

# 21<sup>st</sup> EurOMA Conference

OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY

20<sup>th</sup> - 25<sup>th</sup> June 2014 | **Palermo - Italy**



## Conference Book

PROGRAMME & ABSTRACTS

Hosted by



UNIVERSITÀ  
DEGLI STUDI  
DI PALERMO



# 21<sup>st</sup> EurOMA Conference

OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY  
20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

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The EurOMA 2014 Conference is organized by the University of Palermo

**Prof. Giovanni Perrone** (Chair)

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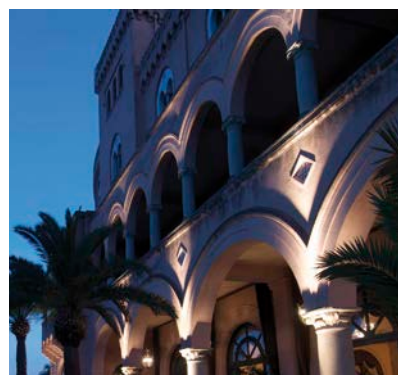


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Wiengarten	Frank	Leeds University Business School
Wong	Chee Yew	Rotterdam School of Management,
		Erasmus University
Wynstra	Finn	



Dear Colleagues,

welcome to the 21<sup>st</sup> International EurOMA Conference in Palermo. The conference is hosted by Università degli Studi di Palermo.

The EurOMA 2014 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. We also witness the rise of supply chains of innovation. As the global economy is more and more driven by knowledge and innovation, companies confront 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.

The call for papers attracted **592** abstracts this year (plus **20** received after due date and NOT considered). Six abstracts were desk rejected and using a doubled-blind review process, the **127** members of the Scientific Committee reviewed **586** abstracts and provided timely feedbacks to the authors. Of the submitted abstracts, **513** were accepted and **73** were rejected. The accepted abstracts resulted in **405** full papers in the Scientific Programme. With 3 papers subsequently withdrawn, there are **402 paper presentations in prospect**.

Each year, it is fascinating to review the thematic distribution of the papers. The thematic distribution of the papers is as follows:

Sustainability in Operations and Logistics (42); Supply Chain Management (35); Innovation, Product and Service Development (32); Managing Inter-firm Relationships in Supply Chains (30); Lean and Agile Operations (21); Performance Measurement and Management (18); Healthcare OM (21); Service OM (15); Strategic Sourcing (15); Total Quality Management, Kaizen and Six Sigma (14); Logistics Management and Physical Distribution (15); Operations Risk Management and Resilience (15); Operations Strategy (12); Information Systems in Operations (12); Servitization (12); Empirical Modelling and Simulation (9); Behavioural Operations (9); Technology Management in Operations (9); Operations Planning, Scheduling and Control (6); Project Management (6); Negotiations, contracts and conflicts (6); Global Operations and Purchasing and Procurement (3); E-business and Operations (3); Managing Change in Operations (3); Humanitarian Operations and Crisis (3); OM in Regional Economies (3); Reliability and Maintenance (3); Managing the Operations Interface within Organisations (3); Capacity Planning and Control (3); Operations in the Public Sector (3); Sales & Operation Planning (3); Supply Network Design (3); Mass Customization (2); Retail Operations (2); Teaching and Learning in OM (4); OM Research in the Fashion Industry (2); Crowdsourcing and Open Innovation (3).

EurOMA 2014 continues the tradition of a truly international conference. The geographical distribution of the papers (based on country of the corresponding author) is reported in the following table.

The Scientific Programme incorporates **134 Parallel Sessions**. The scientific programme is enriched by two keynote speakers, Prof. Robert Handfield and the Chief Operations Officer of Luxottica, Massimo Vian, who will provide insightful reflections on the conference theme from their academic and industry per-

Europe (329)	North America (10)	South America (34)	Asia (18)	Middle East (5)	Oceania (5)	Africa (1)
U.K. (104)	Canada (6)	Brazil (31)	Japan (8)	Saudi Arabia (2)	Australia (4)	South Africa (1)
Italy (43)	U.S.A. (3)	Colombia (2)	India (4)	Oman (1)	New Zeland (1)	
Sweden (42)	Mexico (1)	Costa Rica (1)	Taiwan (2)	Pakistan (1)		
Spain (24)			China (1)	Jordan (1)		
Netherlands (23)			Hong Kong (1)			
Denmark (21)			Sri Lanka (1)			
Finland (14)			Turkey (1)			
Portugal (12)						
Norway (9)						
France (7)						
Germany (7)						
Ireland (6)						
Austria (5)						
Switzerland (4)						
Belgium (1)						
Croatia (1)						
Greece (1)						
Hungary (1)						
Iceland (1)						
Lithuania (1)						
Serbia (1)						

spectives respectively. In addition there are **6 Special Sessions** providing unique opportunities for engagement and insights on teaching in OM, crowdsourcing and open innovation in OM, OM as practice, OM research in the fashion industry, new supply chains, and the role of social media in OM and EurOMA. Also, besides this very interesting topic-specific Special Sessions, we are very happy to host also the "Meet the Editors" session with editors and co-editors from 8 top OM journals. We close the conference with three plant tours: Coalma, Selex ES and Elenka.

Three important events precede the main conference programme. This year's Doctoral Seminar will be attended by **40** PhD Students. Led by Pär Åhlström and assisted by a faculty of **9** leading OM scholars, this seminar has become an established forum for doctoral students to discuss and to develop their research. This is the second year of the Publishing Workshop led by Cristina Gimenez, Juliana Hsuan, Cipriano Forza, Marie Koulikoff-Souviron and Chris Voss. There are **32** delegates registered for this event and they will benefit from advice and interaction with a team of **7** experienced editorial board members and authors on how to develop conference papers into journal papers. Finally, the Young Scholars Workshop will be attended by **17** delegates. Led by Harry Boer and with the participation of Janet Godsell, Paul Coughlan and Domien Draaijer, the seminar will help young scholars in developing their academic carrier in Operations Management.

The Social Programme includes the Welcome Reception at Complesso Didattico on 22 June and the Conference Dinner at Palazzo Butera on 23 June. Palazzo Butera is the most prestigious palace in the histori-

cal centre of Palermo, not only for its history but also for its architectural features. One discovers its unique position seeing the exclusive view from the panoramic terrace on the bay. Over the course of time the palace has welcomed Kings, Princes, Presidents and many famous personalities, and still today enjoys an active life hosting exhibits and important events. Delegates will enjoy the spacious and opulent salons of the Palazzo Butera that make it the perfect location for any kind of event.

As Conference chair and vice-chair, we have been assisted by many able colleagues and we thank all of the individuals and organizations that have made this conference possible. They include the EurOMA Board and its Event and Meetings Team, the Scientific Committee, our Keynote Speakers, the contributors to the Special Sessions, the Session Chairs, the Review Committee for the Chris Voss and Harry Boer Best Paper Awards and the Local Organising Committee.

We thank particularly the teams at the C&S Congressi and at EIASM with whom we have worked closely and so well over the past two years. Finally, we acknowledge gratefully the financial support of our sponsors and advertisers and the support of the University of Palermo.

### Welcome to Palermo



**Giovanni Perrone** (Chair)

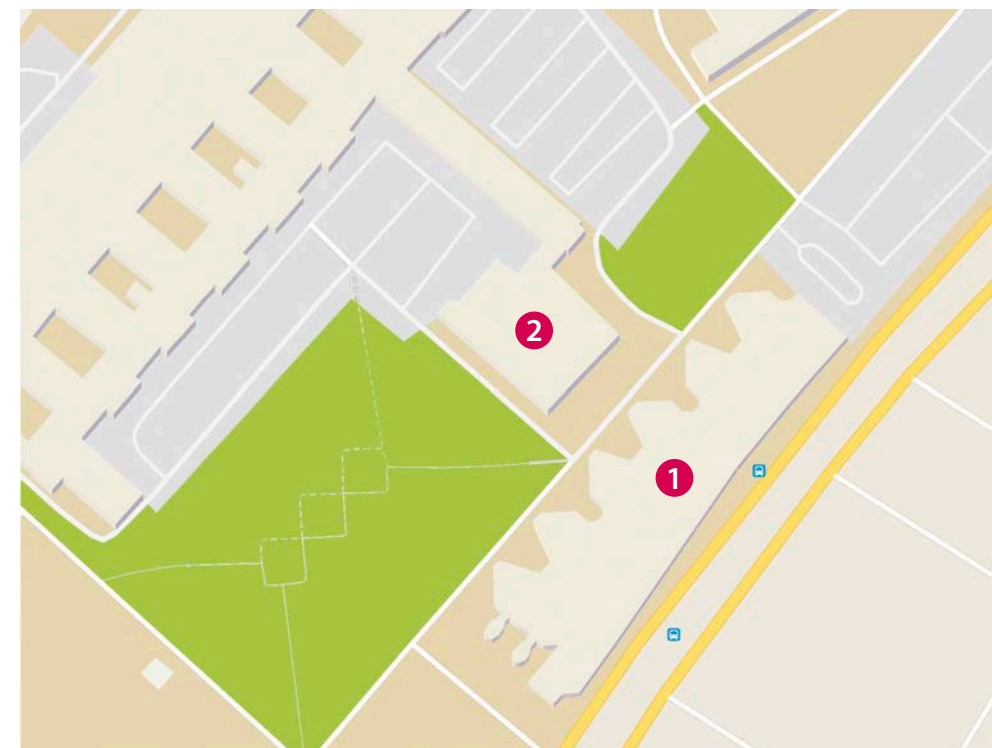


**Manfredi Bruccoleri** (Vice-Chair)



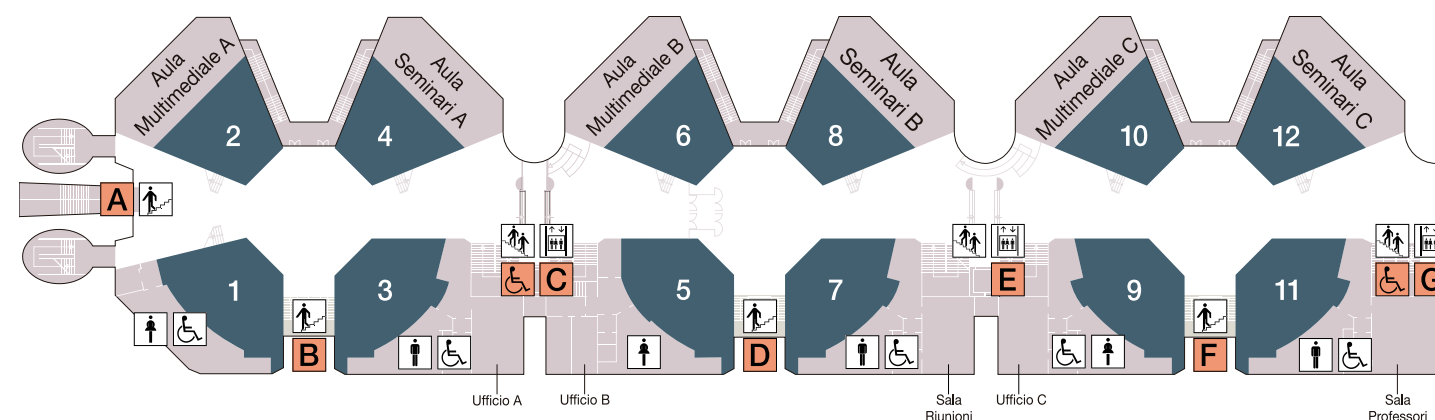
**Good luck,**  
from  
**Giorgia Cerasola**  
EurOMA 2014 Partner  
[cscongressi.com](http://cscongressi.com)

### CONFERENCE VENUE MAP



1- Complesso Didattico (Parallel Sessions);  
2- Aula Magna (Plenary Sessions).

