



**EurOMA Newsletter #39
Fall 2011**

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LETTER FROM THE PRESIDENT

Dear EurOMA Associates,



I'm pleased to introduce you to this new featured EurOMA Newsletter. After the design efforts of the Communications Team, and in particular of its Chair Prof. Jaume Ribera, a new style, format and content of the newsletter have been developed, in order to increase the effectiveness of the communication to our members and the usefulness of this communication channel.

In general, the EurOMA Board is working to improve the communications to and involvement of its membership and many other initiatives in this direction will follow in the near future.

So thanks a lot to our new Editor and good luck with this challenging task!

I would like to devote this letter to give you some updates on the directions on which EurOMA Board is working and on the main decisions that have been made in the last year.

As you might know one of the major challenges of our Association is to balance the steady growth in the participation to the Annual Conference that we experienced especially in the past four years, and the quality of the Conference experience that we provide to our Members. This subject has been widely debated by the Board and further explored during a very interesting and fruitful meeting with the EurOMA Fellows in Cambridge (see the report in the "Featured Article" section).

One key principle on which the EurOMA Board fully agreed is that the Annual Conference should be inclusive, and should be the elected place for the OM Community to meet colleagues and establish networks. Following this principle, the Board decided to change the format of the EurOMA Annual Conference in order to accommodate a larger number of papers without compromising the quality of the Conference experience.

Beginning with EurOMA 2013, a half day will be added to the program on Sunday, in addition to the traditional two full days of the Conference. Other possibilities will also be explored, including new formats for presentation of specific paper categories and the organization of side events on selected topics. We look forward to the Conference in Dublin to check the effectiveness of this new format!

Another direction in which the EurOMA Board has moved is the development of the membership in under-represented regions. In fact, some of the countries with large OM communities - especially in Europe - do not have a proportional number of EurOMA members, thus indicating a potential area for growth and involvement.

The strategy that is being followed is the formal appointment of Country Representatives, with the role of promoting EurOMA and its activities within national OM communities, as well as developing country/region-specific initiatives. At the Fall EurOMA Board Meeting, six new country representatives have been appointed, and a list of other potential contacts is under discussion. (Please have a look at the Country Representatives section in this Newsletter for further details.)

EurOMA is also facing the challenge of globalization. OM is no longer a European or Western-world business, thus we need to do research and teach with a mindful eye on the emerging world. EurOMA is striving to support its Members by expanding membership and activities to new areas, especially with regard to emerging economies. The exploration of various possible ways of becoming more global is underway, and we are considering doing so in collaboration with our long-time partners, POMS and JOMSA. The year 2012 will be a special occasion to think globally as we are holding our 19th Annual EurOMA Conference in conjunction with the 4th World Conference on Production & Operations Management in Amsterdam, organized jointly with POMS and JOMSA.

As you see, we are facing difficult but very interesting challenges, and we are working hard to respond to these as best as possible. I will keep you updated on the results of our work in future issues of the EurOMA Newsletter!



Raffaella Cagliano
EurOMA President 2010-2013
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EDITOR'S COMMENT



Welcome to the Fall 2011 edition of the EurOMA Newsletter! The Newsletter is a complement to EurOMA's web site www.euroma-online.org where more updated and time critical items will be found.

The newsletter is a service to EurOMA members, and as such, it will be as useful as members want it to be. As Editor, I will do my best to collect and publish pieces of information I consider useful for our members, but, as you can easily imagine, my capacity and that of my fellow Board members at doing this effort is infinitely limited compared to that of all members combined. We, EurOMA members, need that all of us contribute to the Newsletter to make it a real valuable source of news and useful information for the different facets of our job: teaching, doing research and interacting with practitioners.

The Newsletter, when fully unfolded, plans to have the following sections:

1. President's Letter
2. Editor's Comment
3. Note from the Executive Secretary
4. Featured Article
5. Research News – thesis presented awards, interesting published papers, working papers from different institutions, etc.

6. Teaching Corner – new cases, exercises, hooks to get students attention (movie clips, props, ...), role playing, simulations, articles, etc.
7. Practitioners' Insights – articles written by practitioners reflecting on OM applications or our own experiences as faculty when doing consulting jobs in the "real" world.
8. EurOMA Board Teams – the Board Members are grouped into teams: Funding and Membership (F&M), Education and Meetings (E&M), Communications, and Finance. The chairpersons of these teams will share their news, decisions and concerns.
9. Conferences & Events
10. Employment Opportunities
11. From the IJOPM Editor
12. Country Representatives
13. EurOMA Board (current composition)

Most of these sections need input from EurOMA members. In this edition you will find some limited scope on the different sections. I hope to expand it in future newsletters.

Please contribute to your Newsletter by sending us your news, views, experiences, etc. You can send contributions and comments to jribera@iese.edu, your EurOMA Newsletter Editor.

FEATURED ARTICLE

This section is expected to include featured articles and interviews selected by the Communication Team of the EurOMA Board (editors of this Newsletter). However, we considered that in this issue, it could be useful to include two pieces of information. The first one is a summary of the discussion that took place in the EurOMA Fellows meeting, that took place during the Cambridge Conference. Under the

theme “EurOMA facing growth”, EurOMA President, Raffaella Cagliano questioned EurOMA Fellows for their views on the opportunities and problems posed by the growth of EurOMA membership. The second item is a summary of a very interesting presentation by editors and former editors of journals with tips on how to prepare a good paper for publication.

EUROMA FACING GROWTH – EUROMA FELLOWS MEETING

The EurOMA Fellowship program was launched in 2009 under the presidency of Ann Vereecke, and so far eight amongst our most renowned and distinguished long-time members have been awarded the special recognition of EurOMA Fellow: Chris Voss, Christer Karlsson, Roberto Filippini, Andy Neely, Robert (Bob) Johnston, Nigel Slack, Harry Boer and Arnaud de Meyer.

A Fellows meeting, followed by a dinner is organized on the first day of the annual conference. EurOMA Fellows and representatives from the EurOMA Board have an opportunity to discuss some current topics of interest to the association. The topic selected by President Raffaella Cagliano was “EurOMA facing growth”, and she started the session with a presentation on the evolution of membership, conference papers, conference registration, etc.

Besides the obvious satisfaction with growth, there are also some concerns, in particular, the vision of EurOMA annual conference, the expansion in countries with low membership, the format of the conference, the increasing rate of rejection for papers, etc. These are the comments and advice provided by the EurOMA Fellows:

Vision of Annual conference: the annual conference must be an integrative meeting place for all researchers in OM. A good conference is a conference well attended that also attracts new members for the association. Even though it must be inclusive to non-Europeans, the conference is an opportunity to show what is done in Europe.

There are various factors that can influence participation and reduce the current growing trend: economic situation/crisis, limited university budget for

conferences, impact on family/personal life, and location of coming conferences.

Conference format: The new conference format (starting with a plenary and parallel sessions on Sunday afternoon) was presented and discussed: It offers more space for papers but it can have a negative impact on informal networking meetings. It was suggested that the Board take into account the duration of the conference and its location and the need to reconcile with family life. Some specific topics meetings could be organized in the same location adjacent to the main conference. It was also suggested to have smaller conferences on specific areas along the year (following the SOM approach). These smaller events also provide opportunities for smaller universities that do not have the capacity to organize the big annual conference to organize them.

