primarily the student's). Email to Ms. Erin Rimmer (Erin\_Rimmer@unc.edu) to the attention of Brian Tomlin (Chair, POM SCM Student Prize Committee) with a subject heading "POM SCM Student Paper".

**Deadline is February 8, 2008, 12pm (EST).**



## FELLOWS OF POMS, 2007 INDUCTEES



**Warren H. Hausman**

**Stanford University, USA**

Warren H. Hausman is Professor of Operations Management in the Department of Management Science & Engineering at Stanford University. He is an Affiliated Faculty member with Stanford's Global Supply Chain Forum and with the Department's Operations Research Program; he also holds a Courtesy Faculty Appointment in Stanford's Graduate School of Business.

Professor Hausman is currently studying how RFID technology can revolutionize the management of supply chains. He is investigating the value of RFID applications in retail environments, in logistics, and in manufacturing and assembly operations. He is also studying how operational improvements in retail supply chains affect a company's financial performance and market capitalization. He recently completed projects with Visa International and The World Bank dealing with Financial Flows & Supply Chain Efficiency and Global Logistics Indicators, respectively.

Professor Hausman has performed numerous research studies in supply chain management and operations management. He is the author or co-author of more than fifty technical articles on these subjects that have appeared in leading academic journals such as Management Science, Operations Research, Naval Research Logistics, and IIE Transactions. He is also a co-author of Quantitative Analysis for Management, a popular textbook now in its Ninth Edition (McGraw-Hill, 1997).

Professor Hausman served as the Departmental Editor for Logistics for Management Science from 1974 to 1982. In 1994 he was elected President of the Operations Research Society of America (ORSA). He has also served on the Board of the Institute for Operations Research and the Management Sciences (INFORMS) and on several National Science Foundation Advisory Panels and Committees. He is a Fellow of INFORMS and a Distinguished Fellow of the Manufacturing and Service Operations Management Society. He was recently named a Fellow of the Production & Operations Management Society. He has also won several teaching awards, including the Eugene Grant Teaching Award in Stanford's School of Engineering.

Professor Hausman is an active consultant to industry and is involved in numerous executive education programs both at Stanford and around the world. He was the founding director of a two-day executive program on Integrated Supply Chain Management held semi-annually in Palo Alto, California from 1994 to 2003. His consulting clients represent the following industries: general manufacturing, electronics, computers, consumer products, food & beverage, transportation, health-care, and high technology. He is also a co-founder of Supply Chain Online, which provides web-based corporate supply chain management training. He serves on the technical advisory boards of several Silicon Valley startups, and is a member of the Board of Directors of Supply-Chainge, Inc.

Professor Hausman served as Department Chair for the Industrial Engineering – Engineering Management Department at Stanford from 1982 to 1992. He earned a BA in Economics from Yale and a Ph.D. from M.I.T.'s Sloan School of Management.



**Roger G. Schroeder**

**University of Minnesota, USA**

Roger G. Schroeder holds the Frank A. Donaldson Chair in Operations Management at the Carlson School of Management, University of Minnesota. He has a B.S. and M.S. degree in Industrial Engineering from the University of Minnesota and a Ph.D. from Northwestern University.

Professor Schroeder is an active researcher in the areas of operations strategy, quality management and high performance manufacturing. He has authored over 150 research articles and proceedings papers. Professor Schroeder serves on the editorial boards of the Journal of Operations Management and Production and Operations Management. He has held seven research grants from the National Science Foundation along with grants from the Ford Foundation, McKnight Foundation, and American Production and Inventory Control Society totaling more than \$2 million.

In 2005, Schroeder was named one of the top 50 researchers worldwide in economics and business and the top researcher in POM, based on the number of citations in papers published in the past decade. In 2004, he received a Lifetime Scholarship Achievement Award from the Academy of Management, Operations Management Division. That same year, he was inducted into the University of Minnesota Academy of Distinguished Teachers. He is also a Fellow of the Decision Sciences Institute. Schroeder is the author of a leading textbook in Operations Management for more than twenty five years.

Roger has held several leadership positions in the Carlson School of Management including Director of the Ph.D. program in Business Administration and the first Chair of the Operations and Management Science Department. He is the founding faculty member and currently Co-Director of the Joseph Juran Center for Leadership in Quality.

*(Continued from page 7)*

facing companies in emerging markets, 'supplying to' challenges seem even more daunting. However, companies also recognize potential rewards are high, and are working hard to capitalize on these opportunities. Events like this one will hopefully facilitate a better understanding of the issues involved and help lay a foundation for further solutions-oriented study."