### COMPLESSO DIDATTICO





Friday 20 June

8:00	Coffee and Registration		
8:30	Welcome and opening ("Aula Multimediale B")		
	<b>Pär Åhlström</b> <b>Harry Boer</b> (Aula "Multimediale B")	<b>Rui Sousa</b> <b>Taco van der Vaart</b> (Aula "Seminari A")	<b>Erica Mazzola</b> <b>Cipriano Forza</b> (Aula "Seminari B")
9:00	Florian Magnani <b>Discussants</b> Erdogan Gulyaz Andrea Patrucco	Anna Myrodia <b>Discussants</b> Maria Fischl Alexander A. Kharlamov	Syed Turab Haider Naqvi <b>Discussants</b> Ali Nazarpour Adriaan Goossens
10:00	Break		
	<b>Cipriano Forza</b> <b>Pär Åhlström</b> (Aula "Multimediale B")	<b>Rui Sousa</b> <b>Erica Mazzola</b> (Aula "Seminari A")	<b>Taco van der Vaart</b> <b>Harry Boer</b> (Aula "Seminari B")
10:15	Erdogan Gulyaz <b>Discussants</b> Gopalakrishnan Narayanamurthy Syed Turab Haider Naqvi	Kristina Kjersem <b>Discussants</b> Philip Spenhoff Anders Peder Lysholm Hansen	Ricardo Greenfield <b>Discussants</b> William Dutton Filipa Fonseca
11:15	Oskar Roemeling <b>Discussants</b> Filipa Fonseca Erdogan Gulyaz	Giovanna Vettorato <b>Discussants</b> Kristian R. Petersen Kristina Kjersem	Thorvald F. Gundersen <b>Discussants</b> Alexander A. Kharlamov Ali Nazarpour
12:15	Lunch		
	<b>Pär Åhlström</b> <b>Rui Sousa</b> (Aula "Multimediale B")	<b>Harry Boer</b> <b>Cipriano Forza</b> (Aula "Seminari A")	<b>Erica Mazzola</b> <b>Taco van der Vaart</b> (Aula "Seminari B")
13:15	William Dutton <b>Discussants</b> Ricardo Greenfield Farhad Norouzilame	Cheng Yong <b>Discussants</b> Verónica León Bravo Sudipa Sarker	Alexander A. Kharlamov <b>Discussants</b> Thorvald F. Gundersen Alona Mykhaylenko
14:15	Gopalakrishnan Narayanamurthy <b>Discussants</b> Florian Magnani Frank Hespig	Sudipa Sarker <b>Discussants</b> Samuel Larsen Isabell Mattsson	Simone Voldrich <b>Discussants</b> Federica Ciccullo Yu Gong
15:15	Break		
	<b>Erica Mazzola</b> <b>Pär Åhlström</b> (Aula "Multimediale B")	<b>Harry Boer</b> <b>Taco van der Vaart</b> (Aula "Seminari A")	<b>Cipriano Forza</b> <b>Rui Sousa</b> (Aula "Seminari B")
15:30	Anders Peder Lysholm Hansen <b>Discussants</b> Andrea Patrucco Anna Myrodia	Vieri Maestrini <b>Discussants</b> Sudipa Sarker Simone Voldrich	Fazli Haleem <b>Discussants</b> Cheng Yong Samuel Larsen
16:30	Isabell Mattsson <b>Discussants</b> Vieri Maestrini Verónica León Bravo	Samuel Larsen <b>Discussants</b> Marta Jakowczyk Andreas Ekeskär	Sarah Behnam <b>Discussants</b> Naghmeh Taghavi Cristina Sancha Fernández
20:00	Seminar dinner		

Saturday 21 June

	<b>Pär Åhlström</b> <b>Taco van der Vaart</b> (Aula "Seminari C")	<b>Rui Sousa</b> <b>Raffaella Cagliano</b> (Aula "Multimediale B")	<b>Harry Boer</b> <b>Zoe Radnor</b> (Aula "Seminari A")	<b>Sinead Roden</b> <b>Brian Fynes</b> (Aula "Seminari B")
9:00	Alona Mykhaylenko <b>Discussants</b> Farhad Norouzilame Maria Fischl	Ali Nazarpour <b>Discussants</b> Syed Turab Haider Naqvi Kristian R. Petersen	Naghmeh Taghavi <b>Discussants</b> Isabell Mattsson Cheng Yong	Nonhlanhla Dube <b>Discussants</b> Fazli Haleem Sarah Schiffing
10:00	Break			
	<b>Pär Åhlström</b> <b>Sinead Roden</b> (Aula "Seminari C")	<b>Rui Sousa</b> <b>Zoe Radnor</b> (Aula "Multimediale B")	<b>Taco van der Vaart</b> <b>Brian Fynes</b> (Aula "Seminari A")	<b>Harry Boer</b> <b>Raffaella Cagliano</b> (Aula "Seminari B")
10:15	Kristian R. Petersen <b>Discussants</b> Adriaan Goossens Giovanna Vettorato	Frank Hespig <b>Discussants</b> Anders Peder Lysholm Hansen Thorvald F. Gundersen	Filipa Fonseca <b>Discussants</b> Oskar Roemeling Florian Magnani	Cristina Sancha Fernández <b>Discussants</b> Yu Gong Marta Jakowczyk
11:15	Federica Ciccullo <b>Discussants</b> Andreas Ekeskär Naghmeh Taghavi	Andrea Patrucco <b>Discussants</b> Frank Hespig Philip Spenhoff	Maria Fischl <b>Discussants</b> Anna Myrodia William Dutton	Sarah Schiffing <b>Discussants</b> Nonhlanhla Dube Vieri Maestrini
12:15	Lunch			
	<b>Taco van der Vaart</b> <b>Zoe Radnor</b> (Aula "Seminari C")	<b>Pär Åhlström</b> <b>Raffaella Cagliano</b> (Aula "Multimediale B")	<b>Harry Boer</b> <b>Brian Fynes</b> (Aula "Seminari A")	<b>Rui Sousa</b> <b>Sinead Roden</b> (Aula "Seminari B")
13:15	Adriaan Goossens <b>Discussants</b> Giovanna Vettorato Gopalakrishnan Narayanamurthy	Farhad Norouzilame <b>Discussants</b> Alona Mykhaylenko Oskar Roemeling	Andreas Ekeskär <b>Discussants</b> Simone Voldrich Sarah Behnam	Philip Spenhoff <b>Discussants</b> Kristina Kjersem Ricardo Greenfield
14:15	Marta Jakowczyk <b>Discussants</b> Sarah Schiffing Federica Ciccullo	Yu Gong <b>Discussants</b> Sarah Behnam Nonhlanhla Dube	Verónica León Bravo <b>Discussants</b> Cristina Sancha Fernández Fazli Haleem	
15:15	Break			
15:30	Closing session ("Aula Multimediale B")			

Doctoral Seminar Faculty

**Professor Pär Åhlström**, Stockholm School of Economics, Sweden  
**Professor Harry Boer**, Aalborg University, Denmark  
**Professor Raffaella Cagliano**, Politecnico di Milano, Italy  
**Professor Cipriano Forza**, University of Padova, Italy  
**Professor Brian Fynes**, University College Dublin, Ireland  
**Dr. Erica Mazzola**, University of Palermo, Italy  
**Professor Zoe Radnor**, Loughborough University, UK  
**Dr. Sinead Roden**, Cass Business School, UK  
**Professor Rui Sousa**, Catholic University of Portugal, Porto  
**Dr. Taco van der Vaart**, University of Groningen, The Netherlands

Saturday 21 June ("Aula Multimediale A")

8:00	Coffee and Registration	
9:00 – 10:00	- Welcome - What should a good conference paper look like? - What should a good paper look like?	Opening plenary session
10:00 – 12:00	- Participants make <b>15 minute presentations</b> of their own research in sub-groups facilitated by the faculty advisor. Small clarifications may be asked during the presentation but discussion is not allowed. - After each presentation, the relevant reviewers of each paper will present their slide summarising their review of the presented paper, acting as discussants ( <b>5 minutes</b> for each reviewer's presentation). - Discussion will follow (15 minutes). - The faculty advisor makes his/her own observations and summarises the messages (15 minutes).	Faculty & sub-group
12:00 – 13:00	Lunch	
13:00 – 16:00	- Continuation of morning session	Faculty & sub-group
16:00 – 16:30	Break	
16:30 – 17:30	- Key issues and summary of advice on "Developing your conference paper" - Presentation of Module II of the Publishing workshop - Closing messages and feedback forms	Closing plenary session

Tracks:

- Track 1 – Steve Brown
- Track 2 – Cipriano Forza
- Track 3 – Jan Olhager
- Track 4 – Dirk Peter van Donk
- Track 5 – Cristina Gimenez & Paolo Roma
- Track 6 – Juliana Hsuan & Paolo Roma

Sunday 22 June ("Aula Multimediale A")

8:00	Coffee and Registration		
9:00	Welcome and opening by Harry Boer		
9:15	Jan Godsell	WMG, University of Warwick	How to increase the usefulness and relevance of OM research?
10:15	Break		
10:30	Paul Coughlan	School of Business, Trinity College Dublin	Designing, conducting and publishing collaborative research
11:30	Break		
11:45	Domien Draaijer	Quality & Business Partnership, NXP Semiconductors	Taking theory to practice : taking practice to research
12:45	Plenary discussion		
13:30	Closure		

Instructors' Bios

- Currently a Professor of Operations and Supply Chain Strategy at Warwick University, **Janet Godsell** joined the faculty of Cranfield University in 2001, following the completion of her Executive MBA there. She also completed her PhD at Cranfield, researching the development of a customer responsive supply chain. Prior to her return to academia, worked at ICI/Zeneca Pharmaceuticals, after which she held senior management positions in Supply Chain and Operations Management at Dyson, responsible for operational and process improvements within R&D, customer logistics, purchasing and manufacturing.
- Paul Coughlan** is Professor of Operations Management and Director of Research at the School of Business, Trinity College Dublin. Following an early career in engineering management he became a university lecturer and then a full-time doctoral student at the Business School of the University of Western Ontario (now the Ivey School). On graduation, he joined the faculty of the London Business School. From LBS he moved to join Trinity's School of Business and has developed his research and teaching in operations management and new product development. His research in product development and continuous improvement has encompassed an innovative action research dimension involving companies engaged in action learning. This work has led to continuing methodology development and to specialized doctoral training in action research and learning through the EIASM doctoral network.
- Domien Draaijer** did a PhD in Operations Management and stayed at university for a while before he joined NXP Semiconductors, Nijmegen, The Netherlands (formerly Philips Semiconductors), where he is a member of the management team, and responsible for Quality & Business Partnership.





**Robert Handfield, PhD**

Rob 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 (<http://scm.ncsu.edu>). He also serves as Faculty Lead for the Manufacturing Analytics group within the International Institute of Analytics, and is on the Faculty for Operations Research Curriculum at NC State University.

Handfield is the Consulting Editor of the Journal of Operations Management, and is the author of several books on supply chain management, the most recent being Biopharmaceutical Supply Chains, Supply Market Intelligence, Supply Chain Re-Design and Introduction to Supply Chain Management (Prentice Hall, 1999, 25,000 copies sold, and translated into Chinese, Japanese, and Korean). He recently led a global study on Global Logistics Trends and Strategies for BVL International in 2013, as well as a report entitled Future Buy: The Future of Procurement published by KPMG.

