



EurOMA Newsletter #42

Winter 2014

CONTENTS

Message from the President	1
Editor's Comments	2
Featured Articles	2
Research News	5
Teaching Corner	8
Practitioners' Insights	9
Past Conferences and Events	10
Future Conferences and Events	16
Other Events	21
Calls for Papers	23
Employment Opportunities	26
From the IJOPM Editor	27
EurOMA Fellows	28
County Representatives	29
EurOMA Board	30

Editor:

Pamela Danese
Assistant Professor of Operations
& Supply Chain Management
University of Padova, Italy

Contributions:

Please forward any news items,
articles, job opportunities,
suggestions, comments, photos,
etc. to be considered for the
EurOMA Newsletter to the editor:
pamela.danese@unipd.it

MESSAGE FROM THE PRESIDENT



Welcome to the latest issue of the EurOMA Newsletter and my first "Message from the President" column.

Let me start by acknowledging and thanking once again the outgoing President, Raffaella Cagliano, who has been a superb EurOMA President and will be a hard act to follow. She leaves EurOMA in a great state and the association continues to go from strength to strength. We enjoyed an excellent conference in Dublin (thanks Brian Fynes, Paul Coughlan and the rest of the organizing team). If you haven't yet seen the video highlights

have a look on YouTube! Plans for Palermo (EurOMA 2014) are well underway. The tradition of videos continues with a fine feature from the organizers Giovanni Perrone and Manfredi Bruccoleri.

In addition to the Dublin conference, 2013 has also seen the first Practice-Oriented Research in Operations Management Workshop, hosted by Jaume Ribera in Barcelona, as well as the usual range of professional development and academic workshops and seminars. Looking forward, we have released calls for the 1st International EurOMA Sustainable Operations and Supply Chains Forum to be held in Groningen, March 24-25, 2014 and the 6th EurOMA Summer School to be held in Lisbon, July 6-11, 2014. I do hope you'll be able to participate in one (or more) of these events.

One question several people have asked me as the incoming President is: "What are your priorities for EurOMA?" I thought it might be worth outlining a few of these in this column so that members of EurOMA have a bit more information about the issues that the board is grappling with. The first thing to say is that EurOMA is in a remarkably healthy state - financially we are secure, the conference and events run well, the board is full of people who want to make things better. So key priority is "steady as she goes" - we just need to ensure that things continue to run effectively and smoothly.

Of course, there are always new things to consider. At our last board meeting (held in October 2013) we discussed three specific issues that we thought worth addressing. First we decided to review EurOMA's strategy and vision, more formally defining what the Association is trying to achieve and how we know whether we are getting there. Second we agreed to develop a social media strategy for EurOMA - it is clear that social media is changing the way individuals and groups interact and EurOMA needs to decide how to respond to this. Third we have ongoing discussions with POMS about joint activities and initiatives, including the 2016 world congress. No doubt we'll talk more about all of these initiatives and others at the Palermo conference, but in the meantime if you have views about EurOMA and things you would like to see the Association doing for its members please do let me and/or other members of the board know.

Andy Neely
EurOMA President

EDITOR'S COMMENTS



Dear All,

As new chair of the EurOMA Communication Team, it's an honour for me to be editor of the EurOMA Newsletter. First of all, I would like to thank Jaume Ribera, past chair of the EurOMA Communication Team and editor

of the EurOMA Newsletter, for his unceasing and precious contribution to our Association. Thank you Jaume!

I think that the EurOMA Newsletter plays a fundamental role in communicating to our community the numerous activities and events organized by EurOMA. At the same time, it should be viewed as an opportunity for our EurOMA members to propose new ideas and their points of view on our activities, which could serve as a stimulus to new projects. Thus, I would like to encourage all the EurOMA members to actively contribute to the EurOMA Newsletter, by sending their ideas, news and proposals to: pamela.danese@unipd.it.

The Winter 2014 Newsletter is organized as follows.

- *President's Message*
- *Editor's Comments*
- *Featured Articles* section: it contains two contributions. The first reports some hints from the panel debate: "The Same Old Methodologies?", EurOMA 2011, Cambridge, July 2011 (Panellists – Bart MacCarthy, Mike Lewis, Ram Narasimhan, and

Chris Voss). The second: "Current trends in Logistics and Supply Chain Management" by Andreas Wieland and Robert Handfield is based on a report they developed starting from numerous interviews with experts and international survey responses.

- *Research News* section: it reports the papers awarded during the AGM at 2013 EurOMA Conference (Dublin).
- *Teaching Corner* on Training Within Industry (TWI) Method and Teaching OM
- *Practitioners' Insight* section by Marco Formentini and Pietro Romano is about: "Collaborative Pricing – Lessons Learned from Agri-Food Supply Chains".
- *Conferences and Events*: two sections covering past and future EurOMA conferences and events, followed by a section on other OM events of interest.
- *Calls for Papers*
- *Employment Opportunities*
- *From the IJOPM Editor*
- *EurOMA Fellows*: A note on the new fellow.
- *Country Representatives*
- *EurOMA Board*: an update on the recent elections and the current board.

FEATURED ARTICLES

THE SAME OLD METHODOLOGIES? PERSPECTIVES ON OM RESEARCH IN THE POST-LEAN AGE

By Bart MacCarthy, Mike Lewis, Ram Narasimhan, and Chris Voss

Introduction

Many of the traditional arguments about OM practice (quality, process excellence, lean systems, etc.) have been 'won' in the last 3 decades. Operationally we are in a post-lean age. But where does this leave OM research? The paper: "The same old methodologies? Perspectives on OM research in the post-lean age" recently published in IJOPM and based on a lively panel at the 2011 EurOMA conference, pro-

vides a range of perspectives and reflections on the challenges facing the discipline with respect to what we research and how we research it. We look at the impact of the emerging context in which future OM research will be carried out; discussing a number of issues in the changing landscape for OM research: OM's interplay with practice, the implications for research now that much of the operational world is ICT-enabled and the economy is ever more globalized and finally, discussing how the post-2008 re-

cession has impacted a range of organizational practices (including concerns for ethical and environmental sustainability). The core of the article is four different perspectives. Mike Lewis revisits the question of research relevance in the context of pressures from within the academic community. Ram Narasimhan examines the relationship between quantitative and qualitative methods. Chris Voss celebrates the range of methods open to us in OM research. Bart MacCarthy examines where our theory comes from and how we can use it to achieve greater external validity. The paper does not seek to resolve differences in perspective but does provide shared concluding comments.

OM Research: Fit for what purpose?

Michael Lewis

We have to be careful that our increased emphasis on ‘top tier’ journal output does not drive a preoccupation with and, crucially, choices about methods. Both quantitative and qualitative techniques are necessary for an empirical discipline but, if OM is to continue with or indeed revivify its central emphasis on managerial relevance, Mike argues that this requires significant corrections in the ‘course’ of much current OM - more ‘good’ qualitative work!

Qualitative and quantitative approaches in OM?

Ram Narasimhan

The division in OM between those that pursue quantitative research and qualitative research is unfortunate. The perceived differences are perhaps best framed in terms of rigor: readily evaluated in quantitative research via statistical principles; less precise in qualitative research. Yet without qualitative exploration, most quantitative research is meaningless and without quantitative investigation, qualitative work lacks generalizability. For us to be relevant and realize the full potential of our discipline, we must promote both.

Diversity and research in Operations Management?

Chris Voss

OM research has played and continues to play a major and creative contribution to management in manufacturing, services, health care and logistics. It has done so through evolution into new fields, embracing new approaches and methods. It has also done so by interacting with other fields; from economics, behavioural science and marketing to OR. It has also done so by simultaneously conducting and publishing rigorous research and translating this into practice. Chris argues that we should all recognize and celebrate this diversity – providing that research is not only driven by “gaps in the literature” but also

through a process of problematizing and thereby addressing relevant contemporary practice questions.

Towards greater external validity in Operations Management research?

Bart MacCarthy

Achieving methodological rigour has been a key focus in OM research in recent years, particularly to advance the theory base. Five sources of theory are examined – mathematical reasoning, practice, empirical studies, secondary data analysis, and importation from other disciplines. Whatever methodological approach is used, research that stresses external validity is likely to have the greatest impact. OR modelling can complement OM studies by providing generic insights on systems behaviour, characteristics and performance. Bart argues that the relevance question needs to be re-emphasised at the OR/OM interface, particularly for algorithmic work. Equally, he appeals for some methodological ‘tolerance’ in qualitative and empirical studies to enhance relevance in the ‘new world order’. More ‘data first’ studies are advocated to discover, describe and analyse new phenomena and emerging practice, casting the net wide and tolerating more opinion and argument within the discipline.

Concluding thoughts

Michael Lewis, Ram Narasimhan, Chris Voss, and Bart MacCarthy

The strong view of the contributors is that qualitative and quantitative empirical studies are complementary and can provide a reinforcing cycle to generate robust theory. Our message is that the profession must not assert supremacy of any approach. Indeed, we argue that a rich diversity of methods is available and this diversity is beneficial and should persist. Equally, conscious efforts need to be made to extract and synthesise the most useful knowledge on specific topics from research studies that may have used different methods.

We appeal for research that is relevant, interesting and exciting. Looking at it in lean terms, we need research that adds value. As noted by one of our contributors, we need to avoid our own form of waste – over-production of research that is methodologically convenient but ultimately uninteresting.

Rigour is crucial – and cannot be retrofitted to a study. – but we need to be open to research that may not conform to a previous template but that tells us something interesting and new, or that opens up new avenues for OM research. The barriers for acceptance for an unconventional piece describing a new phenomenon may be high but relevance and interest metrics need also to be more heavily weighted.