Some fellows felt that expanding the number of parallel tracks decreased the value to the participants as they would be missing too many presentations. It was suggested to expand type of sessions, like posters (for preliminary research), round table sessions (discussing the papers, not presenting them). Shorter presentations were favoured instead of posters, with the possible format: present one slide during 5 minutes and debate for another 5 minutes. Asking presenters not to go through the literature review, to present only the core of the paper, was also suggested. The possibility of using technology to expand to virtual attendants was also discussed.

To maintain the trade-off between too many papers and not giving opportunity to researchers to present their work it was suggested to allow an author to be at a maximum in three papers.



Some pictures from the EurOMA Fellows meeting and reception in Cambridge, July 2011

HINTS FOR PUBLISHING – THE GOOD PAPER



During the Cambridge conference, I had the opportunity to attend a session entitled “The good paper” organized by Matthias Holweg, where current and past editors of leading journals -Martin Christopher (International Journal of Logistics Management), Steven Brown (IJOPM), and Morgan Swink (Journal of Operations Management)- shared some hints to help the conference participants get their papers published. Here I summarized some of the points I collected during their presentations, in no particular order:

- In the literature review part of the paper, if you cite papers from different time periods, you should put them in context, explaining why they were relevant at the time, and make a connection among them, rather than dropping a list of names in your own paper. In particular, when you refer to an "ancient" classic paper, you should make some criticism on it, because the situation in your paper is going to be different to what it was at the time the paper was written.
- A good paper "tells a story". You should be able to show that (1) the readers know the preliminaries of the story, (2) you make very clear what your point is, and (3) you explain how the two previous items are related.
- POM is theory driven. A paper is either exploratory (to develop theory) or explanatory (to test theory). In both cases, it is about making propositions: at the beginning of the explanatory paper or at the end of the exploratory one.
- In papers based on case studies, make sure you triangulate, do multiple interviews, in order to eliminate bias as much as you can. In grounded theory, using semi-structured interviews, do enough of them until you reach saturation.

- Using published papers in the journal you want to publish as templates for your own paper can be quite useful.
- The pyramid principle provides the three elements for writing: Situation, Complication, and Answer.
- A qualifier for an interesting paper is to motivate the reader at the beginning, front-loading the paper with an attractive research question and a good coverage of the literature. At the end of the paper discuss the results and speculate about competing hypothesis and future research leads.
- A good paper must be interesting, true, checked for biases, well-written, robust, engaging, and with takeaways for the intended readers.



RESEARCH NEWS

CONFERENCE AWARDS – EUROMA ANNUAL CONFERENCE, CAMBRIDGE, UK

During the Cambridge EurOMA annual conference, the following awards were announced:

Chris Voss Best Paper Award

Winner:

“Managing inter-firm relationships in open service innovation”, Carolien de Blok, Wietze van der Aa, Pim den Hertog, University of Amsterdam, Amsterdam, Netherlands.

Runners up:

“Electronic purchasing tools and purchasing absorptive capacity as antecedents of purchasing category performance”, Katri Karjalainen, University of Manchester, Manchester, UK, Alistair Brandon-Jones, University of Bath, Bath, Stephano Ronchi, Politecnico di Milano, Milano, Italy, Erik van Raaij, Erasmus University, Rotterdam, Netherlands.

“Global supply networks and responsiveness in the international clothing industry: Differences across different retailer types”, Bart MacCarthy, Amila Jayarathne, University of Nottingham, UK.

Harry Boer Best Student Paper Award

Winner

“Integrative practices in hospitals and their impact on patient flow”, Justin Drupsteen, University of Groningen, Groningen, Netherlands.

Runners up:

“Supply chain collaboration, inter-firm trust and logistics performance: Evidence from the tourism sector”, Pairach Piboonrungraj, Cardiff University, Cardiff, UK and Chiang Mai University, Chiang Mai, Thailand.

“Supply chain integration under resource dependence; How powerful buyers and suppliers shape integration as the value of the relationship rises”, Boyana Petkova, University of Groningen, Groningen, Netherlands.

EMERALD AWARDS FOR EXCELLENCE

International Journal of Operations & Production Management

Highly Commended Award – presented to Alistair Brandon-Jones, for the paper: Alistair Brandon-Jones, John Ramsay, Beverly Wagner, (2010) *“Trading interactions: supplier empathy, consensus and*

bias”, International Journal of Operations & Production Management, Vol. 30 Iss: 5, pp. 453 – 487.

Outstanding Reviewer Award – presented to Patrik Jonsson, Chalmers University of Technology.

Outstanding Doctoral Research Award in the Operations and Production Management Category (sponsored by IJOPM) – presented to Jens Roehrich, University of Bath, School of Management, UK, for the paper: *“The Dynamics of Inter-organisational Governance: Contractual and Relational Mechanisms in Public-Private Supply Arrangements”*.

Supply Chain Management: An International Journal

Outstanding Paper Award – presented to Ken Platts for the paper: K.W. Platts, N. Song, (2010) *“Overseas sourcing decisions – the total cost of sourcing from China”*, Supply Chain Management: An International Journal, Vol. 15 Iss: 4, pp. 320 – 331.



Highly Commended Award – presented to Brian Fynes and Frank Wiengarten for the paper: Frank Wiengarten, Paul Humphreys, Guangming Cao, Brian Fynes, Alan McKittrick, (2010) *“Collaborative supply chain practices and performance: exploring the key role of information quality”*, Supply Chain Management: An International Journal, Vol. 15 Iss: 6, pp. 463–473.

The TQM Journal

Highly Commended Award – presented to Benn Clegg for the paper: Ben Clegg, Chris Rees, Mike Titchen, (2010) *“A study into the effectiveness of quality management training: A focus on tools and critical success factors”*, The TQM Journal, Vol. 22 Iss: 2, pp. 188 – 208.

DOCTORAL THESIS PRESENTED



Marlene Castro Amorim presented her PhD thesis entitled “Customer Oriented Service Design in multi-channel contexts, directed by Prof. Alejandro Lago at IESE Business School, University of Navarra, Spain.

In the dissertation she addresses the integration of customer participation in the design of service processes.

The primary goal of the research is a contribution to the development of knowledge for informing the

setup of service systems with multiple delivery alternatives, offering differentiated possibilities for customer participation.

Adopting a multiple essay format, the dissertation first addresses the design decisions involved in the specification of multichannel service systems.

Then, a characterization for the various multichannel models which can be setup by service providers is developed.

Finally the author investigates the implications of combining service delivery alternatives for customer perceived quality, satisfaction and service adoption.

TEACHING CORNER

In this section we intend to collect and distribute materials and tips that can be helpful when we, Operations Management professors wear our teaching hat (as opposed to doing research or doing consultancy). We encourage you to send us your suggestions on materials to include in this (and any other section) in the newsletter.



For many years, Prof. Nigel Slack, one of the EurOMA Fellows, has been extremely active in publishing textbooks and in giving lectures on teaching OM, initially at the old OMA-UK association, and later as a member of EurOMA in some of the Young Scholars workshops. In his presentation in 2010 in Porto, he explained that

Teaching is at the heart of what all academics should be doing, because:

- You don't really know a subject until you've taught it
- Teaching requires you to understand exactly how ideas fit together,
- Teaching requires you to understand how concepts and models are more or less appropriate in different context, what strengths they have and what weaknesses they have

- If you don't know this it becomes obvious to students (Well, at least good students!)