Handfield received the Emerald Citation of Excellence award in 2011 and in 2013; he is regularly quoted in blogs and global news media such as the Wall Street Journal, Financial Times, the San Francisco Chronicle, Spend Matters, Microsoft Live, Ariba Live, Inc., CIO, CFO, the Supply Chain Management Review, and other media.

Handfield has consulted with over 25 Fortune 500 companies, including Biogen Idec, Caterpillar, John Deere, Glaxo-SmithKline, Boston Scientific, Delphi, Chevron, British Petroleum, Chevron Phillips, Bank of America, Sensata, KPMG, Lyondell Chemical, Conoco Phillips, Federal Express, SAP, and others. He has published more than 100 articles in top management journals including California Management Review, Sloan Management Review, IEEE Transactions on Engineering Management, Journal of Product Innovation Management, Journal of Operations Management, and Decision Sciences.

**Massimo Vian - Luxottica**

Massimo Vian (<http://www.luxottica.com/en/meet-massimo-vian>) is Chief Operations Officer of Luxottica.

With net sales of more than Euro 7.3 billion in 2013, over 70,000 employees and a strong global presence, Luxottica is a leader in the design, manufacture, distribution and sales of premium, luxury and sports eyewear.

Massimo joined Luxottica in 2005 as Head of Engineering and Industrial Engineering. Since January 2007 he moved to China in the role of Asia Operations Director. In May 2010 he came back to Italy in the role of Chief Operations Officer with direct responsibility of R&D and Engineering, Supply Chain, Manufacturing, and Logistics of the Group. Before joining Luxottica, Massimo was in charge of Industrial Engineering in Key Safety

Systems. He worked in England for EFESO consulting and NACCO Materials Handling. Massimo holds a Management Engineering degree from the University of Padova.

**MEET THE EDITORS**

We are happy to announce that 6 theme-specific special sessions will nicely enrich the EurOMA 2014 scientific program. The special sessions description is provided in the following. Also, besides this very interesting topic-specific Special Sessions, we are very happy to host also the "Meet the editors" Special Session

**Chair:** Roberto Filippini

**Panellists:** Alessandro Ancarani (Journal of Purchasing and Supply Management); Steve Brown (International Journal of Operations and Production Management); Lisa Ellram (Journal of Supply Chain Management); Daniel Guide (Journal of Operations Management); Patrik Jonsson (International Journal of Physical Distribution and Logistics Management); Bart MacCarthy (International Journal of Production Economics); Jan Olhanger (Operations Management Research); Aleda Roth (POM Journal).

**TEACHING OM**

**Chair:** Janet Godsell

**SESSION PART 1**

Keynote on Teaching in OM: Nigel Slack

TCH-01: "Enhancing the Appropriateness of Supply Network Decisions through System Dynamics Modeling – a Teaching Case Based on Multiple Cross-linked Supply Chain Parties" by Corinna Engelhardt-Nowitzki and Gerald J. Aschauer

**SESSION PART 2**

TCH-02: "Benchmarking operations management education in the European Union", by J. M. Vilas-Boas da Silva and Vanessa Leandro

TCH-03: "Using self and peer assessment in the teaching of supply chain management", by Jelena V. Vljajic

TCH-04: "Student perceptions of the course Corporate Social Responsibility in the global supply chain", by John K. Visich

**SESSION PART 3**

WORKSHOP: The role of 'play' in teaching leadership in an Operations Management context, by Mairi MacIntyre





## CROWDSOURCING AND OPEN INNOVATION

**Chair:** Nuran Acur

**Description:** One of the key ways that organization can develop enhanced products and services in a volatile and rapidly changing global market is through innovation. Innovation has become an important operations competence for organization to overcome the challenges of today's innovation landscape. What can be learned by investigating the interface between operations management and innovation? The objective of this special session is to provide a forum for operations management scholars to engage in this important dialogue on operations/supply chain management and innovation and to contribute to the development of cumulative knowledge in this pivotal area. Accordingly, we encourage conceptual and empirical contributions from a innovation, operations, supply chain management scholars dealing with the following topics and challenges (the list is non-exhaustive):

1. How does an organization develop innovation in operations and supply chain?
2. How does an organization implement innovation and build a good innovation network?
3. How could an organization balance the innovation and sustainability in complex global supply chains?
4. How should organizational culture and structure be developed to successfully manage innovation in operations and supply chain?
5. What are the new innovation trends in operations and supply chain?
6. What are the innovative Supply Chain Management practices?
7. How could organization's supply chain network enhance organization's innovation performance?

**Programme:**

CRO-01: Exploring the operational implementation of the "ambidextrous organization" through collaborative crowdsourcing technologies by Matthew Mount and Marian Garcia.

CRO-02: Connecting with the Crowd- An SME approach to crowdsourcing and open, by Robert W. Anderson, Acur Nuran, Jonathan Corney.

CRO-03: Open innovation and firm's performance: a literature review and insights for future directions, by Erica Mazzola

## OM RESEARCH IN FASHION INDUSTRY

**Chairs:** Federico Caniato, Pamela Danese

**Description:** Fashion is a broad term that typically encompasses any product or market where style, as an ephemeral key element, is present and relevant. Over the years, fashion industry has received considerable attention in the OM literature and, as a cross-sector concept, it has been considered from different angles. Several distinctive characteristics in this sector (e.g. short product life cycles, tremendous product variety, craftsmanship skills, and purchasing behaviours based on intangible assets) as well as significant changes occurred in the sector in the last years (e.g. the removal of the multi-fibre agreement in 2005, the economic crisis of 2008 and the growing relevance of BRIC markets) made OM research in this field compelling. In this context, topics of interest and open issues concern supply network strategies pursued by fashion companies, production location strategies, the role of e-commerce, global distribution, the use of ICTs for managing global networks, and environmental and social sustainability, to cite just a few points. The aim of this Special Session is to enliven the debate and the discussion on some relevant issues of OM in the fashion industry, through a panel of experts who will propose significant discussion points and interesting suggestions for future research.

**Programme:**

Introduction by Federico Caniato and Pamela Danese: Research streams and practical implications of OM research in the fashion industry.

**Presentation of full papers:**

FAS-01: From process design to service design: a case study from the fashion retailing sector by Cláudia Pereira, Ana Cristina Barros, Lia Patrício, Paula Gomes, Rui Rebelo.

FAS-02: Supply chain sustainability in the fashion industry: an exploratory study, by Alessandro Da Giau, Laura Macchion, Romeo Bandinelli, Federico Caniato, Maria Caridi, Pamela Danese, Rinaldo Rinaldi, Andrea Vinelli.

**Panel debate:** Discussion on OM relevant issues in the fashion industry with Prof. Bartholomew MacCarthy and Prof. Neil Towers as panellists.

## WORKSHOP on Social Media in OM and EurOMA

**Chairs:** Torbjørn Netland, Matteo Kalschmidt, Nina Edh

**Description:**

In this session the panellists will present the EurOMA Social Media Strategy and discuss how OM researchers can leverage Social Media to improve teaching, networking and outreach.



## OPERATIONS AS PRACTICE - LINKING OM RESEARCH AND PRACTICE

**Chair:** Chris Voss

**Introduction:** The relationship between research and practice has always been high on the agenda in Operations Management (OM). However, the perceived closeness to practice has been criticized by OM scholars and by researchers from other management disciplines as a sign of limited theoretical grounding and contribution. At the same time, there are increasing worries that OM research today is not as close to practice as we tend to think (de-Margerie and Jiang, 2011). For example, the almost compulsory implications for practitioners in OM papers may not actually reflect their applicability.

This session goes to the heart of this debate by investigating three main perspectives. A first, traditional and important one is that of 'rigour vs. relevance'. This raises the question as to whether there is a trade-off, and if not, how can we undertake rigorous research that contributes to practice? A second perspective is whether we should be researching how OM is actually practiced? A final perspective is that of research approach. At its simplest, research approach has been portrayed as empiricists versus modellers; however, as MacCarthy et al. (2013) point out, there is empirical research that has little relevance to practice and some modelling work has had high practical impact. The second and third perspectives are further detailed below.

### Operations Management 'as practice'

The increasingly popular 'strategy-as-practice' (SAP) movement (see Vaara and Whittington, 2012 for a review) could inform the debate on linking OM research to practice. During this panel discussion, we will explore three fundamental concepts in SAP which could be adapted to OM:

**Praxis:** the activities involved in OM, and the ways in which actors are enabled by organizational and wider social practices in their decisions and actions.

- Practices: OM concepts, tools, norms and procedures, and how they are used to support actions in fields or domains of 'praxis'
- Practitioners: actors involved in OM, who carry out 'practices' (not necessarily OM professionals).
- Arguably, whilst OM has been very active in developing 'practices', there has been little research on OM 'praxis'. For example, whether and how practices are actually used (and therefore support OM 'praxis') versus how they are designed to be used is somewhat neglected. We also understand little about OM practitioners.

### How we research

Another important perspective on the 'research – practice' debate concerns research methodology. Every area in management studies has debated the appropriateness and suitability of different methodologies. In OM and elsewhere, while empirical research is surely welcome, it is not a necessary, let alone sufficient, condition for impactful studies. Too often we see a survey of a trivial area, a case-based study where the measures are so macro as to be far from the reality of practice or a model of a very narrow problem - none of which have the potential to influence practice, no matter how rigorous the method or elegant the solution. Editors and reviewers of all leading journals do their best to prevent this, but it still happens too much. One way of addressing this is to develop research approaches that are not driven by "gaps in the literature", but by the need for knowledge in practice as well as theory, through a process of problematization, aimed to address relevant contemporary questions and questions for the future. To some extent, this is not new to OM. For example almost everything that is worthwhile about JIT and lean production has come from empirical, in particular qualitative, research. On the other hand almost everything that is worthwhile in revenue management has come from modelling and optimization methods. The development of areas such as

supply chain management and performance management has been possible through the use of both types of approaches, and is increasingly influenced by behavioural OM. While methodological pluralism should be welcome in OM, what are the questions we should be asking, and how, then, should we go about addressing them?

### Objectives

This panel discussion has three main aims:

1. To explore ways to bring OM research closer to practice;
2. To provide different perspectives (also looking at various sub-fields within OM) on the 'rigour – relevance' debate, and investigate different methodological approaches, and;
3. To foster research that is relevant to practice by gaining a deeper understanding of how OM work takes place, through study of practice, praxis and practitioners.

**Panellists:** Pietro Micheli, Mark Johnson, Nigel Slack, Chris Voss, Matthias Holweg.

## NEW SUPPLY CHAINS - RESEARCH OPPORTUNITIES AND CHALLENGES

**Chairs:** Bart MacCarthy, Constantin Blome

**Overview:** Supply chains are not static – they evolve both in terms of configuration and coordination. They also decline and die when demand is no longer sufficient to drive the chain. Here we consider new supply chains in the broadest sense – those that are emerging or will emerge and those that are evolving.