Operations Management research is at a critical juncture. Increasingly, confronted with the challenges of globalization and global competition, practitioners are turning to the academic community for useful, practically relevant knowledge. We are in an age where relevance is reborn. It is time to re-establish Operations Management as a theoretically sound, practically relevant discipline.

Sources:

MacCarthy, B. L., Lewis, M., Voss, C., & Narasimhan, R. (2013). The same old methodologies? Perspectives on OM research in the post-lean age. *International Journal of Operations & Production Management*, 33(7), 934-956.

Panel debate: The Same Old Methodologies? EurOMA, Cambridge, July, 2011, Panellists – Bart MacCarthy, Mike Lewis, Ram Narasimhan, and Chris Voss

CURRENT TRENDS IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

By Andreas Wieland and Robert Handfield

Research in the OM field needs to find answers to relevant real-world questions. In our latest study, we have identified trends in logistics and supply chain management that highlight some of such questions. For that purpose, we conducted 62 interviews and analyzed 1757 responses collected in 2012 in an international survey from supply chain executives (including logistics service providers, retailers, and manufacturing companies). The general observation is that complexity in the form of fragmented channels, augmented product variations, and demands for customized solutions has increased.

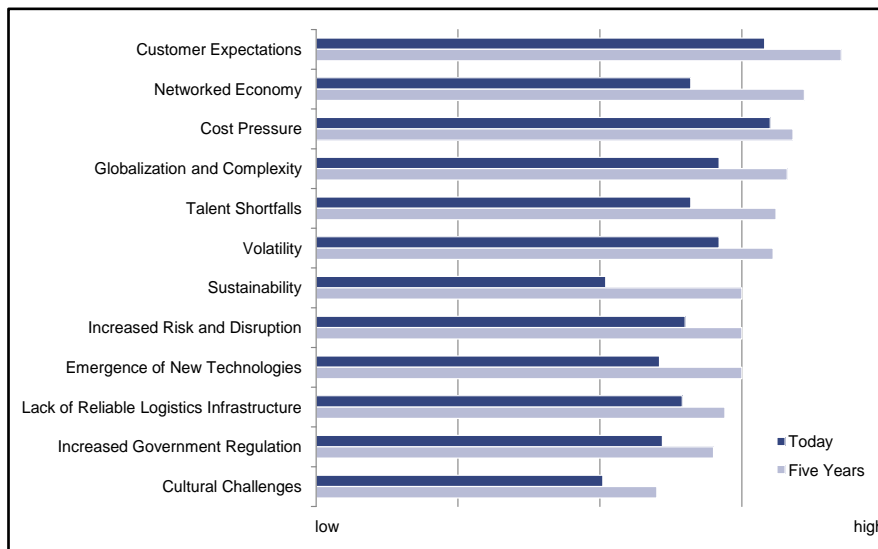
We found that the major trends that will impact organizations in 5 years are network forces such as (1) customer expectations, (2) networked economy and (3) cost pressure, and external forces such as (4) globalization, (5) talent shortfalls and (6) volatility.

Customer expectations: Increasing customer expectations were ranked by respondents of our study as the most important trend, and meeting customer requirements has been ranked by a large percentage of the respondents as the number-one logistics objective. As customers are becoming ever more demanding and critical, OM researchers should provide new measures that help pursue strategies to satisfy customers.

Networked economy: In the past, companies have considered themselves to be independent players in the market and, at best, managed interfaces to direct suppliers and customers. In today's networked economies, this is just not enough anymore. Companies are often forced to collaborate with partners both vertically and horizontally in their extended supply chain network. Companies are forced to adopt network thinking rather than company thinking. This should be reflected in our research.

Cost pressure: Cost pressure seems to remain the ultimate criterion for customers. Given the trend towards increased customer expectations, it has become ever more difficult to reduce costs any further and OM research should provide new answers. Logistics costs are playing an important role in reducing overall costs. Logistics costs share of overall revenue is as low as 4% and 6% in the electronics and automotive industries, respectively.

Globalization: As global footprints expand, logistics performance has deteriorated due to increasing customer requirements, greater volatility, and problems with infrastructure. Two out of three respondents stated



that their company's logistics capability is negatively influenced by poor transportation infrastructure, which is a problem particularly in emerging markets. In sum, globalization clearly amplifies other trends and leads to an increase in complexity.

Talent shortfalls: Talent shortage is considered one of the most important challenges in the coming years. About 70% of the respondents experience a shortage of skilled labor. Among the most important strategies to cope with talent shortage is strategic cooperation with universities and research institutions. We, as lecturers, thus have a certain responsibility.

Volatility: In the last years, market turbulence on the supply and demand side has increased. This was amplified by the economic and financial crisis, which demonstrated how fluctuations in one part of the world can build up to dramatic problems in other parts of the world. Respondents of this study believe that volatility will continue to increase. Our research models should not be built on stability, but reflect the ever-changing nature of our environment.

Our full report, Trends and Strategies in Logistics and Supply Chain Management, has been published on behalf of BVL International. It is authored by Robert Handfield, Frank Straube, Hans-Christian Pfohl and Andreas Wieland. It can be downloaded at: <http://www.bvl.de/en/service/publications/studies-to-download>

Andreas Wieland, Dr. rer. oec., is a researcher in the field of supply chain management. He heads the Kühne Foundation Center for International Logistics Networks, Technische Universität Berlin. He is also the editor of the blog <http://scmresearch.org/>.

Robert Handfield, Ph.D., is the Bank of America University Distinguished Professor of Supply Chain Management and co-director of the Supply Chain Resource Cooperative at the Poole College of Management, North Carolina State University.

RESEARCH NEWS

AWARDS – EUROMA ANNUAL CONFERENCE, DUBLIN, IRELAND

During the EurOMA 2013 Annual Conference (Dublin), the following awards were announced:

Chris Voss Best Paper Award

Winner:

“Absorptive capacity and mass customization capability: The role of customers and suppliers as sources of knowledge”, Min Zhang (Norwich Business School, UK), Xiande Zhao (China-Europe International Business School, China), and Marjorie A. Lyles (Indiana University Kelley School of Business, USA).



Runners up:

“Building new product advantage within inter-firm NPD projects: The role of firm selection, supplier technology, and absorptive capabilities”, Antony Potter (Manchester Business School, UK), Benn Lawson (Cambridge Judge Business School, UK), and Beverly B. Tyler (North Carolina State University, USA).



“Empirical evidence for the influencing factors of preferential treatment by suppliers”, Lisa Hüttinger (University of Twente, Netherlands), and Holger Schiele (University of Twente, Netherlands).

Harry Boer Best Student Paper Awards

Winner:

“Empirical Relationship Between Infrastructure Practices, Lean Practices And Factory Fitness: The Swift Even Flow Perspective”, George Onofrei, Brian Fynes, Sean de Burca, and Evelyn Roche (University College Dublin, Ireland).



Runner up:

“Performance Effects Of Purchasing Category Strategy Alignment With Purchasing’s Structural Configuration In Industrial Category Supply Management”, Karl J. Grajczyk, Markus Amann, and Michael Essig (Bundeswehr University Munich, Germany).



EMERALD AWARDS FOR EXCELLENCE

There were also some Emerald awards presented by Patti Davis at the EurOMA 2013 (Dublin) conference.

Supply Chain Management: An International Journal

Outstanding Paper Award – Stefan Seuring, Stefan Gold (2012) *“Conducting content-analysis based literature reviews in supply chain management”*, Supply Chain Management: An International Journal, Vol. 17, Issue: 5, pp.544 – 555.

Highly Commended Paper Award – Marian Oosterhuis, Taco van der Vaart, Eric Molleman (2012) *“The value of upstream recognition of goals in supply chains”*, Supply Chain Management: An International Journal, Vol. 17, Issue: 6, pp.582 – 595.



International Journal of Managing Projects in Business

Highly Commended Paper Award – Markus Hällgren, Andreas Nilsson, Tomas Blomquist, Anders Söderholm (2012) *“Relevance lost! A critical review of project management standardisation”*, International Journal of Managing Projects in Business, Vol. 5, Issue: 3, pp. 457 – 485.

OPERATIONS MANAGEMENT RESEARCH (OMR): INCLUDED IN ISI THOMSON WEB OF SCIENCE AS FROM 2013

Operations Management Research (OMR) was accepted for inclusion in ISI Thomson Web of Science and since 2013 has been receiving an impact factor.

In January 2012, Jan Olhager (Lund University) and Scott Shafer (Wake Forest University) took over the responsibility as Co-Editors-in-Chief of OMR. OMR is published by Springer, and was established in 2008 by the founding editors Jack Meredith and Patrick McMullen.

The aims and scope of Operations Management Research: Advancing Practice through Theory, is to publish short, focused research studies that advance the theory and practice of operations management. OMR is a rigorous, double-blind peer-reviewed journal that is oriented toward fast reviews and publica-

tion of high-quality research that makes a clear contribution to the science and practice of operations management in today's global institutions. The coverage includes all topics in operations management and all types of operations, such as health care, manufacturing, services, and supply chains. OMR accepts any type of research methodology, including case research, survey research, mathematical modeling, simulation, action research, and ethnographic research. Starting in 2013, OMR introduced a Best Paper Award that will include plaques and cash prizes of \$1,000 for first place and \$500 for the runner up. Details can be found in the editorial, OMR, 2012, vol 5, no 3, p. 69.

For more information, visit the OMR website at: <http://link.springer.com/journal/12063>.

TEACHING CORNER

TRAINING WITHIN INDUSTRY (TWI) PROGRAM AND TEACHING OM



By *Thomas Bortolotti*
(University of Udine, Italy)

Last November I attended a session on TWI held by Patrick Graupp, Senior Master Trainer of the TWI Institute, who trained over 700 certified trainers who are now delivering TWI training in

the manufacturing, health care, construction, energy, and service industries in the US and around the globe.