I have found the following materials from Nigel quite interesting for OM teaching:

<http://www.youtube.com/watch?v=ZRcDVm6G50Y>
An interview of Nigel Slack by Simon Croom, from USC, on Operations and Strategy

<http://www.youtube.com/watch?v=okmoQ7tNf3Q>
Nigel presents “Operations in Practice”, a sample clip from the case study DVD accompanying his textbook “Operations Management”



There are quite a few interesting resources on the web for OM professors. We expect to be able to describe them in this section in future EurOMA newsletters. Help us by sending your favourite clips or papers. As an example, Alistair Brandon-Jones from University of Bath, UK and Carrie Queenan, from University of Notre Dame, USA, have created a wiki on teaching Operations Management, with interesting tips and exercises for those of us teaching Om for a living (and for fun!). You can find their site at <http://teaching-operations-management.wikispaces.com/>

PRACTITIONERS' INSIGHTS

BEYOND SELF-SERVICE: THE PERKS OF PUTTING YOUR CLIENT TO WORK

Moscoso, Philip G.; Lago Esteban, Alejandro; Amorim, M.

From: IESE Insight, Business Knowledge Portal

Original document: *Putting your client to work. A good way to achieve great service at low cost?* ,The European Business Review, 2011.



Traditional business service models are like theater productions: centered on delivering the performance, with service considerations restricted to such questions as “can we make the seats more comfortable?” However, IESE’s Philip G. Moscoso, Alejandro Lago and Marlene Amorim argue that such service models can be significantly improved.



In “Putting Your Client to Work: A Good Way to Achieve Great Service at Low Cost?” they argue that service can often be approached more like experimental theater. Everyone is part of the action, as companies and clients both mutually benefit from a more interactive and collaborative service model.



The idea of self-service is obviously by no means new. It has existed in some form for a long time, such as self-service gas stations and hotel breakfast buffets. Companies were traditionally attracted to such models by the promise of lower labor costs. However, with newer, more sophisticated approaches that go beyond traditional self-service, besides cost savings, additional value for customers and the company can also be generated.

Five Benefits of Putting Your Client to Work

1. **Cost Savings.** Using technology, for example, can be an effective way of saving money on personnel. For instance, a museum may choose to provide audio headsets with self-guided tours instead of paid tour guides. This is particularly attractive to manage demand peaks.
2. **Personalization.** Some consumers may prefer the opportunity to do it themselves. In the museum example, clients can customize their tour to take in exhibits they are more

interested in, avoiding those they are not, and decide the time dedicated to each exhibit.

3. **Quality Control.** Customers involved in the service process can give the company excellent real-time feedback and improve service recovery options.
4. **Promotion.** Clients who are directly involved in the activity will have more credibility in recommending the product or service. They will also be better able to filter out those whom they know would not be interested, producing targeted promotion at no cost and therefore significantly reducing the acquisition costs.
5. **Leverage.** Companies are able to use customers to train other clients on how to best use their services – for example, having existing customers interacting with new ones, or using customers as “beta” (new product) testers.

Self-Service Pioneers

When IKEA first launched, its system represented an important innovation of the retail service process. IKEA requires customers to pick up the item from the warehouse themselves and then assemble it, saving costs on transportation and employment. Even customers who do not particularly enjoy the experience still choose it because of the perceived value for money.

The rise of the Internet and related technologies has led to a surge in the number of companies opting to encourage customer contribution.

On eBay, the customer is responsible for almost every decision in the process. They choose what they would like to sell, what price they sell it for and how they market it. This is what ultimately makes it possible to market items that would be unattractive for traditional retail channels.

Moreover, if eBay customers are unfamiliar with the service, they can read guidebooks written by fellow customers and recommendations from other users.

Finally, rather than policing the site itself, eBay asks users to rank merchants with a feedback system of stars. This not only saves staff costs, but fosters the community spirit that sustains the website.

Practical Considerations

However, before implementing new service models, there are a number of key management decisions to be made.

Managers need to consider such things as: what will be the contribution of customers; what activities they will be asked to undertake; the perception of quality in the service; or the economic efficiency of the model.

Inputs and Resources. Customers can contribute with these two main things. An input is something the client provides that is vital for the service to be successful. This could be the customer's presence, information or a possession to be transformed, repaired or cleaned. A resource is something the customer contributes but is not transformed by the service process, such as labor or a technological item, such as a car used to gain access to a retail store.

Activities. Management should center their attention on the "customer corridor" and analyze how the cus-

tomers interact in each stage. The capability and motivation of clients must be considered, as well as the ease with which the quality of their performance can be controlled. As with the IKEA example, if a process is hard to automate, then a self-service may be cost-effective.

Perceived Quality of Service. Every design decision may impact customer perception. Successfully achieving the end goal, maintaining service areas and short waiting times are likely to add to customer satisfaction. By contrast, the costs incurred in the process through financial outlay, inconvenience and uncertainties of the process will negatively impact the perceived quality of service.

Service Efficiency. Be aware of the costs of the initial investment needed and other efficiency costs. Technological innovations can save money in the long term, but often incur significant set-up costs. When companies expand customer participation, they increase the chances of customer-induced variability in capabilities, motivations and even arrival times, which eventually will have a cost impact.

EUROMA BOARD TEAMS

EDUCATION AND MEETINGS (E&M) TEAM

The E&M Team is responsible for overseeing the organization of the annual EurOMA conferences and a number of other important annual events such as the Service Operations Management Forum, EurOMA Summer School, Workshop on Journal Publishing for Non-Native English-Speaking Researchers in OM, Young Scholars Workshop and Doctoral Seminar. In addition, the team is responsible for driving new educational activities that may be relevant to EurOMA members. We are particularly interested in driving the following initiatives in the near future:

- Development of educational activities related to the Teaching of OM (e.g., repository of teaching materials, teaching with cases, games for teaching OM, curricular issues, etc.).

- Develop ways to increase the value for members of the annual conference. In particular, we would like to explore further opportunities to build Professional and Faculty Development activities into an extended conference schedule.

If you have any suggestions, contributions or proposals, we would be very happy to hear from you! Please contact the E&M Team Chair, Rui Sousa (rsousa@porto.ucp.pt).



RECENT CONFERENCES & EVENTS

EUROMA 2011 CONFERENCE – CAMBRIDGE, UK

The 18th International Annual EurOMA Conference returned to Cambridge on 3 – 6 July 2011. The conference was first held in Cambridge in 1994, when around 140 people joined together for the first time to discuss "Operations strategy and performance". The 2011 conference was preceded by the EurOMA Doctoral Seminar on 1 and 2 July and the Young Scholars Workshop on 3 July.

The conference was hosted by the Judge Business School and the Institute for Manufacturing at Cambridge University. It started with a welcome reception at the Judge Business School. The Gala evening on Monday was held at King's College, including a supper in the Great Hall and a choir concert in the Chappel. Punting on the river added a joyful addition to the evening.

The conference received 852 abstracts of which there were 396 accepted papers, and 330 papers included in the final programme. The programme included 5 special tracks, and 3 very well attended panel sessions on theory, methodology and service supply chains.

Keynote speakers included Dr Ralf Speth, CEO of Jaguar Land Rover, Professor David Upton from Oxford University, and Kell Ryan, Founder-Member of Ryanair.

In total there were 481 delegates. Conference dinner at Kings College included delegates and guests, with total numbers at 520.