### For instance:

- Changes taking place in the automotive sector with new vehicle technologies, new materials, new centres of manufacturing production and changing markets will have significant effects, requiring new supply network configurations and new supply strategies.
- The supply chains for wind energy onshore and offshore are in an early stage of development.
- In a number of sectors reshoring or repatriation of production will change supply chain configuration and evolution.
- Continuous reinventing of supply chains through contract manufacturing and country hopping, along with the wider issues of segmentation and regionalization.
- ICT enabled and virtual supply chains, including new supply chain models based on Internet platforms and new service supply chains driven by the advancements in the digital economy.
- The move towards more local production creating requirements for new and different supply chains.
- The evolution of supply chains for pharma products to less developed countries.
- The supply implications of complying with the chain of custody and legislative requirements.
- The panel discussion will address research opportunities and challenges in the formation of new supply chains that have not been extensively covered in research as well as the concept of "renewing" supply chains and the continuing emphasis on sustainability, knowledge and learning. The panel will interpret 'new' liberally and consider the impact of the changing supply chain world on the research discipline, debating the research opportunities and challenges in this domain, including methodology.

### Panellists:

Jan Olhager, Lund University, Sweden; Mark Pagell, University College Dublin, Ireland; Rachna Shah, University of Minnesota, US; Xiande Zhao, CEIBS, Shanghai, and South China University of Technology, Guangzhou, China.





## Conference Programme OVERVIEW



# 21<sup>st</sup> EurOMA Conference

OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY  
20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

Sunday 22 June																			Sunday 22 June
08:30-17:30	Registration																		
09:00-13:30	Young Scholars Workshop - Aula “Multimediale A”																		
08:30-12:00	EurOMA Board meeting																		
12:00-14:00	Welcome reception (lunch), Complesso Didattico																		
14:00-15:30	Opening and Plenary Session - Keynote speech by Prof. Robert Handfield, Aula Magna																		
15:30-16:00	Coffee break, Complesso didattico																		
16:00-17:30	Parallel sessions																		
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”	Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room
Chair	Cristina Gimenez	Mickey Howard	Pamela Danese	Matteo Kalchschmidt	Mehmet Chakkol	Ann Vereecke	Mats Winroth	Andreas Wieland	Xiuzhu Gu	Pär Åhlström	Torbjorn H. Netland	Andreas Größler	Jie Yu	James Freeman	Martin Spring	Zoe Radnor	Lars Medbo	-	Chair
16:00-17:30	SUS-01	SUS-04	SCM-07	SCM-25	IVN-21	REL-13	INT-01	LOG-13	HOM-04	LEA-07	STR-01	BEH-01	EBO-01	PRJ-01	SRV-01	PUB-01	SCH-01	-	16:00-17:30
	SUS-02	SUS-05	SCM-08	SCM-30	IVN-31	REL-11	INT-02	LOG-14	HOM-05	LEA-14	STR-04	BEH-09	EBO-02	PRJ-02	SRV-02	PUB-02	SCH-02	-	
	SUS-03	SUS-06	SCM-11	SCM-27	IVN-06	REL-12	INT-03	LOG-15	HOM-06	LEA-09	STR-03	BEH-08	EBO-03	PRJ-04	SRV-12	PUB-03	SCH-03	-	
Monday 23 June - Parallel Sessions															Monday 23 June - Parallel Sessions				
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”	Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room
Chair	Anthony Alexander	Joe Miemczyk	Harry Boer	Usha Ramanathan	Paul Coughlan	Steffen Kinkel	P. Danese & F. Caniato	Janet Godsell	Taco Van der Vaart	Matthias Holweg	Gianluca Spina	Ila Manuj	Brian Fynes	Christos Braziotis	Robin Hanson	Shaun West	Cipriano Forza	Sofia Salgado-Pinto	Chair
09:00-10:30	SUS-07	SUS-42	SCM-10	SCM-26	IVN-26	REL-10	SPECIAL SESSION: OM Research in the Fashion Industry	SPECIAL SESSION: Teaching OM-Part 1	HOM-07	LEA-10	STR-07	BEH-04	CAP-01	PRJ-03	SCH-04	SRV-04	MAS-01	RET-01	09:00-10:30
	SUS-08	SUS-11	SCM-13	SCM-29	IVN-23	REL-14			HOM-08	LEA-11	STR-05	BEH-05	CAP-02	PRJ-05	SCH-05	SRV-05	MAS-02	RET-02	
	SUS-13	SUS-12	SCM-12	SCM-31	IVN-12	REL-15			HOM-09	LEA-08	STR-06	BEH-06	CAP-03	PRJ-06	SCH-06	SRV-06	MAS-03	RET-03	
10:30-11:00	Coffee break, Complesso didattico																		10:30-11:00
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”	Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room
Chair	Bart Vos	James Aitken	Evelyne Vanpoucke	Vikram Bhakoo	David Baxter	Olga Matthias	Roberto Filippini	Janet Godsell	Roy Stratton	Antonio Caputo	Martin Rudberg	Eileen Murphy	Patricia Deflorin	Jan Frick	Federico Caniato	Kostas Selviaridis	Paolo Roma	Valeria Belvedere	Chair
11:00-12:30	SUS-09	SUS-16	SCM-09	SCM-28	IVN-24	REL-16	SPECIAL SESSION: Meet the Editors	SPECIAL SESSION: Teaching OM-Part 2	HOM-10	LEA-13	STR-02	BEH-07	GLO-01	PER-01	PUR-01	SRV-07	SAL-01	MCH-01	11:00-12:30
	SUS-14	SUS-17	SCM-14	SCM-32	IVN-22	REL-17			HOM-11	LEA-12	STR-08	BEH-03	GLO-02	PER-02	PUR-02	SRV-08	SAL-02	MCH-02	
	SUS-15	SUS-28	SCM-15	SCM-06	IVN-29	REL-18			HOM-14	LEA-15	STR-09	BEH-02	GLO-03	PER-03	PUR-03	SRV-09	SAL-03	MCH-03	
12:30-13:30	Lunch, Complesso Didattico																		12:30-13:30
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”	Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room
Chair	Paul Cousins	Paolo Taticchi	Frank Wiengarten	Andreas Feldmann	Patrik Jonsson	Benn Lawson	Chris Voss	Janet Godsell	Dabhilkar Mandar	Richard Keegan	Sami Farooq	Ben Clegg	Jan Olhager	Gerald Reiner	Alistair Brandon-Jones	Tim Baines	Samir Dani	Isabel Duarte de Almeida	Chair
13:30-15:00	SUS-19	SUS-22	SCM-16	SCM-34	IVN-33	REL-19	SPECIAL SESSION: Operations as Practice	SPECIAL SESSION: Teaching OM-Part 3	HOM-20	LEA-21	STR-10	TQM-01	GLO-04	PER-04	SOM-09	SRV-10	RSK-01	REG-01	13:30-15:00
	SUS-20	SUS-36	SCM-17	SCM-35	IVN-27	REL-20			HOM-12	LEA-17	STR-11	TQM-12	GLO-15	PER-05	SOM-02	SRV-11	RSK-05	REG-02	
	SUS-21	SUS-24	SCM-22	SCM-36	IVN-30	REL-21			HOM-15	LEA-18	STR-12	TQM-06	GLO-07	PER-10	SOM-06	SRV-03	RSK-03	REG-03	
15:00-15:30	Coffee break, Complesso didattico																		15:00-15:30
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”	Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room
Chair	Mark Pagell	Stefan Gold	Andrea Vinelli	Jasna Prester	Roberto Filippini	Magnus Persson	Nuran Acur	Torbjorn H. Netland	Torbjörn Jacobsson	Carin Andersson	Mats Johansson	Stefano Barone	Krisztina Demeter	Jose Machuca	Chris Voss	Alok Choudhary	Kirstin Scholten	Giuseppe Aiello	Chair
15:30-17:00	SUS-25	SUS-18	SCM-19	IVN-01	IVN-20	REL-22	SPECIAL SESSION: Crowdsourcing and Open Innovation	WORKSHOP: Social Media in OM and EurOMA	HOM-16	LEA-19	LOG-01	TQM-04	GLO-11	PER-07	SOM-04	INF-07	RSK-04	MNT-01	15:30-17:00
	SUS-26	SUS-29	SCM-38	IVN-10	IVN-32	REL-23			HOM-17	LEA-20	LOG-02	TQM-05	GLO-10	PER-08	SOM-01	INF-02	RSK-06	MNT-02	
	SUS-38	SUS-34	SCM-05	IVN-16	IVN-28	REL-27			HOM-18	LEA-16	LOG-03	TQM-03	GLO-08	PER-09	SOM-03	INF-03	RSK-02	MNT-03	
17:15-18:30	EurOMA Annual General Meeting, Aula Magna																		17:15-18:30
20:00-22:30	Conference dinner, Palazzo Butera																		20:00-22:30

## Conference Programme OVERVIEW



# 21<sup>st</sup> EurOMA Conference

OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY  
20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

Tuesday 24 June - Parallel Sessions																			Tuesday 24 June - Parallel Sessions		
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”	Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room		
Chair	Melanie Hudson Smith	Christina W.Y. Wong	Veronica H. Villena	Atanu Chaudhuri	Lars Bengtsson	Bert Meijboom	B. MacCarthy & C. Blome	Enzo Bivona	Chiara Gobbi	Yoshiki Matsui	Susan Grant	Claudio Garavelli	Brian V. Waehrens	Jillian MacBryde	Rui Sousa	Dirk P. Van Donk	Eamonn Ambrose	Angel Diaz	Chair		
09:00-10:30	SUS-31	SUS-30	SCM-18	IVN-04	REL-01	REL-25	SPECIAL SESSION: New Supply Chains: Research opportunities and challenges	EMS-09	HOM-19	TMO-03	LOG-04	TQM-07	GLO-09	PER-06	SOM-07	INF-04	RSK-07	HUM-01	09:00-10:30		
	SUS-32	SUS-35	SCM-23	IVN-05	REL-02	REL-28		EMS-02	HOM-13	TMO-07	LOG-05	TQM-08	GLO-06	PER-11	SOM-08	INF-05	RSK-15	HUM-02			
	SUS-27	SUS-23	SCM-24	IVN-19	REL-03	REL-29		EMS-04	HOM-03	TMO-02	LOG-06	TQM-02	GLO-13	PER-12	SOM-05	INF-06	RSK-14	HUM-03			
10:30-11:00	Coffee break, Complesso didattico																		10:30-11:00		
11:00-12:00	Plenary Session (Keynote speech by Massimo Vian from LUXOTTICA GROUP), Aula Magna																		11:00-12:00		
12:00-13:00	Lunch, Complesso Didattico																		12:00-13:00		
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”	Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room		
Chair	Raffaella Cagliano	Nigel Caldwell	Alan Mckittrick	Juliana Hsuan	Hamid Noori	Sinéad Roden	Marco Formentini	Gonzalo Mejia	Pedro J. Martinez-Jurado	Raluca Bunduchi	Silvio Pires	Jannis Angelis	Guido Nassimbeni	Frederic Marimon	Desmond Doran	Christos Tsinopoulos	Niraj Kumar	-	Chair		
13:00-14:30	SUS-37	SCM-01	IVN-03	IVN-07	REL-04	REL-08	NEG-01	EMS-03	LEA-06	TMO-04	LOG-07	TQM-10	GLO-12	PER-13	SOM-13	INF-01	RSK-10	-	13:00-14:30		
	SUS-33	SCM-02	IVN-17	IVN-08	REL-05	REL-24	NEG-02	EMS-05	LEA-02	TMO-05	LOG-08	TQM-11	GLO-14	PER-14	SOM-11	INF-08	RSK-11	-			
	SUS-39	SCM-04	IVN-18	IVN-09	REL-30	REL-06	NEG-03	EMS-06	LEA-03	-	LOG-10	TQM-09	GLO-05	PER-15	SOM-15	INF-09	RSK-12	-			
14:30-15:00	Coffee break, Complesso didattico																		14:30-15:00		
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”	Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room		
Chair	Javier Gonzalez-Benito	Annachiara Longoni	Umberto La Commare	Erica Mazzola	Ilaria Giannoccaro	Alessandro Ancarani	Fabio Zambuto	Jurgen Strohhecker	Per Engelseth	Mattia Bianchi	Salvatore Cannella	Annibal Scavarda	Maike Scherrer-Rathje	Lilian M. De Menezes	Ornella Benedettini	Chieko Minami	Maria Fischl	-	Chair		
15:00-16:30	SUS-40	SCM-03	IVN-13	IVN-02	REL-07	HOM-01	NEG-04	EMS-07	LEA-04	TMO-01	LOG-09	TQM-13	SCM-37	PER-16	SOM-10	INF-10	RSK-13	-	15:00-16:30		
	SUS-41	SCM-21	IVN-14	IVN-11	REL-26	HOM-02	NEG-05	EMS-08	LEA-05	TMO-08	LOG-11	TQM-14	SCM-20	PER-17	SOM-14	INF-11	RSK-09	-			
	SUS-10	-	IVN-15	IVN-25	REL-09	HOM-21	NEG-06	EMS-01	LEA-01	TMO-09	LOG-12	-	SCM-39	PER-18	SOM-12	INF-12	RSK-08	-			
16:45-17:30	Closing Session and Awards, Aula Magna																		16:45-17:30		
Wednesday 25 June																				Wednesday 25 June	
08:30-12:00	Company visit (Plant Tours)																		08:30-12:00		