Although TWI is a method created to train workers in industry, this session showed certain similarities with methodologies for teaching OM. The purpose of this letter is to propose some thoughts on how methods such as TWI, born in different contexts and with different objectives, can still provide some ideas to improve teaching methodologies in OM, especially in terms of students retaining.

What is TWI?

The TWI Program was developed in the 1940's to build capability in an organization at the supervisor level by providing front line management with basic leadership skills to quickly ramp up the production of war material. The impact of TWI on industry far exceeded expectations as supervisors and team leaders learned how to use the TWI skills to quickly train and motivate people who had never worked in a factory or shipyard before and to make small daily improvements while leading their people to get out more quality materials at lower costs than ever thought possible.

Abandoned by US industry after the war, TWI found a new home in Japan in 1951 where it was embraced throughout Japanese industry, most notably at Toyota where Job Instruction (JI) is still used today to train people in the Toyota Production System. Mr. Isao Kato, founder of Toyota's Education and Training Division, said this about the influence TWI has had on TPS & Kaizen at Toyota: "If people want to succeed with Lean or TPS they have to emphasize people development and making leaders capable of delivering improvements. TWI is a great starting point even today and a hidden strength of Toyota's production system."

TWI methods of Job Relations (JR), Job Instruction (JI), and Job Methods Improvement (JM) contribute to the creation of a positive, collaborative work environment by training operators that will be able to do a job quickly, safely and conscientiously.

TWI teaching methods are based on a standardized approach that could result useful also in teaching OM. The preliminary phase of the TWI approach consists in preparing and motivating the "student" by considering what he/she already knows and arousing his/her interests in learning the topic. After that the "teacher" must divide the content of the lecture in sequential steps and tell, show and illustrate one important step at a time, to allow the student to memorize the topic and learn step by step what to do in a certain context or how to implement a specific tool.

Lecturers should patiently give information because students can't master a new topic immediately, especially when it is complex. The teacher has to start with few elements at the beginning of the lecture, and add details about each step, including practical sessions to experiment what is being taught, to avoid that students have only a passive role during classes. In fact, in order to accelerate and strengthen the learning phase, TWI methods encourage the student to immediately experience during the lecture what is being explained.

When the content has been explained in detail and students have absorbed and experienced all the steps to implement a method or a tool, the last part of the teaching process should be dedicated to explain the reasons why these steps are necessary, interconnected, and to explain and experience through examples and case studies what happens if a certain step is not fulfilled. In this way students not only memorize the content of the lecture (What and How), but also understand the reason why the method taught should follow a certain sequence (Why).

The key points of TWI methods that OM should take into account are as follows:

- 1) don't give too much information at the beginning
- 2) add details step by step, through exercises and case studies
- 3) make sure through tutorials, experiments and case studies that students have clearly understood all the steps of the topic, and their right sequence
- 4) explain only at the end why these steps are in that sequence, and what are the consequences of doing otherwise, again with simulations and exercises.

PRACTITIONERS' INSIGHTS

COLLABORATIVE PRICING – LESSONS FROM AGRI-FOOD SUPPLY CHAINS



Dr. Marco Formentini – Research Fellow, Cass Business School, City University London (UK)

Prof. Dr. Pietro Romano – Associate Professor, University of Udine (Italy)

Supply Chain Management literature suggests the adoption of a collaborative attitude towards process management; production planning, logistics, new product development are all business processes that benefit from a collaborative supply chain perspective. Instead, scholars have not devoted as much exploration to the opportunity to develop mutually beneficial collaborations in the pricing process between supply chain partners.

Nevertheless, emerging collaborative pricing approaches can be found in the practitioner-oriented literature and this represents an important opportunity to develop a stronger theoretical basis in Supply Chain Management.

Indeed, a challenging practical problem regards how it is possible to implement collaborative approaches in the pricing process along the supply chain – e.g. in terms of the strategic selection of partners, the adoption of suitable pricing techniques, the design of incentives, the fair and equitable sharing of benefits. Although scholars have demonstrated through mathematical models the opportunity to obtain advantages from collaborative pricing, effective guidelines to support managers in the implementation of these collaborative approaches are still lacking.

The agri-food industry is an interesting setting to investigate the adoption of a collaborative pricing approach and the development of win-win strategic relationships along the supply chain rather than win-lose, interchangeable transactions. In fact, due to the extreme competition operated by mass retailers, sudden price fluctuations for commodities and power asymmetries along the chain, proactive agri-food supply chain managers have started to acknowledge the necessity to protect their overall sup-

ply chain economic sustainability, thus avoiding to squeeze suppliers. At the same time, since the evolution of agri-food supply chains from commodities toward differentiation continues, practitioners need innovative pricing mechanisms as a competitive tool.

An interesting practical question is: how can the collaboration among two or more supply chain actors be reflected in the pricing process? One interesting example is provided by four innovative US enterprises (Country Natural Beef, Organic Valley, Shepherd's Grain and Red Tomato) operating in the context of the "Agriculture of the Middle" research project. These firms played an important role in the development of a "values-based" supply chain collaboration model centered on a collaborative pricing process. The firms effectively operate at regional levels with significant volumes of high-quality, differentiated food products, and distribute profits equitably among the strategic partners, thus creating mutually beneficial and sustainable relationships. The adopted pricing philosophy has been developed to involve also producers' perspective. In this manner, these firms interact with their supply chain members, in particular growers and producers, through the adoption of transparent pricing mechanisms, which are based on (1) supply management and stable pricing and (2) cost-of-production-based pricing.

Our research in this field is investigating the cases of other important players in the agri-food industry which are developing collaborative approaches to manage pricing along their supply chains. One striking example is provided by Barilla, which does not rely on traditional commodity prices to source wheat from its local Italian suppliers and consortia, but actively involves them in its pricing process, allowing them to select the preferred pricing technique (covering their cost of production or adding premium quality mark-ups). In this manner, suppliers act as "price-makers" in collaboration with the customers, thus losing their traditional "price-taker" role. This shift of perspective operated by Barilla is a strategic step aimed at increasing its overall supply chain sustainability and guaranteeing the procurement of high-quality wheat in the Italian territory.

Another interesting case we are studying is represented by a regional bread supply chain. The "cost-plus" pricing process across this supply chain takes care of producers' margins and of their cost of production, adding a fair margin which is jointly defined by all involved parties; secondly, pricing aims at re-

moving fluctuations of the wheat price, by defining every September an annual stable price. At the basis of this pricing system there is a transparent cost information sharing along the supply chain: cost transparency plays a fundamental role to support inter-organizational trust and allows a fair profit redistribution, on the basis of the investments performed by the involved parties.

Based on the analysis of the case studies we intend to outline a classification of the mainly adopted col-

laborative pricing mechanisms and identify roles and responsibilities played by the supply chain actors involved in the implementation of these collaborative approaches. From a managerial perspective, it seems to emerge that many of these collaborative pricing approaches can be extended to supply chains beyond the agri-food context, thus ensuring producers' economic and social sustainability without affecting the profitability for all involved parties.

PAST CONFERENCES AND EVENTS

EUROMA 2013 CONFERENCE - DUBLIN, IRELAND

The 20th EurOMA Conference (co-chaired by Brian Fynes and Paul Coughlan) was hosted jointly by University College Dublin (UCD) and Trinity College Dublin (TCD), attracting an audience of 508 delegates from 35 countries across all five continents. The conference theme explored how Operations Man-

agement is central to our economic, social and cultural recovery. A special highlight of the Conference was the cutting of the 20th Anniversary birthday cake by EurOMA's founding fathers, Professors Chris Voss and Christer Karlsson, which took place during the Welcome Reception at UCD.



The EurOMA 2013 conference was bookended by two keynote speakers – Mark Pagell and Leo Crawford. Mark delivered a thought-provoking address on a transatlantic perspective of training future generations of PhD students for a radically different education environment in the years ahead. Drawing on his extensive experience as CEO of BWG, Leo shared his insights and knowledge on how to grow and develop a retail business in recessionary times.



This was a year of many “firsts” at the Conference:

- A move from a 2-day to a 2½-day format with increased challenges in terms of scale and complexity of the Programme,
- Using the EIASM’s e-pass system to manage abstract and paper submissions as well as the reviewing process,
- The use of regular YouTube updates to delegates prior to the Conference,
- Using social media for promotion and a Programme Scheduling App,

- The inclusion of the first EurOMA Conference Publishing Workshop (Module I),
- A YouTube recording of the Conference highlights,
- A YouTube recording of sound bite interviews with previous conference chairs.

The Call for Papers attracted 623 abstracts and during the course of the Conference 401 papers were presented in 137 sessions in a fully packed Conference Programme. The most popular themes were Sustainability in Operations, Supply Chain Management, Innovation, Service Operations and Healthcare Operations Management. In addition there were Special Sessions on Teaching OM, Gaming in OM, Next Generation Manufacturing, OM and the Performing Arts, Theory in OM, Teaching Service Operations, Meet the Editors and Research in OM.



Three important events preceded the main conference programme.

The Doctoral Seminar was attended by 45 delegates. Led by Pär Åhlström and assisted by a faculty of 10 leading OM scholars, this Seminar has become the established forum for doctoral students to discuss and to develop their research.



The Publishing Workshop (Module I), led by Marie Koulikoff-Souviron and Cristina Giménez, was a new event at the Conference. 26 delegates registered for this event and benefited from advice and interaction

with a team of seven experienced editorial board members and authors on how to develop conference papers into journal papers.



The Young Scholars Workshop was attended by 21 delegates. Harry Boer, Jan Olhager and Kate Blackmon mentored the participants on supervising MSc and PhD students.



At the Closing Ceremony, Andy Neely (incoming President) thanked outgoing President Raffaella Cagliano for her dedicated leadership and direction of EurOMA over the previous three years and introduced the EurOMA 2014 Palermo team.