In addition to POMS, the McCombs School of Business and



the UT SCM Center of Excellence, the conference was sponsored by Applied Materials, Boeing, CardinalHealth, Chevron, ConocoPhillips, Daimler-Chrysler, Dell, Ford, Freescale, Frito Lay, GE, Halliburton, Philip Morris USA, Shell, Temple-Inland, Texas Instruments and Textron.

## MARTIN K. STARR EXCELLENCE IN POM PRACTICE AWARD WINNER



Dr. Corey Billington

Presented at the POMS National Meeting, Dallas, TX, USA

The *Martin K. Starr Excellence in Production and Operations Management Practice Award* has been instituted by the Production and Operations Management Society (POMS) to recognize contributions made to the field of Production and Operations Management (POM) by POM practitioners. The award is based on exceptional quality of contributions to the POM field and is presented to an individual who has done an exceptional job in making advances in the practice of POM, promoting the profession, making an impact, and building a linkage between industry and academics. These contributions are not restricted to a single organization and may span time spent at several organizations during the career of the candidate. The cumulative contributions made by the candidate during his/her career are evaluated. It is an international award and is open to all POM practitioners from around the world. It is POMS' most prestigious award to recognize a practitioner and industry leader.

The POMS' Board in its annual meeting held on April 28, 2006 in Boston, U.S.A., unanimously approved that the award be named after Dr. Martin K. Starr. The POMS' Board in its deliberations noted that 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. The first award was presented to Mr. Lee Cockerell, the Executive Vice President of Operations for the Walt Disney World Resort in Lake Buena Vista, Florida, during the seventeenth annual POMS' conference held in Boston from April 28 to May 1, 2006.

The committee for the 2007 award unanimously selected, from among a slate of excellent candidates, Dr. Corey Billington to be the recipient of this year's award. Dr. Corey Billington has been a longtime practitioner and innovator in the field of Operations Management. Since completing his Ph.D. at Stanford, Dr. Billington has dedicated his career to the practical application of Operations Management knowledge and innovations in the business world. Always passionate and visionary, he has a unique ability to see through the complexity of a problem, pull from his academic education and business knowledge, and propose a novel solution.

Dr. Billington has worked for several companies over his career, but it was during his lengthy and highly successful tenure at Hewlett Packard (HP) that he mastered the ability to drive supply chain improvements through the application of Production and Operations Management practices. He successfully led several initiatives that literally transformed some HP businesses and defined the company's strategic thinking about supply chain and operations. Some of his accomplishments at HP include the following:

- Corey and his team developed an analytical framework to model the uncertainties affecting HP's supply chains. This capability resulted in improved supply chain decision making processes and methodologies that allowed HP to significantly improve the performances of a variety of printing and computing businesses.
- Corey convinced the printing business to adopt manufacturing postponement as a strategy for the customization and localization of product in the regions. Arguably the first implementation of the postponement concept in the high-tech industry, this solution dramatically reduced inventory exposure while increasing customer service levels.
- Corey applied the concept of "Configure-To-Order" to the PC business, enabling them to quickly grab market share from competitors and establish HP as a household name in the computing industry.
- By fully developing the concept of Inventory-Driven Costs, Corey bridged the gap between balance sheet investments and profit & loss performance, giving management new operational metrics and methodologies to drive business decisions.
- As VP of Procurement, Corey sponsored and contributed to the development of the Procurement Risk Management practice at HP. This innovation put HP in an industry leadership position in the analysis and management of supply, demand, and price risk through the application of a structured portfolio of contracts. This work provided Assurance-of-Supply to millions of HP products at the lowest possible cost.
- Corey created the Strategic Planning and Modeling (SPaM) team. This internal team of supply chain experts and practitioners has delivered highly regarded analyses on key strategic decisions for the past 18 years and continues to set the direction for Supply Chain Management at HP.

In addition to successfully driving business results, Corey always put great emphasis and effort on capturing and sharing his ideas and innovations. He has always been a great teacher and manager. Always eager to share his learnings and to be challenged on his latest ideas, he takes great pride and effort in coaching and developing people who share his passion of applying analytical capabilities to resolve complex operational problems. Several practitioners in the field today got introduced to the challenges and the beauty of Operations Management by Corey. He has numerous publications and articles that broker the lessons learned, the innovative thinking, and the mental framework he applied to solve critical business challenges. True to his passion for education and innovation, Corey has always valued collaboration with the academic world and has funded and sponsored several studies, forums, and researches in the operations field. Dr. Corey Billington recently returned to the world of Academia as Professor of Operation Management and Procurement at IMD in Lausanne, Switzerland.