The "official" photos can be found at <http://www.euroma2011.org/photos/>





3RD YOUNG SCHOLARS WORKSHOP – CAMBRIDGE, UK

Another successful edition of the EurOMA Young Scholars Workshop took place on the 3rd of July, during the EurOMA 2011 Conference in Cambridge. This initiative is targeted at young OM academics in general and Alumni of the EurOMA Doctoral Seminar in particular. This activity is conceived as a way to support the career development of young scholars in the field of OM by teaching and sharing with them the major skills needed in an academic career, such as supervising Master and PhD students, reviewing and writing papers, networking, teaching, etc. Each year one of the above subjects is developed on a rolling base.

This year's theme was "Designing and developing research projects in OM - from concept to publication". The workshop was taught by Chris Voss, Roger Schmenner and Andrew Taylor, and was attended by 18 young scholars.

Next year's workshop will take place on July 1st 2012 during the 4th World Conference on Production & Operations Management / 19th International Annual EurOMA Conference, Amsterdam, Netherlands. The theme will be announced soon. Check the conference web site for updates.

4TH SERVICE OPERATIONS MANAGEMENT (SOM) FORUM WORKSHOP – FLORENCE, ITALY

The 4th SOM Forum took place in Florence, Italy, on 19-20 September. The Forum was established by the EurOMA Board to provide a mechanism for the exploration and dissemination of leading research in service operations management and principles. Its format is purposefully designed to allow for the open discussion of the state-of-the-art in SOM.

The Florence workshop comprised 39 paper presentations organized in a number of interesting streams, including Product-Service Systems, Healthcare Systems, Value, Servitization, Service Delivery Systems Design, Lean and Quality, Queue Manage-

ment, Service-Technology Interface and Performance Management. These were complemented by keynote addresses by Scott Sampson (Brigham Young University), Irene Ng (University of Warwick), Heiko Gebauer (Swiss Federal Institute of Aquatic Science & Technology), Pietro Micheli (Cranfield School of Management) and Sabina Nuti (Scuola Superiore Sant'Anna, Pisa). The forum was well received by 73 participants from 14 countries.

The location and dates for next year's SOM Forum will be announced soon. Please check the EurOMA web site for updates!

3RD SUMMER SCHOOL IN OM – BUDAPEST, HUNGARY

After the first two successful editions in Italy the 3rd edition of the EurOMA Summer School in Operations Management took place in Budapest, Hungary on August 22-26, 2011



The event was jointly organized by Corvinus University of Budapest (CUB) and Hungarian Association of Logistics, Purchasing and Inventory (HALPIM) in a new building of CUB at the bank of the Danube. In this year the summer school was targeted to PhD students and young researchers who were interested in Service Operations Management (SOM). Similarly to previous editions a real international team attended the school: 18 PhD students from 12 countries.

Each of the five days, from Monday to Friday, was devoted to a specific topic and had a healthy balance of lectures, discussions and group works. On the first day Prof. Larry Menor (Richard Ivey School of Business, University of Western Ontario, Canada) introduced the basic principles and concepts of SOM. On Tuesday, Prof. Chris Voss (London Business School, UK) discussed service design and process mapping techniques. The third day was held by Prof. Rui Sousa (Catholic University of Portugal, Portugal).



He focused on multi-channel and e-services. The participants learned about public services and global services from Prof. Jaume Ribera (IESE Business School, University of Navarra, Spain) on Thursday. Prof. Gyula Vastag (Corvinus University of Budapest, Hungary) closed the event with service supply chains, research paradigms and two invited practitioners.

Although teaching days were long, and it was the hottest week in Hungary in the summer, this did not prevent students from discovering the lively city in the evenings and at nights. On Thursday evening they could also participate in a boat trip and enjoy the most beautiful sights of Budapest.

Not only the participants, but also the lecturers gave very positive feedback on the event.

More information on the annual EurOMA Summer School in OM is available on the website: www.euomaschool.org (updated from year to year).

Krisztina Demeter
Chair, EurOMA Summer School 2011

4TH PUBLISHING WORKSHOP – VICENZA, ITALY

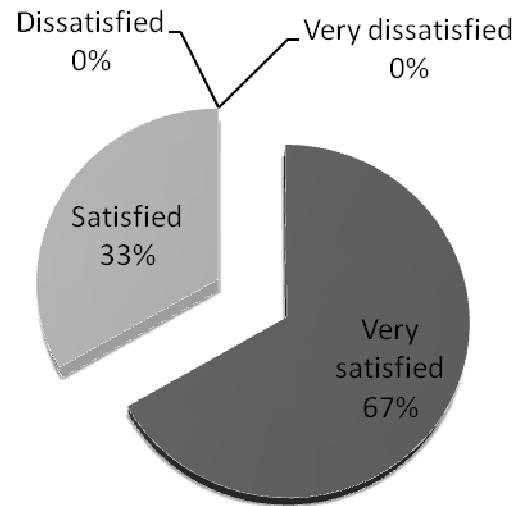
The 4th Workshop on Journal Publishing for Non-Native English-speaking Researchers in OM was held on September 22-23 in Vicenza (Italy). This EurOMA-EIASM event, hosted by University of Padova, was again a success.

The feedback from the 18 participants underlined, besides the nice and friendly atmosphere, the important insights provided by this experience. Many participants emphasized the useful comments received on their paper, based on a close interaction with experienced editors and reviewers: this is not always possible at large conferences. Editors' presentations of their journal's publishing policies and experiences helped to "demystify" the review process. The peer-review activity was another highlight, as one participant stated, "by having done reviews I can now look at my paper from a different angle".

Now that the workshop has been running for four years, we are beginning to see the impact it has on our participants. The feedback from them is nothing but positive and exciting: many have been able to get their papers published, in several cases achieving this accomplishment for the first time in their careers! Similar to previous years, we asked last year participants about the contribution that the work-

shop had on their publishing ability, the main points shared by the respondents were: having a clear theoretical contribution, framing and structuring the article in an appropriate way and awareness of the "rules" of the publishing game.

The feedback from this year's workshop is shown below:





10TH EUROMA DOCTORAL SEMINAR – CAMBRIDGE, UK

On July 1-2, as traditionally just prior to the annual EurOMA conference, the tenth EurOMA doctoral seminar took place. The seminar was, as usual, well managed and carefully controlled by Professor Harry Boer, Aalborg University, Denmark. The faculty consisted of Professor Pär Åhlström, Stockholm School of Economics; Dr. Rui Sousa, Catholic University of Portugal, Dr. Steve Tanner, Etisalat; Dr. Taco van der Vaart, University of Groningen and Professor Chris Voss, London Business School.

The seminar was a great event, with 28 first year and 11 second year students presenting and discussing their work. The first year students presented their research designs and the second year students some of their preliminary results. The attendance figure is a historically the highest in the seminar's history, which is evidence of the seminar's success.

The intention with the seminar is to provide a safe environment, where students can discuss their work with peers and more experienced faculty. The environment is one of constructive criticism and positive feedback. The focus is on supporting the students in setting up and executing their research design. Apart from great discussions, there was also a much appreciated seminar dinner at St John's College.

Being the tenth doctoral seminar, the event is now firmly in place as part of EurOMA's offerings to PhD students, together with the EDEN seminar on research methodology in operations management. It was also a historic occasion, as the seminar's originator, Professor Harry Boer, had decided to step down as responsible for running the seminar. It was through his vision and entrepreneurial drive that the seminar started and has become such a great success. Professor Boer's effort was duly celebrated during the EurOMA annual general meeting.