The Conference Dinner was held in the Dining Hall of Trinity College Dublin. The Dining Hall was built in 1760 and, for over 250 years, staff and students have eaten there together. Delegates enjoyed a drinks reception and a fork buffet dinner in a relaxed and informal atmosphere. Traditional Irish music and dancing added to the fun!



The Conference concluded with plant visits to Aer Lingus and Bayer Diagnostics.

The Local Organizing Committee would like to thank the delegates, the EurOMA Board, the Scientific

Committee, the Track Chairs, the EurOMA team at EIASM, the Review Committees for the Chris Voss and Harry Boer Best Paper Awards, the organizers of the Special Sessions and all of the sponsors for their invaluable support.

5TH YOUNG SCHOLARS WORKSHOP – DUBLIN, IRELAND

The 5th edition of the Young Scholars Workshop (YSW) took place on 9 June 2013 in Dublin, during EurOMA's annual conference.

The theme of the workshop was "Supervising MSc and PhD Students". The event was attended by 21

young scholars representing 16 universities in 11 countries: Denmark, Germany, Hungary, India, Ireland, Italy, Norway, Netherlands, Spain, Sweden, and United Kingdom. The faculty included Professors Harry Boer (coordinator of the event), Kate Blackmon and Jan Olhager.

6TH JOURNAL PUBLISHING WORKSHOP

The Workshop on Journal Publishing in Operations Management is specially indicated for faculty in the field of Operations Management, who wish to increase the quality of their publications in recognised international academic journals in the field.

For the first time, last year we held two modules. While module 1 aimed at helping participants to develop a conference paper into a paper, module 2 aimed at developing the paper into a paper-level submission.

Module I was held in June 2013 at Trinity College Dublin as part the EurOMA 2013 conference, and was attended by 25 participants from 10 different countries. The faculty participants involved in the event were: Eamonn Ambrose, Steve Brown, Dirk Pieter van Donk, Cipriano Forza, Cristina Giménez, Juliana Hsuan, and Marie Koulikoff-Souviron.

Module II was held in November 2013 at ESADE Business School in Barcelona, with 21 participants from more than 10 countries (of which 9 had also participated in the first module). The faculty members involved in this second module were: Steve Childe, Cipriano Forza, Cristina Giménez, Juliana Hsuan, Roger Maull, and Chris Voss.

Both modules of the Publishing Workshop shared the same process, which basically consisted on three steps.

- **Writing**

The Publishing Workshop process starts with a paper. In the case of Module I, the EurOMA conference paper forms the basis for participation in the Publishing Workshop. In the case of Module II, a more developed paper is expected. During both modules, each paper is allocated to a reviewer or journal editorial board member as Discussant, who will comment on the content and clarity of presentation of the ideas.

- **Overview of the submission and review process**

The workshop starts with a session with reviewers and members of the editorial boards, where participants will be briefed on the editorial policy, publication process and strategies for submission.

- **Small group discussions**

Discussion of each paper follows in small group sessions. These sessions enable participants to obtain feedback on their papers from the reviewers and editorial board members, as well as from other Workshop participants in the same track. The suggestions for further development will allow authors to identify the key steps to bring the paper up to publication standards.

Based on the participant's feedback, both modules will be held again this year – in June at the EurOMA 2014 Palermo conference, and at ESADE Business School (Sant Cugat- Barcelona) in November 2014. Hope to see you there!!!

12TH EUROMA DOCTORAL SEMINAR - DUBLIN, IRELAND

The 12th EurOMA Doctoral Seminar took place prior to the Dublin conference, on June 7 and 8 2013. The seminar was greatly appreciated by both students and faculty. The seminar was attended by 45 participants, a record number, divided as follows:

- 26 First year participants
- 19 Second year participants

They were supported by a faculty consisting of:

- Prof. Pär Åhlström, Stockholm School of Economics, Sweden
- Dr. Kate Blackmon, Saïd Business School, UK
- Prof. Cipriano Forza, University of Padova, Italy

- Prof. Mike Lewis, Bath University, UK
- Prof. Mark Pagell, University College Dublin, Ireland
- Dr. Daryl Powell, NTNU, Norway
- Prof. Zoe Radnor, Cardiff Business School, UK
- Dr. Rui Sousa – Catholic University of Portugal
- Dr. Taco van der Vaart – University of Groningen, Netherlands
- Prof. Chris Voss, London Business School, UK

The planning for the 13th EurOMA Doctoral Seminar is well underway, and with the trajectory of participants, it should prove to be yet another successful event.

5TH EUROMA SUMMER SCHOOL IN OPERATIONS MANAGEMENT

The 5th EurOMA Summer School in OM on “Demand Driven Supply Chains” took place in June 2013 at Cranfield School of Management (UK). The event was chaired by Dr. Silvia Rossi Tafuri and Prof. Janet Godsell.



The Summer School was attended by 22 PhD students from Europe and South America. Tutors also came from near (Cranfield) and far (US and Scandinavia). They provided the students with insights into the concept of 'demand driven supply chains' from a number of different perspectives including strategy development, sustainability, procurement and humanitarian logistics.

Feedback from students was extremely positive and it was a genuinely rewarding experience for all involved. The Chairs would particularly like to thank Prof. Martin Christopher, Lisa Ellram, Prof. Gyöngyi Kovács, and Prof. Mark Pagell for their invaluable contributions.

The EurOMA Summer School is a great way for PhD students to increase their knowledge base of Operations Management and build a stronger personal network. The next summer school will be hosted by the University Nova de Lisboa on the topic of “Supply Chain Sustainability”, to be held 6-11 July 2014. Full details are available from <http://euomaschool.org>.

6TH SERVICE OPERATIONS MANAGEMENT FORUM (SOMF) WORKSHOP – LAS VEGAS, NEVADA, USA

The 2013 SOM Forum was a great success. We had approximately 60 attendees from 12 countries. There were both practitioners and academics from a wide range of disciplines including operations, marketing, human resources, and technology and ser-

vice design. Also included was a tour of Capital One's call center in Las Vegas. Guest speakers included Mary Jo Bitner and Dick Chase as well as a practitioner presentation from ZipCar.

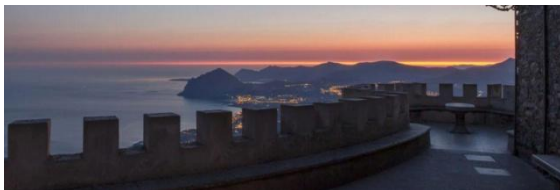
FUTURE CONFERENCES AND EVENTS

EUROMA 2014 CONFERENCE – PALERMO, ITALY

This year the 21st International Annual EurOMA Conference will take place in Palermo from June 20th to June 25th 2014 in the largest university in Sicily, the University of Palermo.



Palermo is a wonderful metropolitan city in the heart of the Mediterranean Sea, whose history has been enriched by several dominations and cultures. Furthermore, June is a fantastic period to take advantage of Sicily's nice climate to visit Palermo and the island with its delightful sea.



The Conference theme is: **Operations Management in an Innovation Economy**. According to innovation economists what primarily drives economic growth in today's knowledge-based economy is not capital accumulation but innovative capacity spurred by appropriable knowledge and technological externalities. Economics growth in innovation economics is the end-product of knowledge, R&D expenditures, licenses, technological spillovers and externalities between collaborative firms, i.e. networks of innovation. As the global economy is more and more driven by knowledge and innovation, companies are confronted with new operational questions and issues. When firms do not explicitly acknowledge and manage their operations as a concurrent activity to the management of innovation, they often encounter problems late in product development, or with manufacturing launch, logistical support, quality control, and production costs. As such, innovation process and operations management should be coordinated, rather than being viewed as separate sets of decisions and activities.

Please note the conference dates in your agenda for 22-25 June 2014, as well as the following deadlines:

- Submission of Abstracts: 7 January 2014;
- Notification of Acceptance: 25 February 2014;
- Submission of Final Papers: 15 April 2014;
- Early Bird and Author Registration: 15 April 2014;



Other important dates:

- Doctoral Seminar: 20-21 June 2014;
- Publishing Workshop: 21 June 2014;
- Young Scholars Workshop: 22 June 2014;
- Welcome Reception: 22 June 2014;
- Conference Dinner: 23 June 2014;
- Plant Tours: 25 June 2014;
- Monumental Tours: available every day from the 21st to the 25th of June.



Academic Keynote speech (Sunday 22 June): *Prof. Robert Handfield*. Prof. Handfield is the Bank of America University Distinguished Professor of Supply Chain Management at North Carolina State University, and director of the Supply Chain Resource Cooperative. He also serves as an Adjunct Professor with the Supply Chain Management Research Group at the Manchester Business School.

Plant tours (Wednesday 25 June):

- *Coalma Plant Tour*: the COALMA is a fish canning company. The canned fish is an ancient Sicilian tradition and COALMA corporation put down its roots in the early 20s. Since its establishment it has focused its attention on the quality of the products and on the customer satisfaction, what the founders called "culture of good food".

- *Selex ES Plant Tour*: the Selex ES, a Finmeccanica company, is an international leader in electronic and information technologies for defence systems, aerospace, data, infrastructures, land security and protection and sustainable 'smart' solutions. Particularly, the plant of Palermo specializes in manufacturing microwave tubes and microelectronic components for avionics industry.



Monumental tours (Available days: June 21, 22, 23, 24, 25):

- *Norman Palermo Tour*: the tour discovers the masterpieces of the 12th century in Palermo;
- *Baroque Palermo Tour*: this tour is dedicated to two of the masterpieces of palermitan Baroque, the Chiesa del Gesù or Casa Professa and the Oratorio di San Lorenzo.
- *Monreale Tour*: this tour is dedicated to discover the Monreale's Cathedral, perhaps the most famous church in Sicily, and the last masterpiece of the Norman period.