The committee for this year's award consisted of Dr. Sushil Gupta, Professor, Florida International U., Miami, Florida, U.S.A. (Chair), Dr. Kasra Ferdows, Professor, Georgetown U., Washington DC, U.S.A., Dr. Hau Lee, Professor, Stanford U., Stanford, California, U.S.A., Dr. Rafael Menda, Director, Operations Strategic Planning, McNeil Consumer & Specialty Pharmaceuticals, Ft. Washington, Pennsylvania, U.S.A., and Dr. Martin Starr, Rollins College, Winter Park, Florida, U.S.A.



## WORLD CONFERENCE ON POM: POM TOKYO 2008 (AUG 5-8)

### “Manufacturing Fundamentals: Necessity and Sufficiency”

August 5-8, 2008, Tokyo, Japan: <http://www.jomsa.jp>

The 3rd World Conference on Production and Operations Management will provide an international forum for researchers and practitioners to exchange innovative ideas on various topics of POM and the related areas. The first conference was held in Seville, Spain, in 2000 and the second in Cancun, Mexico, 2004. The third conference will be held in Gakushuin University, Tokyo, Japan, hosted by the Japanese Operations Management and Strategy Association (JOMSA), jointly with European Operations Management Association (EurOMA) and Production and Operations Management Society (POMS).

#### Topics of Interest

The main theme of the conference will be “Manufacturing Fundamentals: Necessity and Sufficiency”. That intends to re-examine the basis of production management and to find out a promising direction to expand the perspectives on and grow the field of production management. Up until now, various manufacturing practices including those to realize JIT have been proposed, but the state seems to have fallen into confusion. Another aim of this conference is to overcome a superficial understanding of these practices, and to search out a way of constructing a new knowledge system based on fundamental principles. We would like to have high quality original papers in the areas of interest that include, but are not limited to:

- Cost Management
- Environmental Management
- Finance and Operations Interface
- High Performance Manufacturing
- Human Resource Management
- Information Systems
- International Operations Management
- Inventory Theory
- JIT & Lean Production
- Kaizen Management
- Kansei Engineering
- Knowledge and Technology Management
- Logistics and Physical Distribution
- Manufacturing Strategy
- Manufacturing Technology
- Marketing-Operations Interface
- Mass Customization
- New Product Development
- Partnering
- Project Management
- Purchasing and Sourcing Management
- Quality Management and Six Sigma
- Revenue Management
- Risk, Reliability and Maintenance
- Scheduling
- Service Operations Management
- Simulation and CAE
- Statistical Process Control
- Supply Chain Management
- Sustainable Management
- Teaching Innovation in POM

### Abstract and Full Paper Submission

Those who would like to present a paper at the conference are requested to submit the abstract within 2000 characters along with the personal information of authors through the conference website until January 25, 2008. In principle, one person can submit up to three abstracts, irrespective of primary or secondary authorship. All submitted abstracts would be reviewed on the basis of relevance and significance to POM and originality.

Accepted abstracts can be followed by the submission of full papers, which will be reviewed for inclusion in the conference CD-ROM proceedings and could be further reviewed for possible publication in special issues of authorized journals related to POM after the conference. The submission of full paper is not compulsory for presenting a paper, but is optional.

Abstracts and full papers must be submitted in English, although presentations at the conference could be delivered in English or Spanish.

#### Important Dates

Start of Abstract Submission: October 1, 2007

Abstract Submission Due: January 25, 2008

Notification of Abstract Acceptance: January 31, 2008

Full Paper Submission Due: March 31, 2008

Notification of Full Paper Acceptance: May 31, 2008

Early Registration Due: June 15, 2008

At least one of authors for each accepted full paper or abstract must register the conference until June 15, 2008. Otherwise, the paper will be removed from the conference program completely.