I have been honoured with the task of, as it were, "standing on the shoulders of a giant", to carry the tradition of the doctoral seminar further. I look forward to welcoming new PhD students and returning second year students to Amsterdam, for the 11th doctoral seminar, on June 29 and 30, 2012.



Professor Pär Åhlström
Torsten and Ragnar Söderberg Chair of Business Administration
Stockholm School of Economics

MILESTONE: 10TH EUROMA DOCTORAL SEMINAR

At the Annual Conference this year we celebrated the 10th anniversary of the EurOMA Doctoral Seminar. The DS was started by Prof. Harry Boer in Copenhagen in 2002 with 10 students. Since then, 187 students had the opportunity to participate in this event, that is one of the key activities that were developed by EurOMA to rise our future generations of researchers and professors, to improve the quality of research and to build a strong community of academics, and also practitioners, in the OM field.

The success and level of appreciation of the Doctoral Seminar has been always very high, and is testified by a number of DS Alumni that reacted to our call by sending their enthusiastic testimonials (you can read them further on in this section).

I think we need to acknowledge this success to its father, chair and coordinator, Harry Boer who devoted a great amount of energy, efforts and dedication to this commitment over these ten years. So, on behalf of the EurOMA Board and all the EurOMA As-

sociates, I would like to pass him our warmest words of thanks.

I would like also to credit the faculty that over the years ruled the DS. This faculty includes some of our leading scholars and all of them share the passion and enthusiasm for this job (the complete list of the faculty is reported further on in this section). Their contribution has been fundamental for the success of the DS and to help PhD students to tighten, strengthen and fine tune their research goals, questions and methodology.

Finally, I would like to thanks Pär Åhlström for accepting to take on this challenge from the hands of Harry Boer and to manage the DS for the forthcoming years; I'm sure he will do very well in further contributing to the development and improvement of this initiative in line with the established tradition.

Raffaella Cagliano
EurOMA President 2010-2013

ALUMNI TESTIMONIALS

The EurOMA Doctoral Seminar in 2010 has helped me tremendously to more strongly focus my PhD research. I particularly enjoyed the setting that includes experienced scholars and two PhD discussants per session. Through reviewing and discussing the work of other students you learn to provide critique instead of mere criticism. Equally important, through my Doctoral Seminar participation, I met with peers from all over the world. Hence, this social network makes it even more fun to participate in this kind of events as well as future EurOMA conferences. It certainly made me come back for a second year of participation. To conclude, the fact that EurOMA invests in its PhD students through a Doctoral Seminar shows that the network is open to new ideas, and I look forward to make use of this invitation. Thank you for providing this opportunity and congratulations to those who have put the effort to build the EurOMA Doctoral Seminar to what it is now.

Desirée van Dun - House of Performance, NL

My participation in two EurOMA Doctoral Seminars (Budapest, 2005 and Ankara, 2007) contributed to my professional development in multiple ways. It introduced me to state-of-the-art methodological debates in OM early on in my research career and opened up my mind to alternative paradigms and approaches, which I am grateful for. I also greatly benefited from discussing and reflecting upon my

research in a challenging but fully supportive environment, receiving valuable feedback from renowned OM academics and peer PhD candidates and building up confidence in my research competences. Senior faculty not only provided research advice but also shared their considerable experience in building broader professional skills such as academic writing, argumentation and the art of getting published in top journals. Last but not least, participation offered an excellent opportunity for networking in a truly international setting and laying the basis for potential research collaborations.

Kostas Selviaridis, Post-doctoral Research Fellow, Lund

DS is a great initiative. I consider the reflections promoted by renowned faculty and colleagues outstanding contributions to the researcher career development. The importance given to the rigour in the application of research methods was crucial for my learning process.

Celeste Jose Zanon, PhD student
Production Engineering Department
Federal University of Sao Carlos, Brazil

My greatest thanks to EurOMA and faculty of EurOMA Doctoral Seminar. I believe attending to those two years greatly helped to form my doctoral thesis. The seminars for me where the first deadlines for submitting my thesis proposals. It was very valuable to hear comments from the staff and fellow students

and helped me forward with my thesis. I defended my thesis in 2006. Not forgetting to mention the fun I had meeting everyone in Como and Fontainebleau.

Sari Vehrtari, Head of Delivery Process, Nokia Ltd

I attended the 9th EurOMA Doctoral Seminar in Porto in 2010. What a great experience; a highly professional and constructive faculty helped building bridges between the goals of an ambitious project proposal and actually getting there. The feedback given to my project proposal last year has been essential for my work, changing my PhD journey considerably. Equally important is the networking with other PhD students from Europe and beyond. I have attended several doctoral seminars, and will testify that the EurOMA DS is by far the best one. An overall good experience, from both a professional as well as a social perspective.

Torbjørn Netland, PhD Candidate, Norwegian University of Science and Technology, Trondheim, Norway, Visiting researcher, Georgetown University, Washington D.C., USA, 2011-2012

I attended the 1st and 2nd Doctoral Seminars (Copenhagen, 2002 and Como, 2003). Many years have passed and these academic experiences were completed with others within EurOMA. The 1st of all and previous to the DS was the Eden Seminar on Research Methods in Operations Management (2001). After the two DS, two YSW completed the experience. I've no doubt that EurOMA provided me with the space and knowledge to grow as an OM academic. Specifically the DS, allowed me to test my PhD work with different and renowned academics, it introduced me to colleagues that challenged my assumptions, and it introduced me and taught me how to discuss the work of colleagues. All this was done in a great and friendly environment.

It was good to see very good academics taking their time to "advise" young doctoral students and to contribute to the quality of Operations Management research and future researchers. It made me want to be part of this academia.

I want to thank EurOMA, Harry Boer, and the faculty involved in these different initiatives, for being challenging and inspiring. Congratulations, you've been doing a great job!

Sofia Salgado-Pinto, Assistant Professor, School of Economics and Management, Catholic University of Portugal

I participated in the Doctoral Seminar of 2004 EurOMA Conference held at INSEAD. I got valuable constructive feedback from fellow participants and Prof. Harry Boer and Prof. Cipriano Forza, which played a key role in answering key questions related to my PhD thesis. I also developed life-long network

with many of the fellow participants which I maintain till this day. I thank EurOMA for providing me this opportunity during my doctoral student days. After a stint in consulting and research I have recently joined back academia and hope to continue to benefit from the strong network of EurOMA members.

Atanu Chaudhuri, Assistant Professor-Operations Management, Indian Institute of Management, Lucknow

I participated in the 2010 EurOMA Doctoral Seminar. It was a wonderful experience for me. I had the chance to present my work and got valuable feedback. The leading team is composed of experienced researchers; their comments on all the presented proposals made me reflect and grow as a researcher. The doctoral seminar also gave me the opportunity to meet PhD students from many different countries and with various research interests, what was great for networking. I'm attending the Doctoral Seminar again this year and look forward to seeing everyone again. Hopefully I'll have a even better experience.

Juliana Bonomi Santos, PhD Student, Department of Management Science, Lancaster University Management School

EurOMA 2007 DS, Ankara, was my first visit abroad, and I had put my heart and soul into it, and I was not disappointed when I made it there. The faculty-mentors assigned to me were Steve Tanner and Chris Voss. Both of them gave immensely valuable feedback on my work; I remain ever grateful to them. I also developed friendship with a few fellow participants; some of them later gave valuable assistance in my finding a post doctoral position at ETH Zurich and continue to be close allies. EurOMA 2007 DS Ankara will remain etched in my memories as a most pleasant and productive academic meeting."