Conference Dinner (Monday, June 23): *Villa Alliata Cardillo*. Villa Alliata Cardillo in its origins was a seventeenth century beam which, when holiday vogue became popular, was transformed into a residential villa as new owner's will: Judge Domenico Cardillo, just conferred the marquis title of nobility recognized for his merits in the legal field (1772). The building was completed by his son Agostino who, on his 1815 death, left the completed villa, now surrounded by a large garden, to his son Antonio. The main floor of the villa consists of six halls from the eighteenth century, overlooking two large terraces. Wide terraces are an inviting setting, white and blue majolica paved in a seventeenth century fashion, rounded by a calcarenite balustrade. The garden offers charming corners with two fountains elegantly decorated with majolica.

For more information, please consult the EurOMA 2014 Conference website: www.euroma2014.org.

6TH YOUNG SCHOLARS WORKSHOP – PALERMO, ITALY

The theme of the 2014 Young Scholars Workshop (YSW) program is "Operations management – research and practice".

Operations management as a scientific discipline has always struggled with the practical relevance and impact of its research. At the same time, there is no doubt that OM concepts, systems and practices have huge impact on the performance of production companies, service providers and public organizations. However, how good are these concepts, systems and practices and/or their implementation actually? To what extent is the practical impact of OM a reflection of robust theory development or is there still a lot of scope for improvement? How useful and usable are the results of single or multiple cases studies and collaborative research projects beyond the boundaries of the firm(s) involved, and what can

be done to increase their generalizability? How useful and usable are the results of survey-based quantitative studies? Addressing these and similar questions, the workshop features presentations from OM scholars and from practitioners who have been involved in OM research, who will share their experience, views and ideas on questions and topics such as:

- How to increase the usefulness and usability of OM research?
- Designing, conducting and publishing collaborative research.
- Taking theory to practice – taking practice to research.

We look forward to working with you at the EurOMA 2014 YSW on Sunday, June 22nd in Palermo.

7TH JOURNAL PUBLISHING WORKSHOP – PALERMO, ITALY

Overview

The Workshop on Journal Publishing in Operations Management is specially indicated for faculty in the field of Operations Management (OM), who wish to increase the quality of their publications in recognised international academic journals in the field.

The Publishing Workshop process has three specific steps:

1. Writing

The Publishing Workshop process starts with an EurOMA conference abstract which has been accepted for the main conference programme and also for the Publishing Workshop. Following acceptance, each participant will develop the abstract into a conference paper. This paper forms the basis for participation in the Publishing Workshop. In the workshop, each paper will be allocated to a reviewer or journal editorial board member as Discussant, who will comment on the content and clarity of presentation of the ideas.

2. Overview of the submission and review process

The workshop will start with a session with reviewers and members of the editorial boards, where participants will be briefed on the editorial policy, publication process and strategies for submission.

3. Small Group Discussions

Discussion of each paper will follow, in small group sessions. These sessions will enable participants to obtain feedback on their papers from the reviewers and editorial board members, as well as from other Workshop participants in the same track. The suggestions for further development will allow authors to identify the key steps to bring the paper up to publication standards. There is, of course, no certainty of subsequent publication as a result of the participation in the Workshop since the journals' blind review is the only process that leads to the acceptance of a paper for publication.

Publishing Workshop Organising Committee

- Cipriano Forza
Università di Padova, Vicenza, Italy
- Cristina Gimenez
ESADE Business School, Barcelona, Spain
- Juliana Hsuan
Copenhagen Business School, Copenhagen, Denmark
- Marie Koulikoff-Souvion
SKEMA Business School, Nice-Sophia Antipolis, France
- Christopher Voss
London Business School, London, UK

Application, Submission and Review

Applications are welcome from researchers in all research areas of Operations Management. A condition for being considered for participation in the Workshop is prior acceptance of an abstract for the main Conference programme by the EurOMA 2014 Conference Scientific Committee. Please read the Call for Papers for the EurOMA 2014 Conference.

To apply to participate in the Publishing Workshop, applicants must submit their accepted conference abstract by e-mail no later than February 28th 2014 to Professors Juliana Hsuan at jh.om@cbs.dk and Cristina Giménez at cristina.gimenez@esade.edu.

Acceptance decisions by the Publishing Workshop Organising Committee will be based on three criteria:

- 1) relevance and fit with the scope of the journal(s),
- 2) quality,
- 3) opportunity for increasing participation by researchers for whom English is not a first language.

Acceptance will be notified by email to participants on March 28 2014.

Registration and Fee

The Workshop will be open only to accepted and registered EurOMA 2014 Conference participants.

Accepted participants for the Publishing Workshop should register for the Workshop through the Conference website. The registration fee is €125, payable in advance. It includes documents, morning and afternoon refreshments and a light lunch.

Timing

The Publishing Workshop will begin on June 21st 2014 at 8:30 with registration. The Workshop will end on June 21st 2014 at 17:30.

It is expected that participants stay for the full duration of the workshop as well as the main conference.

Accommodation

Please visit the EurOMA 2014 Conference website at www.euroma2014.org.

Contact

- Juliana Hsuan -Copenhagen Business School, Copenhagen, Denmark
E-mail: jh.om@cbs.dk
- Cristina Giménez -ESADE Business School, Barcelona, Spain
E-mail: cristina.gimenez@esade.edu

7TH SERVICE OPERATIONS MANAGEMENT FORUM - TILBURG UNIVERSITY, NL

Tilburg University and Dutch Institute World Class Maintenance are delighted to host the 7th International EurOMA Service Operations Management Forum (SOMF) at Tilburg University in The Netherlands. The Forum will bring together leading scholars from Operations Management and other disciplines to explore the many interactions between Service Operations Management and Servitization.

The 7th SOM Forum will build on previous Service Operations Management Fora by providing a focus for discussion. This time, this will be the emerging practice of Servitization, the practice where OEM's customer offerings go well beyond just the design and construction of capital goods to guarantee availability of these assets over their life time of use by the customer. For the customer, this takes away responsibilities and risks, for the OEM this offers additional revenue opportunities and the possibility to leverage its in-depth experience of the asset itself and its proper maintenance. At the forum, we will be exploring how this fast-growing business trend interrelates with existing service operations practices.

We will also be looking at this from the angle of not just the OEM, but also that of the Asset Owner who uses the asset, the Contractor who often is responsible for its proper maintenance and the logistics service provider responsible for effective spare parts management. All these independent actors have to collaborate together effectively, and in an Internet-of-Things world have to do so more and more in the context of condition-based maintenance, a trend that in itself is disrupting exiting asset management practices.

Importantly, in line with the 6 previous Forums, we welcome not just research papers dealing with this particular topic, but certainly also papers that deal with other aspects of service operations management, such as health care, service design, service science, service supply chains and services marketing.

We invite academics, practitioners and doctoral students to submit working or research papers focusing on Service Operations in general as well as on Servitization/Asset Management. We also welcome proposals for special sessions.

The 7th SOMF workshop will be organised by Henk Akkermans and Bart Vos, on behalf of EurOMA, Tilburg University and Dutch Institute World Class Maintenance. The venue will be the city of Tilburg, and in particular the Faculty Club at the Tilburg University campus and the nearby football stadium of Willem II.

The deadline for submission of abstracts (note that abstracts rather than full papers are requested) is 30 June 2014 but you are encouraged to register your interest and submit expressions of interest at the earliest opportunity by contacting Mrs. Stefi Celie (scelie@worldclassmaintenance.com.). For registrations received by 30 June 2014, the workshop fee is Euro €200 (including VAT). A separate charge of €30 will be made for the optional workshop Barbeque to be held at the Faculty Club. More information will be available at www.worldclassmaintenance.com/SOM.

1ST INTERNATIONAL EUROMA SUSTAINABLE OPERATIONS AND SUPPLY CHAINS FORUM

On 24th -25th March 2014, EurOMA will hold the 1st International EurOMA Sustainable Operations and Supply Chains Forum at Groningen University in the Netherlands.

The Sustainability Forum is a new EurOMA initiative that will closely follow the path of the established Service Operations Management Forum (SOMF). It aims to become a meeting place for all researchers interested in the Sustainable Operations and Supply Chains area. This event fosters in-depth discussions of the field in a small setting. The aim is to generate new insights for research, teaching and business; to create collaboration opportunities; and to explore and discuss future research topics.

Although the Sustainability Forum's audience is mainly academic, the involvement of practitioners is highly desirable and will be actively promoted.

The theme of the inaugural event is "Exploring Sustainability in OM and SCM: Setting the Research Agenda". The submission deadline was the 15th of November 2013. The organisers were very pleased to receive 130 abstracts.

For more details, please see the announcement at <http://www.rug.nl/research/opera/euromaforum/>

We will report on the outcome of the first edition of the EurOMA Sustainability Forum in the next EurOMA Newsletter!

6TH EUROMA SUMMER SCHOOL IN OPERATIONS MANAGEMENT

The sixth edition of the EurOMA Summer School will focus on “Supply Chain Sustainability”. The invited speakers will provide an overview of the research on supply chain sustainability and will deepen some of the most relevant topics of the discipline.

Major topics

- Strategic Sustainability
- Research Method in Supply Chain Sustainability
- Role of Sustainability and CSR in Supply Chain
- Eco-Innovation in Supply Chain
- Institutional pressure, dynamic capabilities and green management system

Faculty speakers

- Joseph Sarkis – Clark University (USA)
- Stefan Seuring – University of Kassel (Germany)
- Kannan Govindan – University of Southern Denmark (Denmark)
- Qinghua Zhu – Dalian University of Technology (China)
- Helena Carvalho – Universidade Nova de Lisboa, FCT/UNL (Portugal)
- Susana G. Azevedo – University of Beira Interior, UBI (Portugal)

Target Group & Eligibility

Eligible candidates are PhD students in Operations Management from all over the world. Applications from young researchers in OM will also be considered, with second priority. Candidates have to apply

for the Summer School by submitting a resume of their research work on the sustainability supply chain topic and a short curriculum. The selection will be based on the excellence of curriculum and the coherence between the research interest and the main topic of the school. The number of participants is limited to 30.