## Conference Programme ALL SESSIONS



# 21<sup>st</sup> EurOMA Conference

OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY  
20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

## Sunday 22 June - Parallel Sessions

Room	Aula "1"	Aula "2"	Aula "3"	Aula "4"	Aula "5"	Aula "6"	Aula "7"	Aula "8"	Aula "9"		Aula "10"	Aula "11"	Aula "12"	Aula "Multimediale A"	Aula "Multimediale B"	Aula "Seminari A"	Aula "Seminari B"	Aula "Seminari C"	Room
Topic	Sustainability in Operations and Logistics	Sustainability in Operations and Logistics	Supply Chain Management	Supply Chain Management	Innovation, Product and Service Development	Managing Inter-firm Relationships in Supply Chains	Managing the Operations Interface within Organisations	Logistics Management and Physical Distribution	Healthcare Operations Management		Lean and Agile Operations	Operations Strategy	Behavioural Operations	E-business and Operations	Project Management	Servitization	Operations in the Public Sector	Operations Planning, Scheduling and Control	Topic
Chair	Cristina Gimenez	Mickey Howard	Pamela Danese	Matteo Kalchschmidt	Mehmet Chakkol	Ann Vereecke	Mats Winroth	Andreas Wieland	Xiuzhu Gu		Pär Åhlström	Torbjorn H. Netland	Andreas Größler	Jie Yu	James Freeman	Martin Spring	Zoe Radnor	Lars Medbo	Chair
16.00-17.30	SUS-01	SUS-04	SCM-07	SCM-25	IVN-21	REL-13	INT-01	LOG-13	HOM-04		LEA-07	STR-01	BEH-01	EBO-01	PRJ-01	SRV-01	PUB-01	SCH-01	16.00-17.30
	The impact of used product quality on the firm's product acquisition decisions <i>Saman Afshar; Luc Muyldermans</i>	Dynamic capabilities towards environmental sustainability: an exploratory case study <i>Alessandro Da Giau; Andrea Furlan; Andrea Vinelli</i>	Towards a conceptualisation of supply chain integration beyond the dyad: A systematic review <i>Raymond Obayi; Alok Choudhary; S.C. Lenny Koh; Andrew Simpson</i>	Conceptual Model for Supply Chain and Quality Management integration <i>Ana C. Fernandes; Huy Truong; Paulo Sampaio; Maria Do Sameiro Carvalho</i>	Exploring open process innovation in large manufacturing firms: Framework development and empirical investigation <i>Simon Milewski; Kiran Fernandes; Ignazio Cabras</i>	How has the automotive industry approached outsourcing and offshoring of core engineering services? <i>Steve Simplay; Richard Anderson</i>	Combining internal and external manufacturing of product modules <i>Martin J. Eklind; Magnus Persson; Mats Winroth</i>	Third-party logistics in large construction projects: A SCM perspective <i>Andreas Ekeskär; Martin Rudberg; Anders Vennström</i>	Managing risk of overrun in theatre time in surgical scheduling <i>Canan Kocabasoglu-Hillmer; Wayne Holland; Donna Chung</i>		The group building process in lean production system: Content analysis of Leaders' communication notes <i>Nobuyuki Inamizu; Kaori Murata; Mitsuhiro Fukuzawa; Shumpei Iwao; Nobutaka Suzuki; Junjiro Shintaku; Takahiro Fujimoto</i>	Dynamic capabilities: a research agenda <i>Ali S. Al-Hashmi; Kepa Mendibil</i>	On the role of accounting information and experience on the new product development process <i>Valeria Belvedere; Alberto Grando</i>	The integration between physical and digital outbound supply chains of Italian fashion companies <i>Federico Caniato; Antonella Moretto</i>	Exploring agile project management practices in the aerospace industry <i>Christos Braziotis; Bart Maccarthy</i>	Towards usage-oriented business models: an assessment of European capital goods manufacturers <i>Federico Adrodegari; Andrea Alghisi; Nicola Saccani</i>	Applying supply chain logic to criminal law enforcement <i>Carolien De Blok; Aline Seepma; Inge Roukema; Dirk P. Van Donk</i>	An Integrated Maintenance Management System Model for Offshore Wind Farms – A Management towards Complexity <i>Elisabete Ezeiza Ibarguren; Kristian R. Petersen</i>	
	SUS-02	SUS-05	SCM-08	SCM-30	IVN-31	REL-11	INT-02	LOG-14	HOM-05		LEA-14	STR-04	BEH-09	EBO-02	PRJ-02	SRV-02	PUB-02	SCH-02	
	Green supply chain management and performance achievement: the role of human resources <i>Davide Luzzini; Annachiara Longoni; Marco Guerri</i>	Exploring a Natural Resource Based View of Closed Loop Supply Chain Management (CLSCM) <i>Joe Miernczyk; Mickey Howard; Thomas E. Johnsen</i>	Retaining rooted operations capabilities in footloose supply networks – the system cluster configuration <i>Peder V. Søberg; Brian V. Wæhrens</i>	The emergence of structural heterogeneity: an empirical analysis of auto-parts supply networks in Japan <i>Tomomi Kito; Steve New</i>	The potential of digital analytics to generate innovation <i>Claudio L. C. De Oliveira; Fernando José Barbin Laurindo</i>	Leveraging structural collaboration in buyer-supplier relationships <i>Evelyn Vanpoucke; Ann Vereecke</i>	Creating value propositions through configuration of knowledge and resources <i>Eija L. Heikka; Juliana Hsuan; Thomas Frandsen; Juliana Hsuan</i>	A collaborative slot allocation model for the sea-rail multimodal transport service providers based on revenue management <i>Yasanur Kayikci</i>	Just what the doctor ordered: Measuring service quality in GP practices <i>Melanie Hudson Smith</i>		Conceiving lean roll-out as a knowledge transfer process: an exploratory study in the service industry <i>Raffaele Secchi; Arnaldo Camuffo; Frederica De Stefano</i>	Trends in manufacturing strategies: A longitudinal investigation of the International Manufacturing Strategy Survey <i>Torbjorn H. Netland; Jan Frick</i>	Manufacturing's Wicked Problems (partially) explained through Social Network Analysis <i>Ben Clegg; Amrik Sohal; Chee S. Koh; Prasanta Dey; David Bennett</i>	Product delivery service provider selection and customer satisfaction in the era of internet of things: a Chinese e-retailers' perspective <i>Jie Yu; Nachiappan Subramanian; Karen Ning</i>	The management of the changes of project objectives and milestones of university-industry collaborative R&D projects from university scientists' perspective <i>Teh-Yuan Chang</i>	Opportunities for servitization in food and retail supply chains <i>Saara A. Brax; Riikka Kaipia</i>	Changing emphases in serial New Service Development – the role of learning mechanisms <i>Katrin Dreyer-Gibney; Paul Coughlan</i>	Multi Objective Genetic Algorithm for multimode job shop scheduling problem <i>Giada La Scalia; Rosa Micale; Giuseppe Aiello; Antonello Giallanza</i>	
	SUS-03	SUS-06	SCM-11	SCM-27	IVN-06	REL-12	INT-03	LOG-15	HOM-06		LEA-09	STR-03	BEH-08	EBO-03	PRJ-04	SRV-12	PUB-03	SCH-03	
	The role of signalling to understand sustainability orientation and supply network engagement: a case in the UK food retail sector <i>Leonardo Marques</i>	Corporate social responsibility, organization strategy and organization performance: an empirical study <i>Zainab Al-Balushi; Nidaa Al-Barwani</i>	Supply chain online knowledge networking: issues around engagement from an insurer's and supplier perspective. <i>Susan Grant</i>	A meta-analysis of information communication technology and supply chain integration <i>Odkhishig Ganbold; Yoshiki Matsui</i>	Role Of Collaborative Supply Chain Of Innovation In Firm's Performance <i>Alessandra Alletto; Manfredi Bruccoleri; Erica Mazzola; Usha Ramanathan</i>	Developing and Testing Theoretical and Measurement Models of Supplier Complexity <i>Ila Manuj; Markus Gerschberger</i>	Differentiated manufacturing cost accounting at the production process type level <i>Andreas Myreliid; Jan Olhager</i>	Relevant Factors To Hire Services In Intermodal Terminals For Bulk Agricultural <i>Ricardo Martins; Débora Lobo; Alexandre F. Alves; Renato Luiz Sproesser</i>	The Critical factors of the medical technology supply chains in the European healthcare sector: a pilot study <i>Enrique Garcia Villarreal; Ran Bhamra; Martin Schönheit</i>		A novel methodology for assessing leanness using graph theoretic approach <i>Gopalakrishnan Narayanamurthy; Anand Gurumurthy</i>	Well played? Examining strategy and performance in off-field sporting operations <i>Claire Moxham; David Bamford; Benjamin Dehe; Katri Kauppi</i>	LMX-TMX and workers' engagement: an analysis in health care <i>Alessandro Ancarani; Carmela Di Mauro; Giuseppe Giammanco; Maria D. Giammanco; Mariaelena Giunta</i>	The evolution of the impact of e-business technology on operational competence and profitability in the economic downturns <i>Jose Benitez-Amado; Yang Chen; Aseel Abu-Ajamieh</i>	Application of multi-criteria decision making to PMISs assessment <i>Mario Enea; Cinzia Muriana</i>	Enabling the transition from product provider to service provider <i>Rivini Mataraarachchi; Janet Godsell; Dharmasri Wickramasinghe</i>	Designing Procurement organization for Local Governments <i>Andrea S. Patrucco; Stefano Ronchi; Helen Walker</i>	Production planning and control for engineer-to-order: a state-of-the-art case study <i>Pavan K. Sriram; Erlend Alfnes; Daryl Powell; Steinar Kristoffersen</i>	

## Conference Programme ALL SESSIONS



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OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY  
20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