Dr. Tarikere T. Niranjana,
<http://www.scm.ethz.ch/people/ttniranja>

COMMENTS BY HARRY BOER

Statistics

- In the ten years so far (including Cambridge this year) we "processed" 187 students.
- The number of first years varied between 10 (2003) and 28 (2011).
- Typically, 40%-50% of the "first years" returned as "second years" – one, or, occasionally, two, or even three years later.

The faculty involved have been:

- Pär Åhlström (Stockholm School of Economics)
- Harry Boer (Aalborg University)
- Raffaella Cagliano (Politecnico di Milano)
- Mariano Corso (Politecnico di Milano)
- Mike Gregory (Cambridge University)
- Jan Mouritsen (Copenhagen Business School)
- Ken Platts (Cambridge University)
- Rui Sousa (Catholic University of Portugal)
- Jagjit Singh Srail (Cambridge University)
- Steve Tanner (currently Etisalat)
- Taco van der Vaart (University of Groningen)
- Chris Voss (London Business School)

Stories

- The weather is usually very good during the DS – too good, sometimes. The 2003 DS took place in Como, hosted by Politecnico di Milano. On Saturday, the hottest day recorded in the history of Como, the air conditioning broke down ... sweat, sweat and sweat. On Monday, during the conference, extremely heavy rain reduced visibility to not more than 20 meters. We wished to have had that during the DS.
- Perhaps the most dynamic faculty member is Mike Gregory. In 2004, Fontainebleau, hosted by INSEAD, he left the seminar Friday evening, travelled back to England and was back halfway the Saturday morning. He also regularly sent colleagues (Ken Platts, Jagjit Singh Srail) to replace him in the faculty.
- Steve Tanner, a second year's student in 2005 (Budapest), was such an excellent participant in many respects – very constructive in his feedback, a Structural Equation Modelling specialist and with an enormous sense of humour. We invited him to the faculty and he has been a member since 2006 (Glasgow).
- In 2007 (Bilkent, Turkey) one of the second year's participants sneaked in: she had actually



already defended her PhD thesis but was so fond of the DS that she "forgot" to tell me. Her enthusiasm and eagerness to learn actually triggered the development and launch of the YSW, in which she participated all three times that the event was held so far.

- Speaking of Bilkent: at the end of the DS, Chris Voss and I asked Erhan Erkut (local chair) whether it would not be nice to add some local flavour and have a belly dancer at the conference dinner. To our disappointment, Erhan declined: the female members of the organizing committee were against that. Halfway dinner, a belly dancer entered the room and invited Chris and me to the dance floor ... I have never ever seen so many people, over 200, leave their tables, rush to the dance floor so quickly, cheering, making pictures and videos.
- Several students stayed in academia. Most of those are assistant professors; at least three of them are associate professors. Many of those who are no longer in academia have very good positions in industry.

In the course of the years we developed the "PhD words":

- the A-word: account for what you're intending/did ... (why, why, why)
- the C-words:
 - clarify ... your paradigm, assumptions, theoretical background, constructs, definition, operationalization, ...
 - contribution ... clear, focused, realistic; failure may represent a contribution!!
- the D-word: discuss ... theory, your findings, your methods, ...
- the F-word: focus, focus, focus ...
- the I-word: importance
- the M-word: managerial relevance
- the P-words: present and publish ... or perish
- the Q-word: quality criteria and procedures
- the R-word: rigor
- the S-words: the supervisor, his/her role, and that of other stakeholders ...
- the T-word: theoretical relevance
- the W-word: write ... develop your writing skills; "technical" note -> working paper -> conference paper -> journal article -> ...



OM THEORY MEETING – DUBLIN, IRELAND

On 21-22 October 2011 the first meeting of a group of EurOMA members took place to discuss the "state-of-the-theory" on Operations Management (OM). The meeting was supported by the EurOMA Board and was hosted by Trinity College Dublin.

Central to the discussion was one of the questions each scientific discipline, including OM, should ask itself: What is our theory?

Related questions are: Is OM an "applied" discipline? Does that mean it builds on adjacent disci-

plines (such as organization theory, psychology, engineering) but does not (need to) have a theory of its own? Most textbooks present concepts, approaches, tools and techniques, refer (albeit somewhat implicitly) to adjacent disciplines (e.g. job and organization design, engineering) but do not present theory.

Is OM a "fundamental" discipline? If so, does that mean OM needs a theory of its own? Most OM journals expect a contribution to theory. Does OM have a theory? – Probably not. A range of mini-theories? – Possibly. Any mid-range theory?

Assuming OM needs (strengthen) theory / theory development, what would that involve in terms of research directions and design?

The meeting concluded with a plan of action, including a next meeting and the development of a "white paper" for presentation and discussion at the EurOMA 2013 conference in Dublin.

FUTURE CONFERENCES & EVENTS

4TH WORLD P&OM CONFERENCE / 19TH ANNUAL EUROMA CONFERENCE 1-5 JULY 2012, AMSTERDAM, NETHERLANDS

ANNOUNCEMENT & EARLY CALL FOR PAPERS

Dear Colleague,



We are delighted to inform you that the 4th Production & Operations Management World Conference will be held in Amsterdam, the Netherlands, 1-5 July 2012. This conference also serves as the 19th International

Annual EurOMA Conference. The conference is organized jointly by the European Operations Management Association (**EurOMA**), the Japanese Operations Management and Strategy Association (**JOMSA**) and the Production & Operations Management Society (**POMS**). The conference will be hosted jointly by the universities located in Eindhoven, Rotterdam, Groningen and Amsterdam.

The theme of this conference is: "Serving the World".

A variety of Operations Management topics eligible for this conference are available on the website (<http://www.pom2012.org>), together with information on a number of special sessions. The conference will be preceded by a Doctoral Consortium

(June 29-30, 2012). Please mark the conference dates and the key dates below in your calendar.

KEY DATES:

Conference

- Extended abstract submission: 13 January 2012
- Notification of acceptance: 20 February 2012
- Full and final paper submission: 18 May, 2012
- Early registration deadline: 18 May, 2012

Doctoral Consortium

- Submission of applications (first year applicants): 13 January 2012
- Notification of acceptance: 20 February 2012
- Early registration deadline: 18 May 2012
- Full paper submission: 18 May 2012

For more detailed information please consult the 2012 P&OM World Conference Amsterdam website: <http://pom2012.org>.

This invitation as well as topics eligible for the conference can also be obtained from the conference website (Call for Papers page).

We look forward to receiving your registration and to welcoming you in Amsterdam next year!

4TH YOUNG SCHOLARS WORKSHOP – AMSTERDAM, NETHERLANDS

The 4th Young Scholars Workshop is planned, as usual, on the day prior to the EurOMA Conference.

The 2012 edition will thus take place in Amsterdam on the afternoon of 1st July 2012.

5TH WORKSHOP ON JOURNAL PUBLISHING FOR NON-NATIVE ENGLISH SPEAKING RESEARCHERS IN OM – BARCELONA, SPAIN

The 5th Workshop on Journal Publishing for Non-Native English-Speaking Researchers in OM will take place on November 8-9, 2012 at ESADE Business School, Barcelona, Spain.