Application process

Please send your application together with a short CV to: Helena Carvalho – hmlc@fct.unl.pt

You can download the application at the website: www.euromaschool.org

Deadline for application: April 23, 2014
Notification of acceptance: May 2, 2014

General information

Dates: July 6-11, 2014

Location: University Nova de Lisboa, Lisbon, Portugal

Registration Fee: 1,000€ for EurOMA Members, 1,100€ for non members

The registration fee includes 5 nights’ accommodation (including breakfast), plus coffee breaks, lunches (from July 6-11), and a social dinner.

The EurOMA Summer School counts for 5 ECTS.

Further details

More information can be found on the EurOMA Summer School website at: www.euromaschool.org or you can contact the organisers at the e-mail: hmlc@fct.unl.pt

EUROMA 2015 CONFERENCE – NEUCHÂTEL, SWITZERLAND

It is a pleasure for the organization committee to inform you that the 22nd EurOMA Conference will take place for the first time in Switzerland.

The event will be held from June 26th to July 1st 2015 in Neuchâtel, located in Western Switzerland (French-speaking part), an idyllic setting at the heart of Europe.

Neuchâtel is located between the Jura Mountains and the Alps, halfway between Zürich Airport (1h50 by direct train) and Geneva Airport (1h10 by direct train).



The conference will be hosted by the University of Neuchâtel, located in the heart of the city, lakeside



The conference theme is Operations Management for increasing and sustainable competitiveness. This topic addresses the changing requirements during crises and economic recovery, as well as in which way Operations Management for products and services may tackle economic, environmental and social performance objectives while keeping businesses financially sound.

Operations Management indispensably needs to generate process innovations in order to remain competitive. Based on the tradition of the EurOMA conferences we seek a balance between

- academia and practice
- manufacturing and service aspects
- public sector and private sector

Please mark the conference dates in your calendar for 2015.

- Deadline for abstracts: January 16, 2015
- Notice of acceptance: February 20, 2015
- Submission of full papers: April 17, 2015
- Early-bird registration deadline: April 17, 2015



Other dates:

- June 26 (Friday) 2015: Doctoral Seminar
- June 27 (Saturday) 2015: Doctoral Seminar & Workshops, Publishing Workshop (Module I)
- June 28 (Sunday) 2015: Workshops & Main conference & Welcome Reception
- June 29 (Monday) 2015: Main conference & General Assembly & Conference Dinner
- June 30 (Tuesday) 2015: Main conference & Closing Session
- July 1 (Wednesday) 2015: Company visits

OTHER EVENTS

CONFERENCE ON TAX-EFFICIENT SUPPLY CHAIN MANAGEMENT

April 25-26, 2014
University of North Carolina,
Kenan-Flagler Business School,
Chapel Hill, NC, USA

The purpose of this conference is to bring together outstanding scholars from operations management, accounting, economics, finance, law, and related fields plus managers, engineers, tax advisers, accountants, lawyers and others from leading companies to discuss the rapidly changing landscape in tax-efficient supply chain management (TESCM).

Increasingly, multinationals are attempting to integrate global tax planning into the overall management of their supply chain. This integration affects all aspects of the firm, including the location and movement of activities, functions and people, and the control and allocation of risks. TESCM is designed to produce flexible tax planning that is operationally-driven and able to deliver long-term reductions in the firm's effective tax rate and other taxes.

Geographical reconfiguration of a global supply chain must consider aspects, such as potential gains and losses in terms of production and logistics costs, time and cost benefits due to co-location as well as implications for supply chain partners and customers. Since operations and tax management have historically been positioned as occupying different silos, in many firms this integration is difficult to envision, let alone implement. Because companies and their advisors view these TESCM restructurings as proprietary and confidential, little is known about the extent to which they have changed both supply chain management and tax planning.

Since this topic has been largely unexplored, we invite empirical, theoretical, and experimental papers on any angle related to tax-efficient supply chain management. In this novel emerging field of inquiry, we anticipate and encourage new and original thought that moves beyond the traditional approaches in international transfer pricing, which have ignored the supply chain management literature, and those in supply chain management, which

have ignored tax considerations. We look forward to a lively and highly interactive conference with at least six papers.

ORGANIZERS:

Eva Labro, Ed Maydew, Douglas Shackelford, Jayashankar Swaminathan

PAPER SUBMISSION PROCEDURE:

Please submit an electronic version of the paper no later than February 1, 2014 to Professor Douglas Shackelford at: doug_shack@unc.edu

Paper selection for this event will be finalized by February 25, 2014

POMS 2014 – 25TH ANNIVERSARY CONFERENCE

"POMS Impact and Vision: Reaching New Heights"

May 9-12, 2014

Atlanta Marriott Marquis Hotel, Atlanta, Georgia, USA



IMPORTANT DATES

Abstracts:

- Submission deadline: December 15, 2013
- Acceptance notifications: January 13, 2014

Full Papers:

- Submission deadline: February 7, 2014
- Acceptance notifications: February 14, 2014

Conference Registration:

- Online registration opens: February 16, 2014
- Online registration closes: April 15, 2014

For more info including registration rates (under the Registration tab), visit the POMS 2014 website. <http://www.pomsmeetings.org/EventsNet/?pr=1&ev=51>

CONFERENCE CO-CHAIRS

- Cheryl Gaimon (Georgia Tech University), poms@scheller.gatech.edu
- Hau Lee (Stanford University), haulee@stanford.edu

SPRING SERVITIZATION CONFERENCE 2014

"Transformation: Drivers, enablers, processes and impact"

May 12-14, 2014

Aston Business School, UK

Deadline for abstract submission: January 16, 2014

Servitization is the process of transforming manufacturers to compete through Product-Service Systems (PSS) rather than products alone. The commercial and environmental benefits of PSSs are compelling and well documented (Rolls-Royce earning over 50% of their revenue from services is cited almost to exhaustion). The opportunities are immense (three quarters of wealth world-wide is now created through

performing services) and so politically PSSs are seen as key to industrial success in the 21st Century.

Adoption of PSS is frustratingly slow in mainstream manufacturing. Superficially the concepts find appeal but fail to gain traction, as the potential implications to a business are complex. As a research community we need to foster a better understanding of this concept, helping to visualize the potential impact upon businesses and society, and identifying pathways for the accelerated adoption of servitization. Our intention is that the Spring Servitization Conference (SSC) should play a key role in this process.

THE 1ST INTERNATIONAL CONFERENCE ON CORPORATE SOCIAL RESPONSIBILITY AND SPORTS MANAGEMENT

“Corporate Social Responsibility: New Alternatives for Sports Management”
May 21-23, 2014
Granada, Spain

This conference has adopted an innovative academic-professional format that seeks to present Corporate Social Responsibility (CSR) as a management model that can contribute significantly to the growth and success of the sports sector. Some pioneering cases show that sustainable internal and

external management can lead to successful organizations. The many repercussions for sports – their values and spirit, athletes who become models for millions of people – make this sector an extremely valuable one in which to implement CSR.

Abstract submission deadline: January 30, 2014

Visit the conference website for further information:
<http://www.rscdeporte.org>

DARDEN & CAMBRIDGE JUDGE ENTREPRENEURSHIP AND INNOVATION RESEARCH CONFERENCE

June 19-20, 2014
Cambridge, UK

Submission deadline: January 17, 2014

Founded by Darden's Batten Institute for Entrepreneurship and Innovation, this year the conference, moves to Cambridge Judge Business School in the UK.

The conference aims to bring together a diverse set of presenters and discussants for two days of lively debate and discussion. Scholars of all levels and from a variety of disciplines are invited to attend the conference, whether or not a paper is submitted.

Conference website:
<http://www.jbs.cam.ac.uk/eirconference>

CALLS FOR PAPERS

IJOPM SPECIAL ISSUE ON INFORMATION-CENTRIC OPERATIONS AND THE DIGITAL ECONOMY

Submission Deadline: February 28, 2014

Digital technologies are having a profound effect on global economies. While the information sector has, historically, been a major economic contributor to GNP (Malchup, 1962; Porat & Rubin, 1977) the opportunities and subsequent management challenges posed by pervasive digital technologies are more important to embrace than ever before. Varying combinations of Social Media, Mobile Data and Devices, Analytics, Embedded Devices and Sensors, and distributed (Cloud-based) computing provide significant opportunities for business model innovation and new forms of wealth creation.

Operations Management is at the heart of the business model; the activity systems that create products and services that engender value for customers. Significant changes to the practitioner environments in which OM seeks to provide theoretical insights is not new. The predominance of service in developed economies has (and still does) provide

challenge to established theory. The paradigmatic shift required to respond to the challenges of the digital/information-centric context will be equally, if not more significantly, important. The research community needs to embrace this challenge; to evaluate extant theory in light of the new context and to develop, build and test new theory. This will require a significant reappraisal, for example, revisiting the notion of the supply chain / network in light of emerging ecosystems; evaluating critical contingencies for system design and the role of platforms and modularity; exploring new forms of customer experience achievable through device interdependence; reviewing potential strategic risks resulting from system interconnectedness and the contagion effect.

This special issue welcomes submissions on a range of topics related to Operations Management in a digital context.