Monday 23 June - Parallel Sessions						Monday 23 June - Parallel Sessions															
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Topic	Sustainability in Operations and Logistics	Sustainability in Operations and Logistics	Supply Chain Management	Supply Chain Management	Innovation, Product and Service Development	Managing Inter-firm Relationships in Supply Chains	SPECIAL SESSION: OM Research in the Fashion Industry	SPECIAL SESSION: Teaching OM-Part 1	Healthcare Operations Management			Lean and Agile Operations	Operations Strategy	Behavioural Operations	Capacity Planning and Control	Project Management	Operations Planning, Scheduling and Control	Servitization	Mass Customiza-tion	Retail Operations	Topic
Chair	Anthony Alexander	Joe Miemczyk	Harry Boer	Usha Ramanathan	Paul Coughlan	Steffen Kinkel	P. Danese F. Caniato	Janet Godsell	Taco Van der Vaart			Matthias Holweg	Gianluca Spina	Ila Manuj	Brian Fynes	Christos Braziotis	Robin Hanson	Shaun West	Cipriano Forza	Sofia Salgado-Pinto	Chair
09:00-10:30	SUS-07	SUS-42	SCM-10	SCM-26	IVN-26	REL-10	FAS-01	Keynote	HOM-07			LEA-10	STR-07	BEH-04	CAP-01	PRJ-03	SCH-04	SRV-04	MAS-01	RET-01	09:00-10:30
	What are the performance implications of managing safety jointly with operations? Mark Pagell; Robert Klassen; David Johnston; Anton Shevchenko; Sharvani Sharma	Sustainable supply chain management and competitive advantage: The role of human capital Annachiara Longoni; Raffaella Cagliano	The Influence of Supply Chain Management Practices in the Enterprise Performance Daniel Spina; Luiz C. Di Serio; Luiz A. Ledur Brito; André L. De Castro Moura Duarte	Using AHP-Entropy weight and TOPSIS methodology in green supplier selection Tao Chen; James Freeman	Complexity in the Development of New Services – A Contingency-based Approach Christian Schaefer; Christos Tsinopoulos	The effect of flexibility and inter-organizational learning on supply chain performance Maria J. Saenz; Desiree Knoppen	From process design to service design: a case study from the fashion retailing sector Cláudia Pereira; Ana C. Barros; Lia Patricio; Paula Gomes; Rui Rebelo	Nigel Slack	The Agency Contract in Lean: The Clinician as Agent Claire F. Lindsay; Maneesh Kumar			Organisational agility & the business process conundrum: Is reconfiguration the answer? Isimemeh Osagie; Umit Bititci	Development of a manufactu-ring strategy framework for SMEs Kristina Säfsten; Mats Winroth	Do portfolio managers love to receive the integrated information while they mostly make decision relying on their intuition?Why? Hannaneh Rashidi Bajgan	Capacity planning for IT service operations Management Veerendra K. Rai; Praveen Chandak; Sanjit Mehta	Lean Project Planning in shipbuilding: The implementation challenge Lise Lillebrygfjeld Halse; Kristina Kjersem; Jan Emblemsvåg	Are companies taking advantage of joint decision in the production planning? Raul Pulido; Alesandro Brun; Alvaro García-Sánchez	Journeying through service: towards a competitive logic of servitization Christopher Durugbo	Organization design for mass customization: literature review and research agenda Enrico Sandrin; Alessio Trentin; Cipriano Forza	Empirical analysis of sell-through in the fashion industry Juan E. Flores; Pol Boada; Philip Moscoso	
	SUS-08	SUS-11	SCM-13	SCM-29	IVN-23	REL-14	FAS-02		HOM-08			LEA-11	STR-05	BEH-05	CAP-02	PRJ-05	SCH-05	SRV-05	MAS-02	RET-02	
	Entrepreneurial evidence and sustainability strategy as enablers for sustainable product development Kristian Peters; J.C. Wortmann	Achieving a socially responsible supply chain: extending sustainability to suppliers Cristina Sancha; Cristina Gimenez; Vicenta Sierra	The benefit of information sharing in a multi-echelon supply chain Maulana M. Syuhada	Unexplored potential of modularisation: Revisited definition and ontology Guido J.L. Micheli; Mauro Mancini; Nicola Careri; Paolo Trucco	Making a difference, making it happen, learning the lessons: collaborative learning through a community of practice of business improvement professionals. Christine Welch; Tammi Sinha; Nigel Ward	Contractual and relational governance dynamics in outsourced infrastructural maintenance Feng Fang; Wendy Van Der Valk; Bart Vos; Henk Akkermans	Supply chain sustainability in the fashion industry: an exploratory study Alesandro Da Giau; Laura Macchion; Romeo Bandinelli; Federico Caniato; Maria Caridi; Pamela Danese		Emergency department staff resourcing based on the patient needs Tomi Malmstrom; Paulus Torkki; Ari Solonen			Lean principles in the printing industry - a success story? Kathrin Reitner; Markus Gerschberger; Tillmann Boehme; Brogan Rylands	Why do firms trade-off or accumulate capabilities? Testing the integrated model in the airline industry Alka A. Nand; Prakash J. Singh	Behavioral causes of the bullwhip effect: Mscs Vs. Lscs Himanshu Shee; Surahman Kaswi	A Workload Equation that accounts for Human Cognitive Time Distortion Fabian Von Schéele; Darek Haftor	Project control in large and complex change programs Lauri Vuorinen; Miia Martinsuo	Kit preparation using batching – quantitative results from two experiments Robin Hanson; Lars Medbo; Mats Johansson	Operational context: The determinant of servitization? Max Finne	Enabling mass customization through the service innovation of the mid office Rhian Silvestro; Paola Lustrato; Daniel Chicksand	The internationaliza-tion of the cosmetic retail industry: a comparison between emer-ging and developing countries Luis H. Pereira; Mary A.A. Guimbert; Adriane Farias Santos Lopes de Queiroz	
	SUS-13	SUS-12	SCM-12	SCM-31	IVN-12	REL-15	Conclusion Panel	TCH-01	HOM-09			LEA-08	STR-06	BEH-06	CAP-03	PRJ-06	SCH-06	SRV-06	MAS-03	RET-03	
	Reverse logistics of e-waste in developing countries: challenges and prospects for the Brazilian model. Jacques Demajorovic; Eryka E.F. Augusto; Maria T. Saraiva de Souza	The sustainable operations management integrated to the core business: a case study Annibal Scavarda; Mariza Almeida; Cládice Diniz; Branca Terra	Supply chain strategies for the fast moving industries Sophie Stephens; Ehsan Sabet; Baback Yazdani	Determining the total cost of reverse supply chain operations for original equipment manufacturers Samuel B. Larsen; Peter Jacobsen	Deployment of service innovations Chris Voss; Qiang Wang; Xiande Zhao	Does relational embeddedness matter? An investigation into supplier’s tertius iungens orientation and its impact on innovation performance Vikram Bhakoo; Thomas Choi; Yang Yang	Bart MacCarthy; Neil Towers	Enhancing the Appropriateness of Supply Network Decisions through System Dynamics Modeling – a Teaching Case Based on Multiple Cross-linked Supply Chain Parties Corinna Engelhardt-Nowitzki; Gerald J. Aschauer	Innovation in a network of focused healthcare providers: roles, coordination and integration mechanisms Peter Markowski; Mandar Dabhilkar			A temporal framework for adopting lean supply chain management: Evidence from an entire supply network Pedro J. Martinez-Jurado; Jose Moyano-Fuentes	Diverse roles of sustainability in the innovation and evolution of industrial business models: Lessons from three Italian cases Samuel W. Short; Paolo Taticchi; Flavio Tonelli	Ambidexterity as basis for cumulative capability: Extending the “sand cone” model Javier Tamayo-Torres; Jens Roehrich; Mike Lewis	Managing complexity of product mix and production flow in configure-to-order production systems Anna Myrodia; Martin Bonev; Lars Hvam	Project Portfolio Management and Strategy Execution: some findings in interaction practices Wilson R. L. Zatti; Orlando Cattini Jr.	A planning model to compare just in time and line storage alternatives for continuous supply of components to assembly systems Antonio Caputo; Pacifico M. Pelagagge	Identifying limits of the Product Service System theory and the implications for innovation: International Video Entertainment Company Mairi Macintyre; Yuwei Wang	Adapting Premium FMCG brand and supply chain strategies to affordable Luxury Wines & Spirits Jean N. Dollet; Angel Diaz; Luis Solis	Factors influencing success in the Italian app markets: an empirical analysis Daniele Ragaglia; Paolo Roma	
10:30-11:00	Coffee Break, Complesso Didattico																				10:30-11:00