#### Conference Organization

##### General Co-Chair:

Michiya Morita, Gakushuin U., Japan (Representing JOMSA)

##### Co-Chairs

Barbara B. Flynn, Indiana U., USA (Representing POMS)

Jose A. D. Machuca, U. of Seville, Spain (Represent EurOMA)

##### Executive Committee Chair

Kakuro Amasaka, Aoyama Gakuin U., Japan

##### Program Committee Chair

Hirofumi Matsuo, Kobe U., Japan

##### Conference Secretariat

Yoshiki Matsui, Yokohama National U., Japan

More detailed information on the conference will be available at <http://www.jomsa.jp>

Please send all proposals and inquiries electronically to [POM.TOKYO.2008@jomsa.jp](mailto:POM.TOKYO.2008@jomsa.jp)

# REMODELED POMS WEBSITE!



**Editor-in-Chief:**

Craig Froehle, U. of Cincinnati, [craig.froehle@uc.edu](mailto:craig.froehle@uc.edu)

At the 2006 POMS meeting in Boston, I was asked to revamp the POMS.org website to better support our rapidly growing society. After surveying our membership during the summer of 2006, it became clear the new site would have to perform better in a few key areas.

First, our members said the website needed to be more informative. Increasing the frequency of updates and expanding the scope of content were two common requests. Second, members felt the website needed to be more professionally aesthetic, with better, more consistent organization. Like one's closet or garage, content had grown organically over the years and, as a result, no longer maintained a cohesive structure. Updating a weblink required manually changing the same text often in multiple places. This not only was inefficient, but it also compromised the consistency and reliability of information. Further, because the previous website required manually editing text files and then FTPing them to a server, it was nearly impossible to effectively distribute editorial responsibility, limiting our ability to scale up.

Addressing these issues required both a new technology platform and a new organizational structure—we needed better tools and more hands to wield them. After reviewing available content management systems, we adopted Movable Type (MT) from Six Apart. While primarily conceived as a blogging platform, MT provided the flexibility and scalability needed to support added website functions while also offering web-based content management tools usable by a new management team.

Taking a cue from how journals are managed, we divided the responsibilities of maintaining web content by topical area. Soliciting volunteers from within POMS, we assembled a team of six web editors. Alka Gupta, Sushil's daughter, still manages the dynamic web applications that she custom-built for POMS (e.g., the online conference registration system), but all other functions are handled by this new editorial team.

We designed the overall look-and-feel of the new website using Movable Type's CSS (Cascading Style Sheets) flexible templates. The new site offers improved usability (readability, clarity, etc.), consistency (same formatting on every page), and usefulness (expanded functionality, such as an integrated search engine). See diagram below.



**Department Editors:**

Renu Agarwal

Macquarie U., Australia

Paulo Goncalves

MIT, USA



Greg Heim

Texas A&M, USA

Bo van der Rhee

Nyenrode, The Netherlands



Changyue Luo (not shown)  
New Mexico Inst. of Tech., USA

Accommodating the wide variety of POMS.org content while creating a coherent, flexible and parsimonious content structure was a real challenge. After studying our information needs and reviewing sites of similar societies, we arrived at the current content structure. While not a bad start, this structure is already being expanded to accommodate additional types and categories of information (e.g., we plan to add an "Awards" section to document POMS awards and recipients).

**Introducing the New POMS.org Website**

Once the general content structure and templates were finished, two industrious U. of Cincinnati students spent about 60 hours copying recent (2006 and newer) content into the new system. This required not only copy-and-paste, but also significant reformatting in order to ensure a consistent look-and-feel for the website. Maintaining that consistency will continue to be a managerial challenge as the number of people involved in contributing content grows. Once the bulk of the conversion was completed, the new online editorial team was handed the reigns, and has managed all new content added to the site since April, 2007.

While we fully expect to continue to improve the site by tweaking the content areas and adding information in an even more

timely manner, we hope you are already having a better user experience. If there is some missing content, or if you have a suggestion about layout or functionality, we'd love to hear from you (please direct all praise to the team and all ire to me). In the meantime, happy browsing!

The screenshot shows the POMS website interface with several callouts:

- POMS logo consistent with publications and serves as link to "home" on every page**: Points to the POMS logo at the top left.
- Left-hand menu system (present on every page) identifies all available content areas**: Points to the navigation menu on the left side.
- Main content space is centered on page**: Points to the central content area.
- Sub-heading shows to which content area the item was added**: Points to the sub-heading of the main content area.
- Search engine on every page; searches all web content on POMS.org**: Points to the search bar at the top right.
- Right-hand column features special notices, recent issues of pubs & other highlighted items**: Points to the 'SPECIAL NOTICES' section on the right.
- Blue text clearly designates links without cluttering the page with superfluous underlining**: Points to blue text links in the main content area.
- Website automatically expands to fill full width of browser**: Points to the overall layout of the page.



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