Articles are particularly welcome that report research on:

- Theoretical challenges for OM in the digital/information economy
- System design: dematerialisation and the operations challenges in an information-centric context
- Degrees of engagement: customer experience, co-production and self service
- Business models in the digital economy: key characteristics
- Determinants of performance in information-centric operations contexts
- Communities, two sided markets, social media
- Risk and the contagion effect
- Partnerships and Ecosystems
- Platforms and modularity
- Digital traces and Big Data
- Information supply chains: the impact of liquefaction

- Digital technologies and affordances for operations capabilities
- Studies that develop or test theories to help understand management challenges of the digital environment.

Manuscripts that present rigorous qualitative or quantitative empirical studies, significantly deepen conceptual foundations, or seek to advance theory are particularly welcome. We welcome exploratory, case-based, research that identifies compelling theoretical propositions.

Guest editors: Andi Smart, Uday Apte, Mark Davis, Roger Maull

Website:

http://www.emeraldinsight.com/products/journals/call_for_papers.htm?id=4757&PHPSESSID=p51v0qth7905i9em0cc18ri9o6

SUPPLY CHAIN MANAGEMENT SIG CONFERENCE

June 19, 2014
Seattle, Washington, USA

The Supply Chain Management (SCM) Special Interest Group (SIG) of the Manufacturing and Service Operations Management Society (MSOM) of the Institute for Operations Research and the Management Sciences (INFORMS) will hold its 6th annual conference on Thursday June 19, 2014 at the University of Washington, Seattle, Washington, preceding the MSOM 2014 Conference (June 20-21).

On behalf of the Supply Chain SIG we would like to invite you to submit papers to this conference. The acceptance decisions will be based on full paper submissions and presentations will be scheduled in a single track. High quality papers on a full range of topics relating to supply chain management will be considered. We are interested in identifying and showcasing papers in the general areas of centralized planning (e.g., single and multi-echelon inventory/capacity management), decentralized planning (e.g., procurement contract design, coordination) and the role of behavior (e.g., trust, fairness) in supply chain management. Studies that use mathematical modeling, empirical data, and/or human subject experiments to provide actionable managerial insights and/or policies to effectively manage global supply chains, are of particular interest.

IMPORTANT DATES

- Submission deadline (full paper): February 14, 2014 (2 weeks before the Feb 28 MSOM conference deadline)
- Notification of acceptance: March 21, 2014
- Conference: June 19, 2014

Submission Guidelines and Review Process

- Submit by e-mail to: ScmSig2014@gmail.com
- Please include the paper title in the email subject line and attach two files (author information file and paper file) in pdf format.
- The author information file should list the paper title, authors' affiliations and full contact information, as well as the presenter information. Please name this file as <paper title_presenter.pdf> (e.g. "Supply Chains Rock_Cartman.pdf") and include the same information in the email body as well.
- The paper file should have a separate title page with an abstract and key words. Although we do not impose a page limit, ideally the main body of the paper without proofs should not exceed 32 pages, and must comply with MSOM formatting standards (no author identification). Please, name the file with the paper as <paper title.pdf> (e.g. "Supply Chains Rock.pdf").
- The papers will undergo a double-blind review process by an expert panel. To support this process author names should NOT appear anywhere in the paper file.

Coordination with General MSOM Conference

Although the same work may not be presented in both the MSOM Conference and a SIG Conference, authors may have their submission considered by both. To do so, they should only make a single submission to the SIG Conference and indicate in their submission email that they would also like to be considered for the MSOM conference in case the paper is not accepted by the SIG Conference (which

has higher priority). The same work may not be submitted to more than one SIG Conference.

Registration Fee

There will be a separate SIG Conference registration fee (allowing you to attend any of the SIG Conferences). This fee will be announced separately by the MSOM Conference Committee and posted on the conference website.

Contact

Conference Co-Chairs

- Andrew Davis (adavis@cornell.edu)
- Hyoduk Shin (hshin@rady.ucsd.edu)
- Alp Muharremoglu (alp@utdallas.edu)

SCM SIG Chair:

- Özalp Özer (oozer@utdallas.edu)

MSOM Conference Website:

<http://www.foster.washington.edu/2014msom/Pages/2014msomconference.aspx>

THE 11TH INTERNATIONAL CONFERENCE ON SERVICE SYSTEMS AND SERVICE MANAGEMENT

June 25-27, 2014
Beijing, China

ICSSSM (International Conference on Service Systems and Service Management), supported by IEEE, is focusing on emerging service science in the 21st century. The main purpose of ICSSSM is to provide a platform for researchers, scholars, practitioners and government officials involved in general areas of service systems and service management to disseminate their latest research results, as well as to exchange views on the future research directions.

IMPORTANT DATES:

- Extended abstracts or Full papers (maximum 6 pages) submission: February 28, 2014

- Notification of paper acceptance or rejection: March 30, 2014
- Final camera-ready papers submission deadline: May 15, 2014
- Conference: June 25-27, 2014

Conference Co-Chairs:

- Bin Ning, Beijing Jiaotong University, China
- Jian Chen, Tsinghua University, China
- Xiaoqiang Cai, The Chinese University of Hong Kong, Hongkong China

Paper Submission and info:

- icsssm@sem.tsinghua.edu.cn
- icsssm@bjtu.edu.cn

PERPETUAL CALL FOR PAPERS: JOURNAL OF OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Journal of Operations and Supply Chain Management is an international journal published twice a year that aims to advance knowledge and science and stimulate greater thought and effort in the field of Operations Management theory and practice, by publishing papers that are both academic with rigorous methodology as well as have managerial relevance. It is a peer reviewed journal available online with the ultimate goal to contribute with the development of O&SCM knowledge in different markets.

JOSCM provides readers with new and helpful information; new theory or techniques; research generalizations about OM thoughts and practices; OM understanding by researchers and practitioners; crea-

tive views and syntheses of dispersed concepts in OM; and articles in subject areas which have significant current impact on thought and practice in OM and which present challenges for the future.

The primary audience includes researchers who are interested in advancing the field and practitioners who manage product and process design, operations, and supply chains. The journal presents to this audience the concepts, theories, and research methods that address currently unresolved issues in operations management.

We invite authors to submit papers to JOSCM.

More information: www.joscm.com.br.

EMPLOYMENT OPPORTUNITIES

EADA BUSINESS SCHOOL, BARCELONA, SPAIN



EADA Business School, in Barcelona Spain, founded in 1957, was one of the first Spanish institutions to offer executive training programmes to the professional community. For more than 50 years, close to 120,000 participants from over 50 different countries have entrusted their training to us, a fact that highlights EADA as one of the most innovative and prestigious business schools in Spain.

EADA is the only business institution in Spain with its own residential training centre. It is a vital tool in the EADA methodology where participants attend a series of management workshops during the year and where Masters and MBA participants spend their introductory workshop. Outdoor training is also an important activity at the centre, this methodology being crucial to the development of leadership and team-building skills.

EADA has been awarded the AMBA and EQUIS accreditations, which recognize the quality of its Masters and MBA programs. Currently, these accreditations are only held by 4 Spanish business schools and 42 of the world's most prestigious business schools. EADA is also a member of the Executive MBA Council.

EADA is the only business School in Spain which offers Specialized Masters in Spanish and English accredited by EQUIS. EADA is ranked:

- Among the 23 best business schools in Europe (Financial Times 2012)
- Among the 37 best business schools in Europe (MBA Full Time, The Economist 2012)
- Among the top 65 business schools worldwide in Custom & Open Programmes (Executive Education, Financial Times 2013)
- Among the top 20 business schools in the world (International Master in Management, Financial Times 2013)
- 1st Business School in Spain in "value for money"

EADA invites applications for core faculty positions at the Assistant, Associate or Full Professor levels in Marketing as well as in Operations/ Supply Chain Management. Two positions become available in 2014.

1. Core faculty position in Marketing

Applicants are expected to teach subjects related to marketing. Preferences will be given to candidates interested in conducting research in the areas of consumer behaviour / shopping behaviour, digital marketing, and cross channel management.

Successful candidates hold a PhD, have strong research skills and are expected to publish in top-tier academic journals. Candidates should demonstrate excellent teaching abilities.

For associate and full professor levels, management experience in academic and industry positions is required.

Fluency in both Spanish and English is not a must, but will be considered a plus for all positions, since the successful candidates will have to interact in both languages.

Experience in the use of the case methodology for teaching is considered a plus.

EADA is a teaching-led institution that believes in the need for Business Schools to be close to the needs of its programme participants and corporate clients. We do this by providing very high-quality, research-informed programmes, and focussing on the development of those managerial competences and skills necessary for leadership, teamwork and critical thinking.

In order to meet this commitment, all EADA academics are expected to participate in the design, development and delivery of a range of programmes of study at postgraduate and executive level and contribute to the development of teaching and learning strategies. Your teaching performance/potential must be demonstrably excellent, creative and adaptable, and evidenced by your experience.

Your teaching will be informed by your own discipline-based scholarship and, ideally, by your own practice and research. You will also have gained some experience of managing, motivating and inspiring a team of staff. You must have an honours degree and a PhD or equivalent in a relevant discipline.

Applicants are encouraged to send their full curriculum vita (including current research in progress), a letter explaining their teaching philosophy and research interests, and two letters of recommendations to dknoppen@eada.edu.

The positions will remain open until filled; only the shortlisted candidates will be contacted for further interviews.

2. Core Faculty Position in Operations/Supply Chain Management, EADA

Applicants are expected to teach subjects related to operations and supply chain management. Preference will be given to candidates that develop their research in the areas of sustainable supply chain management, innovation in supplier/customer networks, and service operations.

Successful candidates hold a PhD, have strong research skills and are expected to publish in top-tier academic journals. Candidates should demonstrate excellent teaching abilities.

For associate and full professor levels, management experience in academic and industry positions is required.