This Publishing Workshop aims to help researchers to transform their submitted and presented papers for the up-

coming EurOMA 2012 / 4th World P&OM Amsterdam conference into journal-level submissions. We welcome in particular non-native English-speaking authors in the field of Operations Management (OM) who wish to increase the quality of their publications in recognised international academic journals. (This workshop is designed for OM faculty and practitioners whereas doctoral students are invited to participate in EIASM's Doctoral Education Network (EDEN) programme.

Target journals are:

- International Journal of Operations and Production Management (IJOPM)
- Journal of Operations Management (JOM)
- Decision Sciences Journal (DSJ)

- Journal of Product Innovation Management (JPIM)
- Production Planning and Control (PPC)

The organizer of the 2012 edition is:
Cristina Gimenez, ESADE, Barcelona, Spain,
email: cristina.gimenez@esade.edu

20TH INTERNATIONAL EUROMA CONFERENCE 2013 – DUBLIN, IRELAND

The 20th International Annual EurOMA Conference will take place 8-12 June 2013 and will be jointly

hosted by University College Dublin (Brian Fynes) and Trinity College Dublin (Paul Coughlan).

EMPLOYMENT OPPORTUNITIES

IESE BUSINESS SCHOOL, UNIVERSITY OF NAVARRA, BARCELONA & MADRID, SPAIN

Production, Technology & Operations Management Department



IESE Business School invites applications for a tenure-track faculty position in the Production, Technology and Operations Management Department, at the assistant and associate levels, starting in the Fall of 2012.

We are seeking candidates with a PhD in Operations Management or related area, who are committed to excellence in research and teaching.

The candidates are expected to develop a rigorous and relevant research career, with publications in leading journals. At the same time, they have to be able to teach at the MBA level and in executive education programs.

IESE is a top-rated international graduate business school with campuses in Barcelona, Madrid and New York, and over a hundred faculty members.

It offers a two-year MBA program and a number of executive programs, both at the national and international levels, in 4 continents, all consistently ranked among the best in the world. Other programs include a PhD in management. IESE has a tenure system similar to the top schools in the US and salaries are competitive.

Applicants should send a cover letter, along with a curriculum vitae, copies of selected publications and three letters of recommendation. All materials should be sent (by email if possible) by December 15, 2011, to:

valbeniz@iese.edu
Victor Martínez-de-Albéniz
IESE Business School
Av. Pearson 21
08034 Barcelona (Spain)
Tel. +34 93 253 42 00

Department representatives will be attending the INFORMS meeting in Charlotte, NC, USA.

SINGAPORE MANAGEMENT UNIVERSITY

Faculty Positions in Operations Management



Applications are invited for multiple tenure-track/ tenured faculty positions in Operations Management at the Lee Kong Chian School of Business, Singapore Management University

(SMU). Appointments at all levels (Assistant, Associate and Full Professor) will be considered. Senior applicants should have an outstanding research record in top-level operations journals. Junior applicants are expected to have a proven track record in research and evidence of developing research maturity.

Especially encouraged to apply are the candidates with research interests of relevance to the practice of service operations, health care management, new product devel-

opment, and sustainable operations, as well as those working on the interface of operations management with finance, marketing or organizational behaviour. Both analytical and empirical research orientations will be considered.

Applicants should have (or must be near to completion of) a Ph.D. in Operations Management or a closely related discipline. Salary and research support are comparable to those of the top research business schools.

The Lee Kong Chian School of Business is a dynamic and culturally diverse business school with over a hundred full-time faculty, and more than two thousand five hundred students. Accredited by AACSB, the school offers undergraduate, master's (including the MBA), executive and doctoral programs, and is affiliated with a number of ac-

tive research centres, such as the Institute of Service Excellence and the Wharton-SMU Research Centre.

Applications including full CV, teaching and research statements, three selected publications or working papers, and names of three references should be sent in electronic form to operationsmanagementcv@smu.edu.sg or mailed to the address below:

Lina Ng (Ms)
Singapore Management University
Lee Kong Chian School of Business
50 Stamford Road, #05-01
Singapore 178899

Interested candidates are advised to apply early and arrange for preliminary interviews at the INFORMS 2011 conference in Charlotte, NC, USA.

KLU-INSEAD RESEARCH CENTER ON HUMANITARIAN LOGISTICS

Research Positions at the KLU-INSEAD Center on Humanitarian Logistics, Hamburg

The Kuehne Logistics University (KLU) and INSEAD announce the creation of a joint research center on Humanitarian Logistics.

The center is housed at the KLU in Hamburg and directed by Professor Luk N. Van Wassenhove.

We are looking for top applicants for positions as research assistant, post-doctoral researcher, and a position as research coordinator/project manager.

Our work contains a mix of theoretical as well as practical projects in close collaboration with humanitarian organizations and private companies.

Projects are typically carried out in group and combine multiple disciplines and methodologies with the objective to achieve real measurable impact.

Working with us would require you to live in Hamburg, a wonderful city. The working language is English but of course living in Hamburg would require a bit of effort to learn the basics of German.

Please send your CV and a statement of purpose to Luk.van-wassenhove@insead.edu

FROM THE IJOPM EDITOR



I am pleased to see that things continue to go very well with the International Journal of Operations Management. The Impact factor has risen to its best yet, which is very good to see.

The editorial team continues to work very hard in processing all papers from original receipt of a submission through to acceptance and final publication. It is good to see that a backlog of completed papers is now evident and I have recently created a schedule of papers that takes us from the present day through to Issue 6 of 2012. Due to this backlog it has been agreed to publish five papers per issue for the foreseeable future.

Papers are continuing to be submitted and published in an interesting range of areas. Not surprisingly, due to ongoing outsourcing – although there is now some evidence of “insourcing” in Western firms - about 70% of papers are linked to the whole area of Supply. Not surprising, too, is that papers related to China and the Far East continue to be popular in new submissions.

We continue to reject many papers on the basis of their not being appropriate for IJOPM. Many papers come in, well written overall, but with an inadequate literature review and/or poor methodology.

Some papers are bolstered instead, by advanced mathematics and statistics in the vain hope of being accepted. For example, Structured Equation Modelling has appeared with increasing frequency in recent submissions.

Although we will publish quantitative papers, the content of these has to be suitable for the Journal and, often, they are not. This is why the rejection rate continues to be close to 90% – a sure sign of quality.

Overall, the Journal is progressing well. One development is that we plan to have a series along the lines of ‘interviews with experts’, which will feature in the Journal in addition to the accepted papers. This is where I, and others, will interview and record sessions with world-class scholars whose contribution to POM has been widely acknowledged. We already have several such internationally renowned academics interested in this initiative.

As ever, I am open to ideas and suggestions. Thanks to all of you who continue to review for IJOPM. I remain impressed by the overall quality of reviews from our colleagues in the POM community.

-- Professor Steve Brown

INVITATION FROM EMERALD (PUBLISHER OF IJOPM)



We invite you to join (if you have not already) Emerald's Operations and Logistics communities on social media websites, Twitter and LinkedIn.

Join our LinkedIn group to benefit from:

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- A chance to explore issues such as Journal rankings and factors influencing your choice of publishing outlet

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- Conference updates

- News from the field
- Collated re-tweets from top organizations
- Free access and discount offers

I look forward to connecting with you. Thanks,

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COUNTRY REPRESENTATIVES

At recent meetings, the EurOMA Board decided to build on previous efforts to develop membership in countries where it was believed the number of members was not significant in consideration with the importance of the country. Brian Fynes, Chair of the EurOMA Funding and Membership Team, has been in charge of identifying and nominating country representatives for Board approval.