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Topic	Sustainability in Operations and Logistics	Sustainability in Operations and Logistics	Supply Chain Management	Supply Chain Management	Innovation, Product and Service Development	Managing Inter-firm Relationships in Supply Chains	SPECIAL SESSION: Meet the Editors	SPECIAL SESSION: Teaching OM-Part 2	Healthcare Operations Management			Lean and Agile Operations	Operations Strategy	Behavioural Operations	Global Operations and Strategic Sourcing	Performance Measurement and Management	Purchasing and Procurement	Servitization	Sales & Operation Planning	Managing Change in Operations	Topic
Chair	Bart Vos	James Aitken	Evelyne Vanpoucke	Vikram Bhakoo	David Baxter	Olga Matthias	Roberto Filippini	Janet Godsell	Roy Stratton			Antonio Caputo	Martin Rudberg	Eileen Murphy	Patricia Deflorin	Jan Frick	Federico Caniato	Kostas Selviaridis	Paolo Roma	Valeria Belvedere	Chair
11:00-12:30	SUS-09	SUS-16	SCM-09	SCM-28	IVN-24	REL-16	Panel	TCH-02	HOM-10			LEA-13	STR-02	BEH-07	GLO-01	PER-01	PUR-01	SRV-07	SAL-01	MCH-01	11:00-12:30
	Sustainable supplier development practices: drivers and enablers in a global environment Cristina Sancha; Annachiara Longoni; Cristina Gimenez	Implementing sustainability in multi-tier supply chains: Extending agency theory Miriam Wihelm; Constantin Blome; Ellen Wieck; Antony Paulraj	Organizational responsiveness to supplier disruptions: Empirical evidence from agri-food product recalls Antony Potter; Benn Lawson; Frits Pil; Matthias Holweg	Competitive pressure and internal integration. An empirical approach Jose Moyano-Fuentes; Pedro J. Martinez-Jurado	Incremental and radical innovation: an approachment to them through TQM Lorena Para González; Daniel Jimenez-Jimenez; Ángel R. Martinez-Lorente	Do different governance modes affect buyer-supplier integration: an exploratory investigation Marya Kabantsova; Dirk P. Van Donk; Damien Power	Alessandro Ancarani (JP&SM); Steve Brown (IJOPM); Lisa Ellram (JSCM); Daniel Guide (JOM); Patrik Jonsson (IJPD&LM); Bart MacCarthy (IJE); Jan Olhager (OMR); Aleda Roth (POMJ)	Benchmarking operations management education in the European Union Joao M. Vilas-Boas Da Silva; Vanessa Leandro	How front-office / back-office configuration relates to performance in different public health service settings: a multiple case study Bert Meijboom; Paul Gemmel; Thomas Van Steenis			Towards a lean production ramp-up Anna Rymaszewska	National culture and its implications for investments in unforeseen demand hedge practices Andrea Mazzoleni; Matteo Kalchschmidt; Jury Gualandris	What incentives support the implementation of corporate lean programs? Torbjorn H. Netland; Jason D. Schloetzer; Kasra Ferdows	Knowledge adoption and operations strategy in plants of a networked system Maricela C.; Arellano Caro	Manufacturing costs as a decision support in production development and relocation issues – a case study at a supplier to the automotive industry Carin Andersson; Jan-Eric Ståhl	Sourcing team behaviour in project-based MNE's Anders P. L. Hansen; Morten Munkgaard Møller	A diagnostic tool for servitization strategic planning and implementation Pavel Albores-Barajas; Patrick Keen; Al-Hamza Al-Azkari; Pronoy Das; Thomas Matthews; Thomas Matthews	Supply chain management of consumer goods based on linear forecasting models Patrícia Ramos; José M. Oliveira	Glocalized Production: The Evolution Of Global Production Marianna Chavez; Arne Bilberg	
	SUS-14	SUS-17	SCM-14	SCM-32	IVN-22	REL-17		TCH-03	HOM-11			LEA-12	STR-08	BEH-03	GLO-02	PER-02	PUR-02	SRV-08	SAL-02	MCH-02	
	Sustainable business growth in SMEs: How may decision-making guide the transition journey? Leila Schwab; Stefan Gold; Nathan Kunz; Gerald Reiner	Accomplishing Environmental Performance in Third Party Logistics (3PL) Providers Krisna Soetanto; Umar Burki; Yücel Öztürkoglu	Extending the flexibility debate beyond the organization's boundaries to the supply chain: a case study Antonio M.T. Thomé; Luiz F. Scavarda; Paula S. Ceryno; Bernd Hellingrath; Jan-Hendrik Fischer; Roberto A. Martins	Achieving traceability in the fashion industry Laura Macchion; Alessandro Da Giau; Andrea Furlan; Andrea Vinelli	The Impact of investments in innovation practices on competitive advantage Ali Nazarpour; Maria Fischl; Vahid Sohrabpour; Brian Fynes	Exploring the impact of Servitization on Inter-Organizational Relationships: A study of boundary spanners Mehmet Chakkol		Using self and peer assessment in the teaching of supply chain management Jelena Vljajic	Redesigning community healthcare systems: an action research study Roy Stratton; Anne Wilson; Bill West			Designing flexible production systems for small series and customized products Ana C. Barros; Alexandra F. Marques; Rui Rebelo; António C. Alves	Do best manufacturing practices depend on the plant role in international manufacturing networks? Krisztina Demeter; Levente Szász; Harry Boer	Promoting healthcare employees' pro-environmental behaviours. Evidence From Italy. Marta Pinzone; Emanuele Lettieri	Global Supply Chain Management Of Toyota: Building capabilities for responding to diverse markets Takahiro Tomino; Mizuki Kobayashi; Yongwon Park; Junjiro Shintaku	Assessing the Balanced Scorecard model; looking for empirical evidences Frederic Marimon; Josep Llach; Llorenç Bagur; Jordi Perramon	Sourcing team behaviour in project-based MNE's Jussi Heikkilä; Antti Koivisto; Mika Ojala	Servitization adoption: A Delphi study to gain insights into the transformation of manufacturing Tim Baines; Victor Guang Shi	Determination of demand predictability in food supply chains Anita Romsdal; Heidi C. Dreyer; Jan O. Strandhagen	Facilitating collaborative process improvement through network action learning Paul Coughlan; David Coghlan; Denise O'Leary; Clare Rigg	
	SUS-15	SUS-28	SCM-15	SCM-06	IVN-29	REL-18		TCH-04	HOM-14			LEA-15	STR-09	BEH-02	GLO-03	PER-03	PUR-03	SRV-09	SAL-03	MCH-03	
	Values and attributes as key decision making factors for delivering collective improvement in sustainable supply chain practices. Anthony Alexander; Helen Walker	Capabilities for Sustainable Innovation: An exploratory study in the Manufacturing Industry Sarah Behnam; Raffaella Cagliano	Sustainable Supply Chain Through Innovation Arvind Upadhyay	Messy Supply Chains Sarah Schiffling; Maja Pieczyk; Nigel Caldwell	Open innovation: An exploratory study of institutional development for the Linux operating system Yue Xu	Misfit between inter-organizational integration and business context of interdependent firms: A conceptual framework and case examples Hana Hulthén; Ala Pazirandeh	Student perceptions of the course Corporate Social Responsibility in the global supply chain John K. Visich	A process analysis of a modular design process: an institutional work perspective Monique E. Van Der Laan; Manda Broekhuis; Marjolein Van Offenbeek			Investigating the impact of agile control mechanisms on learning in scrum teams Maria C. Annosi; Mats Magnusson; Antonella Martini; Laura Peonia	The people dimension in manufacturing strategy: contextual factors influencing a joint view Nina Edh; Anna Fredriksson	Understanding operational affordances using work domain analysis Christopher Durugbo	Management of international manufacturing relocation projects of New and existing products Paraskeva Wlazlak; Glenn Johansson	The effect of performance measurement systems use on contextual ambidexterity and company performance Pietro Micheli; Matteo Mura; Mariolina Longo	Exploring sourcing levers: Tactics to improve performance in a sourcing category Frank Hespings; Schiele Holger	Key variables of organisation design in servitization Melanie E. Kreye; Per L. Jensen	The effects of SOP process on customer service and financial performance: an analysis of direct versus indirect relationship Fábio Gonçalves; Mauro Sampaio	Sustaining organisational change: Testing Buchanan's provisional model in manufacturing companies Marek Szwajczewski; Robert Lillis; Alberto Grando; Valeria Belvedere		
12:30-13:30	Lunch, Complesso Didattico																				12:30-13:30

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Topic	Sustainability in Operations and Logistics	Sustainability in Operations and Logistics	Supply Chain Management	Supply Chain Management	Innovation, Product and Service Development	Managing Inter-firm Relationships in Supply Chains	SPECIAL SESSION: Operations as Practice: linking OM research and practice	SPECIAL SESSION: Teaching OM-Part 3	Healthcare Operations Management		Lean and Agile Operations	Operations Strategy	Total Quality Management, Kaizen and Six Sigma	Global Operations and Strategic Sourcing	Performance Measurement and Management	Service Operations Management	Servitization	Operations Risk Management and Resilience	Operations Management in Regional Economies	Topic
Chair	Paul Cousins	Paolo Taticchi	Frank Wiengarten	Andreas Feldmann	Patrik Jonsson	Benn Lawson	Chris Voss	Janet Godsell	Dabhikar Mandar		Richard Keegan	Sami Farooq	Ben Clegg	Jan Olhager	Gerald Reiner	Alistair Brandon-Jones	Tim Baines	Samir Dani	Isabel Duarte de Almeida	Chair
13:30-15:00	SUS-19	SUS-22	SCM-16	SCM-34	IVN-33	REL-19	Panel Session	Workshop session	HOM-20		LEA-21	STR-10	TQM-01	GLO-04	PER-04	SOM-09	SRV-10	RSK-01	REG-01	13:30-15:00
	Towards the drivers of value creation in the biogas industry; enablers and inhibitors in the Netherlands Robbert-Jan H. Van Der Burg; Austin D’Souza; George B. Huitema; Hans Wortmann	Characterisation and evaluation of a reverse logistics network for cellular devices José G. Vidal Vieira; Paula Horta Lemos	Supply chain network isomorphism – how companies in the UAE adapt to customs regulatory compliance Luca Urciuoli	Strategic factors and barriers for Sales and Operations Planning (S&OP): a multicase study in Brazilian companies Carolina Belotti Pedroso; Andrea L. Da Silva; Wendy L. Tate; Silvio Pires	Sustainability through Radical Innovation: Understanding the Necessary Conditions Anton Shevchenko; Moren Lévesque; Mark Pagell	The mediating effect of supply chain integration on the relationship between organisational structure and operational performance: an empirical investigation Seyed M. Ebrahimi; S.C. Lenny Koh; Andrea Genovese; Niraj Kumar	Pietro Micheli; Mark Johnson; Nigel Slack; Matthias Holweg	The role of ‘play’ in teaching leadership in an Operations Management context Mairi MacIntyre	Diagnosing Focus in Hospital Care Justin Drupsteen; Taco Van Der Vaart	Effective lean knowledge transfer across manufacturing units in multinational corporations Stefania Boscarì; Pamela Danese; Pietro Romano	Understanding the relationships between investment and business performance over time within service organisations Alex Hill; Benjamin Laker	What makes a high performer within business excellence models in Spain? Ana B. Escrig; Lilian M. De Menezes	Global sourcing literature: A citation and co-citation analysis Guido Orzes; Fu Jia; Guido Nassimbeni; Marco Sartor	Monitoring an airport check-in process by integrating perceived and provided quality: a statistical model for an Italian experience Laura Di Pietro; Roberta Guglielmetti Mugion; Flaminia Musella; Maria F. Renzi	Development and validation of an instrument to measure perceived service quality of an academic library in Costa Rica Marcela Meneses Guzman; Bianca M. Colosimo	Gamification for Servitization Victor G. Shi; Tim Baines; Panagiotis Petridis	Service operations resilience: A capability analysis based on firms’ experiences with catastrophic events Kirsten Harke; Diego Ramirez-Goelz; Eamonn Ambrose	Shifting to green economy: hype or hope for entrepreneurs into medicinal and aromatic plants? Isabel Duarte de Almeida; Joao M. Vilas-Boas da Silva; Marco Leite		
	SUS-20	SUS-36	SCM-17	SCM-35	IVN-27	REL-20			HOM-12		LEA-17	STR-11	TQM-12	GLO-15	PER-05	SOM-02	SRV-11	RSK-05	REG-02	
	Collaborative competence in environmental practices adoption and its performance effects: A contingency perspective Anwar Al Sheyadi; Luc Muyldermans; Katri Kauppi	Studying sustainability process implementation through operations management lens Carla Gonçalves Machado; Edson Pinheiro De Lima; Sergio E. Gouvea Da Costa; Jannis Angelis; Leticia Maoski Rocha	Managing supply chain complexity and performance in the food processing industry Hendryk Dittfeld; Dirk P. Van Donk	Sustainable Procurement in HE Institutions: The Role of Local Buying Maysara Sayed; Linda Hendry; Marta Zorzini	Use of customer information in business model development for new technologies Eija Vaittinen; Sannamari Lukkarainen; Jussi Heikkilä; Miia Martinsuo	Methodology to analyse and re-design dyadic industrial cooperation Pedro Espadinha Da Cruz; Antonio Grilo			Impact of large-scale automation on healthcare staff Robert Van Der Meer; Colin Lindsay; Marion Bennie; Patricia Findlay; Emma D. Corcoran; Johanna Commander; Norman Lannigan	Increasing efficiency in the production process: A case study from the Baked Goods Industry Zaza N. Hansen; Peter Jacobsen	The use of a manufacturing strategy tool and the role of national culture Malin Löfving; Kristina Säfsten; Mats Winroth; Roland Lim Yan Guan	New Product Development and Strategic Flexibility: The Role of Human Resource-Related Quality Management Practices Leopoldo Gutierrez Gutierrez; Vanesa Barrales-Molina; Hale Kaynak	Procurement from CEE Countries : Expectations of French companies and feedback Fabienne Fel; Eric Griette	Self-help productivity guides and their premises Helga Gudrun Öskarsdóttir; Valur Gudmundur Oddsson	The influence of individuals’ expertise on Expert Services delivery processes Juliana B. Santos; Martin Spring	A comparative assessment of the service cultures of industrial businesses in the DACH1 region of Europe and their impact on business performance Shaun West; Philipp Schmitt; Sven Siepen	A conceptual approach to collaborative supply chain risk management in the automobile industry Tobias Gelau; Jan Cirullies; Christian Schwede; Alev Kirazli; Regina Schwind	Enhancing Achieved Experience from Project Participation as a Mechanism for Technology transfer within Developing Economy Context Jonas Rundquist; Deycy J. Sanchez Peciado		
	SUS-21	SUS-24	SCM-22	SCM-36	IVN-30	REL-21			HOM-15		LEA-18	STR-12	TQM-06	GLO-07	PER-10	SOM-06	SRV-03	RSK-03	REG-03	
Sustainable public procurement of medical technology and green logistics: A modularity approach Giovanna Vettorato; Juliana Hsuan	Sustainable practices at the exporting agribusiness industry Adriane A. Farias S. L. De Queiroz; Mary F. de Sousa de Melo; Willerson L.C. Silva; Luis H. Pereira	Aligning supply chain strategies with products uncertainties in the decline phase Weihong Wang; Lars Bengtsson; Camilla Niss; Gunnar Herdin; Robin von Haartman	Putting Principles into Practice – How SMEs Manage their Supply Chains for Sustainability Alison Ashby; Melanie Hudson Smith	Revisiting International R&d Networks for Global Innovation-Cases from European MNC Xingkun Liang; Yongjiang Shi	Effects of human behavior on the centralization of supply chain relationships Ilaria Giannoccaro; Anand Nair			Healthcare ‘Single Point of Access’ and the Application of Lean Siu Y. Cheng; David Bamford; Benjamin Dehe; Marina Papalexi	Innovation and adaptation of ‘lean’ approaches to policing in England and Wales Harry Barton	Exploring the preliminary results of bibliometric research on Strategy as Practice using two different data sources Jonas L. Maia; Luiz C. Di Serio; Alceu G. Alves Filho	The effects of quality and environmental management on competitiveness: a mixed methods study in hotels Juan J. Tari; José F. Molina-Azorin; María D. López-Gamero; Jorge Pereira-Moliner; Eva Pertusa-Ortega	Supply network configuration and government policy – reactive and proactive influences: a case study of textile industry in Pakistan Arsalan Ghani; Jagjit Srail	Evaluation of performance factors for logistics companies: A case study in Turkey Berk Kucukaltan; Kevin Lu; Emel Aktas	Delving into sectorial and organizational contingencies on service recovery operations Enrico Contiero; Andrea Vinelli	Topology and processes of dyadic servitization in innovation-centric supply chains Monika M.M. Moehring; John Finch	Assessing supply risk: a multi-actor empirical study Sudipa Sarker; Paolo Trucco; Mats Engwall	Comparison of Antecedents to Competitive Performance in Established and Emerging Manufacturing Countries Tomoaki Shimada; James Ang Soo-Keng; Eugene Lim			
15:00-15:30	Coffee Break, Complesso Didattico																			15:00-15:30