Fluency in both Spanish and English is not a must, but will be considered a plus for all positions, since the successful candidates will have to interact in both languages.

Experience in the use of the case methodology for teaching is considered a plus. EADA is a teaching-led institution that believes in the need for Business Schools to be close to the needs of its programme

participants and corporate clients. We do this by providing very high-quality, research-informed programmes, and focussing on the development of those managerial competences and skills necessary for leadership, teamwork and critical thinking.

In order to meet this commitment, all EADA academics are expected to participate in the design, development and delivery of a range of programmes of study at postgraduate and executive level and contribute to the development of teaching and learning strategies. Your teaching performance/potential must be demonstrably excellent, creative and adaptable, and evidenced by your experience.

Your teaching will be informed by your own discipline-based scholarship and, ideally, by your own practice and research. You will also have gained some experience of managing, motivating and inspiring a team of staff. You must have an honours degree and a PhD or equivalent in a relevant discipline.

Applicants are encouraged to send their full curriculum vita (including current research in progress), a letter explaining their teaching philosophy and research interests, and two letters of recommendations to dknopp@eada.edu.

The positions will remain open until filled; only the shortlisted candidates will be contacted for further interviews.

FROM THE IJOPM EDITOR



The International Journal of Operations Management (IJOPM) is the leading European journal and one of the top three in its field in the world.

IJOPM has undergone a change of focus in order to differentiate itself from its American counterparts. The Journal has shifted focus away from largely quantitative operations research with mathematical ‘solutions’ to one that, instead, explores how operations management lines up within complex volatile, business environments and networks. We have encouraged, and published, more papers from services and the public sector. This reflects where operations management is increasingly focused, given the demise of the manufacturing base in many Western countries. We greatly encourage cross-disciplinary publications and we have seen an increase in authors from various backgrounds including marketing, human resources, operations management, strategy, supply

chain management as well as tourism and hospitality management.

We have launched a “Masters” series where we interview outstanding academics and practitioners and this has met with great success. For example, the interview with Harvard’s Wickham Skinner, published in January 2013 has had more than 300 downloads.

We have improved a range of systems, ensuring faster response to new submissions as well as managing progress through to publication. In addition, as part of the EMERALD group, IJOPM will be able to put on line all accepted papers.

IJOPM is truly international in scope and content, reflected in the range of countries of authors who publish in IJOPM as well as the spread of international access to the Journal. A recent survey of countries accessing IJOPM reveals the following:

United States 16%	China 9%
United Kingdom 8%	India 7%
Germany 6%	Brazil 4%
Australia 3%	Republic Of Korea 2%
Canada 2%	Taiwan 2%
Turkey 2%	Thailand 2%
Kenya 2%	Malaysia 2%
Spain 1%	Italy 1%
Pakistan 1%	Greece 1%
France 1%	Japan 1%

Like other top journals, the rejection rate for IJOPM is very high (just over 90%). However, IJOPM recognises the importance of publishing for academics and arranges workshops and seminars that help to guide new and emerging scholars as well as for professionals who are further along in their careers. Workshops are also offered in order to help with the reviewing process for IJOPM.

Also, I need to advise you that due to changes at Exeter, three of the Exeter team recently stepped down in their role as editors. I'd like to thank Roger Maull, Andi Smart and Harry Madden for their excellent work. Roger and Harry will see out their commitment of the existing papers for which they are responsible. Emerald asked me to continue as Editor

in Chief and I have agreed to do so. I will not do this forever, though, and so we will need to think about succession in a couple of years or so.

We are in the early process of nominating someone to take on Special Issues for IJOPM. This is an important role therefore a selection committee will be in place soon.

I had to make a decision to avoid a massive backlog of papers, which would have been a disaster. I had to get on board 2 professionals who I know would do a very good job for IJOPM and I am pleased to announce that Dr. Alex Hill and Dr. Des Doran have agreed to take on this role. I needed to have committed colleagues who have a good attention to detail and Des and Alex are great replacements for the Exeter team. I stress we need another, additional, person to take on the important role of Special Issues for the Journal.

That's about it. Thanks as always for your ongoing commitment to IJOPM and I welcome your ideas to enhance IJOPM's reputation still further.

– Professor Steve Brown, Editor-in-Chief IJOPM
University of Exeter Business School, Exeter, UK

EUROMA FELLOWS

RESEARCH FELLOW 2013: LUK VAN WASSENHOVE

Professor Van Wassenhove's research and teaching



are concerned with operational excellence, supply chain management, quality, continual improvement and learning. His recent research focus is on closed-loop supply chains (product take-back and end-of-life issues) and on disaster management (humanitarian logistics). He is senior editor for Manufacturing and Service Operations Management and departmental editor for Production and Operations Management. He publishes regularly in Management Science, Production and Operations Management, and many other academic as well as management journals (like Harvard Business Review, and California Management Review). He is the author of many award-winning teaching cases and regularly consults for major international corporations.

In 2005, Professor Van Wassenhove was elected Fellow of the Production and Operations Management Society (POMS). In 2006, he was the recipient of the EURO Gold Medal for outstanding academic achievement. In 2009 he was elected Distinguished Fellow of the Manufacturing and Services Operations Management Society (MSOM), and received the Lifetime Achievement Faculty Pioneer Award from the European Academy of Business in Society (EABIS) and the Aspen Institute. In 2013 he became Honorary Fellow of the European Operations Management Association (EUROMA). He is a member of the Royal Flemish Academy of Sciences. Before joining INSEAD he was on the faculty at Erasmus University Rotterdam and Katholieke Universiteit Leuven. At INSEAD he holds the Henry Ford Chair of Manufacturing. He created the INSEAD Social Innovation Centre and acted as academic director until September 2010. He currently leads INSEAD's Humanitarian Research Group.

COUNTRY REPRESENTATIVES

Nomination of Country Representatives is a EurOMA initiative started in 2011 to develop EurOMA membership in countries where statistics show that the number of members is low with respect to the importance of the country.

Brian Fynes, the Board Member who is currently Chair of the EurOMA Funding & Membership team, has been in charge of identifying and nominating Country Representatives. (Should you have any relevant comments or suggestions in this regard, please contact Brian Fynes at brian.fynes@ucd.ie)

While EurOMA traditionally has focused on European countries, membership is open to scholars from all the nations of the world, both large and small. The rationale for appointing country representatives is:

- To build up EurOMA membership in countries where membership is relatively low.
- To provide a mechanism for communication with the Board for those countries that have a significant number of EurOMA members but are not represented on the Board.
- To ensure that European countries are well represented.
- To target emerging markets such as China, India and Brazil.

The role of the EurOMA Country Representative is to:

- Promote EurOMA and its activities with national academic and professional networks. This includes relevant institutions and associations as well as universities and business schools.
- Propose knowledgeable and novel suggestions to meet the specific needs of scholars and PhD students in the country/region – e.g., publishing workshops, pedagogical workshops, etc.
- Increase the membership of EurOMA amongst academics and PhD students in the local area.
- Link in and act as a liaison with existing national conferences (e.g., RIRL in France, etc.).
- Promote participation in EurOMA conferences/workshops with cognate research networks and disciplines (e.g., Engineering).

Up to now, EurOMA has nominated the following Country Representatives.

EUROMA COUNTRY REPRESENTATIVES	
<i>AUSTRALIA</i>	
Damien Power	damien@unimelb.edu.au
<i>BRAZIL</i>	
Sílvio Pires	sripires@fgvmail.br
<i>CROATIA</i>	
Jasna Prester	jprester@efzq.hr
<i>FRANCE</i>	
Nathalie Fabbe-Costes	nathalie.fabbe-costes@univmed.fr
<i>GERMANY</i>	
Stefan Seuring	seuring@uni-kassel.de
<i>GREECE</i>	
Emmanuel D. Adamides	adamides@mech.upatras.gr
<i>INDIA</i>	
Atanu Chaudhuri	atchaudhuri@iiml.ac.in
<i>SLOVENIA</i>	
Iztok Palčič	iztok.palcic@uni-mb.sl
<i>TURKEY</i>	
Nuran Acur	nuran.acur@strath.ac.uk

EUROMA BOARD

The EurOMA Board 2013-2014 is composed of the following members:

PRESIDENT		
Andy Neely	University of Cambridge, UK	Fin
ELECTED BOARD MEMBERS		
Ben Clegg	Aston University, UK	Mem
Pamela Danese	University of Padova, Italy	Com (Chair)
Brian Fynes	University College Dublin (UCD), Ireland	Mem (Chair)
Cristina Giménez Thomsen	ESADE, Ramon Llull University, Spain	Com, E&M
Janet Godsell	University of Warwick, UK	E&M
Andreas Größler	Radboud University Nijmegen, Netherlands	E&M
Linda Hendry	Lancaster University Management School, UK	Fin
José A. D. Machuca	University of Seville, Spain	Mem, E&M
Jan Olhager	Lund University, Sweden	Fin (Chair)
Gerald Reiner	University of Neuchâtel, Switzerland	E&M
Rui Sousa	Catholic University of Portugal, Portugal	E&M (Chair)
CO-OPTED BOARD MEMBERS		
Raffaella Cagliano	Politecnico di Milano, Italy	Com
Christer Karlsson	Copenhagen Business School, Denmark	E&M
Giovanni Perrone	University of Palermo, Italy	E&M
Chris Voss	London Business School, UK	E&M
POMS Representative		
Chris Tang	UCLA Anderson School of Management, USA	N/A
Executive Secretary		
Cristina Setyar	EIASM, Belgium	All Teams

LEGEND: *Com* – Communications Team
E&M – Education and Meetings Team
Mem – Membership Team
Fin – Finance Team
N/A – Not Applicable
TBA – To Be Announced



For more news and information on EurOMA, or to renew your annual membership, please visit the Association's website: www.euroma-online.org