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 grow EurOMA membership in countries where membership is relatively low.
- To provide a mechanism for communication with the Board for countries that have a significant number of EurOMA members but are not represented on the Board.
- To ensure European countries are 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 innovative suggestions to meet the specific needs of scholars and PhD students in the

country/region, such as holding publishing workshops, pedagogical workshops, etc.

- Increase the membership of EurOMA amongst academics and PhD students.
- Link in with existing national conferences (e.g., RIRL in France).
- Promote participation in EurOMA conferences and workshops with cognate research networks and disciplines (e.g., Engineering)

Country representatives for the following countries have already been appointed by the Board at its Fall meeting:

Iztok Palcic – Slovenia
iztok.palcic@uni-mb.si



Assistant Professor Dr. Iztok Palcic has been employed at the University of Maribor, Faculty of Mechanical Engineering, Laboratory for Production and Operations Management since 1999.

His areas of expertise are operations management, project management, value management, technology management and network organisations. He received his Ph. D. in 2004 when he defended his doctoral dissertation thesis "A model of industrial clusters de-

velopment, organisation, knowledge and technology transfer”.

Since 2004 he has been a member of the Executive Board of the Slovenian Project Management Association (currently is the vice president) and a member of the European Operations Management Association (EurOMA). He is also a certified IPMA project manager and the editor-in-chief of Project Management Review.

He is a visiting professor at the Technical University of Graz (Austria) and the Technical University of Novi Sad (Serbia). He was also visiting researcher at the Technical University Vienna (2001) and at Leeds University Business School (2007).

Jasna Prester – Croatia

jprester@efzq.hr



Jana Prester, PhD, is assistant professor at University of Zagreb, Faculty of Economics and Business where she teaches Operations management, Supply Chain management and Strategic management. She is also a member of POMS (Production and Operations Management Society) and GMRG (Global Manufacturing Research Group).

She is a lead researcher for Croatia for the European Manufacturing Innovation Survey led by Fraunhofer ISI Institute from Karlsruhe, Germany. She has over 30 publications, and is the author of two books in Croatian (Managing Innovations and Supply Chain Management). She holds a BSc degree in Physics.

Damien Power – Australia

Damien@unimelb.edu.au

Dr Damien Power, B.Bus, M.Bus, PhD, CFPIM, is Professor of Operations Management in the Department of Management and Marketing at The University of Melbourne. He holds a PhD in Operations Management and is a certified fellow of APICS at the level of CFPIM.



Damien has consulting and research interests that cover supply chain management and business to business e-commerce, operations strategy, quality management and project management, and is the current President of the Global Manufacturing Research Group.

Damien also has extensive management experience gained over a 25 year period across a range of industries including electronics, metering and food. Damien has published over 40 papers in refereed international journals including the Journal of Opera-

tions Management, Decision Sciences, IEEE Transactions in Engineering Management, International Journal of Operations and Production Management, Supply Chain Management, Technovation, Internet Research and International Journal of Physical Distribution and Logistics Management. He has also published and presented numerous refereed conference papers at international conferences and co-edited/co-authored three books.

Emmanuel D. Adamides – Greece

adamides@mech.upatras.gr

Emmanuel D. Adamides is Associate Professor of Operations & Technology Management in the School of Engineering of the University of Patras, Greece. He is a graduate of Democritus University of Thrace (Greece), the University of Manchester, and the University of Sussex (UK).



Prior to joining the University of Patras, Dr. Adamides has worked for many years as manager and consultant to industrial and service companies. He was also a Research Associate in the Swiss Federal Institute of Technology in Lausanne (EPFL). His research and professional interests are in the use of systems approaches to operations and technology management.

Nathalie Fabbe-Costes – France

nathalie.fabbe-costes@univmed.fr

Professor Nathalie FABBE-COSTES is Full Professor in Management Sciences at the Faculty of Economics and Management, Sciences of the Aix-Marseille University since 1994.



She graduated with a Civil Engineer degree from the “Ecole Nationale des Ponts et Chaussées - Paris”, and a PhD from the University of Aix-Marseille II, Economics and Management Sciences, specialisation in Transportation and Logistics.

Director of the CRET-LOG (www.cret-log.com), transport and logistics research centre, attached to the Faculty of Economics and Management Sciences of the Aix-Marseille University since January 2010 and Director of the Research Specialization in “Logistics and Strategy” of the Master Program “Management logistics and Strategy”, in the Economics and Management Sciences Doctoral School of Aix-Marseille University, since 2004.

Her fields of interest include Logistics and Supply chain management (SCM) and Logistics Information and Communication Systems (LICS).

Nuran Acur – Turkey
nuran.acur@strath.ac.uk



Dr. Nuran Acur is part-time Associate Professor at Ozyegin University, Turkey and part-time senior lecturer in operations and innovation strategy at the University of Strathclyde in Glasgow, United Kingdom.

She received her Ph.D. in strategic management from the University of Strathclyde.

Previously, she worked as an Assistant Professor of Operations and Innovation Management at Aalborg University, Denmark and Bilkent University, Turkey.

She served as a EurOMA Board Member 2007-2010. She has published articles in the areas of entrepreneurship process, operations strategy, product/technology innovation, and service innovation.

Her work has appeared in the Journal of Product Innovation Management, International Journal of Operations & Production Management, Creativity and Innovation Management, Supply Chain Management: an International Journal, and other scholarly journals.

EUROMA BOARD

The 2011/2012 EurOMA Board composition, resulting from the elections that took place during the Cambridge conference in July 2011, is as follows:

PRESIDENT		
Raffaella Cagliano	Politecnico di Milano, Italy	
ELECTED MEMBERS		
Pär Åhlström	Stocholm School of Economics, Sweden	F&M
Pamela Danese	Università degli Studi do Padova, Italy	Com
Brian Fynes	University College Dublin, Ireland	F&M (Chair)
Cristina Gimenez	ESADE, Ramon Llull University, Spain	Com
Andreas Größle	Nijmegen School of Management, The Netherlands	E&M
Linda Hendry	Lancaster University, UK	Fin
Marie Koulikoff-Souviron	Skema Business School, France	F&M
José D. Machuca	Universidad de Sevilla, Spain	E&M
Jan Olhager	Linköping University, Sweden	Fin (Chair)
Rui Sousa	Universidade Catolica Portuguesa (Porto), Portugal	E&M (Chair)
Andrew Taylor	University of Bradford, UK	E&M
Margaret Taylor	University of Bradford, UK	Com
COOPTED MEMBERS		
Steve Brown	University of Exeter, UK - IJOPM Editor	Com
Christer Karlsson	Copenhagen Business School	E&M
Jaume Ribera	IESE Business School, Spain	Com (Chair)
Ann Vereecke	Vlerick Leuven Gent Business School, Belgium	Com (Ext. Rel.)
Chris Voss	London Business School, UK	E&M
Jan Fransoo	Eindhoven University of Technology, The Netherlands	E&M
Matthias Holweg	Cambridge Judge Business School, UK	E&M
Jag Srai	University of Cambridge, UK	E&M
Dirk Pieter van Donk	University of Groningen, The Netherlands	E&M
Executive Secretary		
Ene Kannel	EIASM, Belgium	Ex. Sec.
POMS representative		
Luk Van Wassenhove	INSEAD, France - POMS president	POMS

LEGEND:	F&M – Funding and Membership Team
	Com – Communications Team
	E&M – Education and meetings Team
	Fin – Finance Team