## Conference Programme ALL SESSIONS



# 21<sup>st</sup> EurOMA Conference

OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY  
20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

Monday 23 June - Parallel Sessions							Monday 23 June - Parallel Sessions													
Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”		Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room
Topic	Sustainability in Operations and Logistics	Sustainability in Operations and Logistics	Supply Chain Management	Innovation, Product and Service Development	Innovation, Product and Service Development	Managing Inter-firm Relationships in Supply Chains	SPECIAL SESSION: Crowdsourcing and Open Innovation	WORKSHOP: Social Media in OM and EurOMA	Healthcare Operations Management		Lean and Agile Operations	Logistics Management and Physical Distribution	Total Quality Management, Kaizen and Six Sigma	Global Operations and Strategic Sourcing	Performance Measurement and Management	Service Operations Management	Information Systems in Operations	Operations Risk Management and Resilience	Reliability and Maintenance	Topic
Chair	Mark Pagell	Stefan Gold	Andrea Vinelli	Jasna Prester	Roberto Filippini	Magnus Persson	Nuran Acur	Torbjorn H. Netland	Torbjörn Jacobsson		Carin Andersson	Mats Johansson	Stefano Barone	Krisztina Demeter	Jose Machuca	Chris Voss	Alok Choudhary	Kirstin Scholten	Giuseppe Aiello	Chair
15:30-17:00	SUS-25	SUS-18	SCM-19	IVN-01	IVN-20	REL-22	CRO-01	Worskshop session	HOM-16		LEA-19	LOG-01	TQM-04	GLO-11	PER-07	SOM-04	INF-07	RSK-04	MNT-01	15:30-17:00
	The difficulties of managing supply base sustainability Chengyong Xiao; Dirk P. Van Donk; Taco Van Der Vaart	Manufacturing strategy: the missing link between sustainability in corporate strategy and sustainable production Bojan Stahl; Naghmeh Taghavi; Mats Winroth; Linea Kjellsdotter Ivert	The role of institutional pressures and organizational culture in social compliance performance of suppliers Muhammad S.S. Jajja; Muhammad Asif; Frank Montabon; Kamran A. Chatha	Developing sensor-based services in construction operations Olli Ahvenniemi; Miia Martinsuo	Decision making in global product development Erik Soendergaard; Saeema Ahmed-Kristensen	Business Ecosystems Capabilities: Case Studies from the Emerging Electric Vehicle Industry in China Tianjiao Shang; Yongjiang Shi	Exploring the operational implementation of the “ambidextrous organization” through collaborative crowdsourcing technologies Matthew Mount; Marian Garcia		Nina Edh; Brian Fynes; Matteo Kalchschmidt	The role of lean thinking in the design of integrated care pathways Sharon Williams; Zoe Radnor	Measuring lean operations performance for maintenance service providers Stephan J. De Jong; Wouter Beelaerts Van Blokland	New packaging solutions for sustainable fresh food supply chains and research agenda Daria Battini; Martina Calzavara; Alessandro Persona; Fabio Sgarbossa	The internalisation of Quality Management practices: Empirical evidences from manufacturing companies Alejandro Bello-Pintado; Iñaki Heras - Saizarbitoria; Javier Merino Diaz De Cerio	Production plants within global production networks: Synergies and redundancies Farhad Norouzilame; Jessica Bruch; Monica Bellgran	Performance measurement review practices – a dual perspective case study Mohammed Salloum; Magnus Wiktorsson	Contingency operational challenges affecting a product-service-system business model Mohsen Servati; Glenn Johansson; Kristina Säfsten	Optimising Asset Management within Complex Service Networks: The Role of Data Mohamed Zaki; Andy Neely	The next step in supply chain resilience research: From an assessment tool toward theoretical integration Horst Treiblmaier	Operation and maintenance of offshore wind farms - A new approach in a stochastic environment Kristian R. Petersen; Erik Skov Madsen; Arne Bilberg	
	SUS-26	SUS-29	SCM-38	IVN-10	IVN-32	REL-23	CRO-02		HOM-17		LEA-20	LOG-02	TQM-05	GLO-10	PER-08	SOM-01	INF-02	RSK-06	MNT-02	
	The motives and barriers of the remanufacturing industry in China: a survey Shuoguo Wei; Dongbo Cheng; Erik Sundin; Ou Tang	Enhancing performance: The moderating effect of environmental integration and environmental capabilities on the performance outcomes of pollution prevention Stephanie Graham; Antony Potter	An integrated approach to service network design Tomas S. Harrington; Jagjit Srai	Exploiting radical licensed technologies: The moderating effect of star scientists and upstream strategic alliances Angelo M. Natalicchio; Antonio Messeni Petruzzelli; Claudio Garavelli	Extending the customer differentiated supply method to new product development Jenny Backstrand; Eva Johansson; Nils E. Ohlson	Product innovation and mass customisation capabilities: how different social capital dimensions contribute Min Zhang; Fiona Lettice; Xiande Zhao	Connecting with the Crowd- An SME approach to crowdsourcing and open innovation Robert W. Anderson; Nuran Acur; Jonathan Corney		Unit Analysis – A method for analysing improvement potentials at floor level in Hospital units Peter Almström; Lars Sundström	Lean implementation in the face of uncertainty and complexity: Operational performance implications in ETO Seyoum E. Birkie; Paolo Trucco; Matti Kaulio	The influence of reverse flow on the dynamics of closed-loop supply chains Salvatore Cannella; Pierfabio Teresi; Manfredi Bruccoleri	The extent to which quality of service affects end-user satisfaction: a case of e-government system implementation in Saudi Arabia Mohammed Kafaji; Ricardo Santa	Return to the promised land? Main conclusions from 15 years of research on German companies’ production backshoring activities Steffen Kinkel	Experts agreements on e-service scales assessment: the E-S-QUAL case Luc H. Petnji Yaya; Frederic Marimon; Marti Casadesus Fa	Balancing variety and efficiency in professional services by means of modularity Monique E. van der Laan; Manda Broekhuis; Marjolein van Offenbeek	A combined Lean-Six Sigma and ERP approach towards Operations and Service Excellence Indre Liutkeviciene; Niels Rytter	Weathering the Storm: The mediating effect of resource deployment on risk mitigation strategies. Nicolas Savio; Paul Cousins	Predictive maintenance of production equipment based on neural network autoregression and ARIMA Patrícia Ramos; José M. Oliveira; Paula Silva		
	SUS-38	SUS-34	SCM-05	IVN-16	IVN-28	REL-27	CRO-03		HOM-18		LEA-16	LOG-03	TQM-03	GLO-08	PER-09	SOM-03	INF-03	RSK-02	MNT-03	
Environmental and social pressure as drivers of corporate social responsibility in a globalizing world Fazli Haleem; Harry Boer; Sami Farooq	Aligning Corporate Sustainability Strategies and Governance Mechanisms for Sustainable Supply Chain Management Marco Formentini; Paolo Taticchi	Professional activities and technological shift within the music supply chain: “where do we go from here?” Annibal Scavarda; Silvia Carvalho; Peter O'Neill; Nival Nunes De Almeida	Collaboration with suppliers and lead users and innovative ability Zu’Bi M.F. Al-Zu’Bi; Christos Tsinopoulos	Strategic and institutional approaches to product innovation: peripheral product innovation and the challenge of organisational legitimacy Raluca Bunduchi	Supply chain information utilization – conceptualization and antecedents Patrik Jonsson; Paulina Myrelid	Open Innovation and firm’s performance: a literature review and some insights for future directions Erica Mazzola	Assessing the Quality of Elderly Care – Can Survey Incomparability be Solved By Vignettes? Peter Cronemyr; Bozena Poksinska	Obstacles of order-to-delivery lead time reduction Francesco Gallmann; Gerald Reiner	Design and analysis of Brazilian mineral bottled water value chain Luciel H. De Oliveira; Roquette Renata Paes Leme; Silveira Stephanie Cristine Lourenço	Behavioral characteristics of project leaders and it’s relation with project success: A quantitative research on six sigma projects Daniela S.L. Marzagão; Marly Monteiro De Carvalho	Enhancing operational performance in production subsidiaries: balancing autonomy, leveraging embeddedness Ruggero Golini; Patricia Deflorin; Maike Scherrer-Rathje	Measuring network value in maintenance services Minna Saunila; Juhani Ukko; Sanna Pekkola; Tero Rantala	The dynamics of service supply chains: the role of incentive alignment Kostas Selviaridis; Martin Spring	Data nirvana or the next round of innovation: semantic data analytics for securities post-trading value chains Hermann Rapp; Andreas Harth	Exploring resilience in the context of sustainable supply chain management: Towards a capability based perspective Niraj Kumar; Jelena Vlajic	Knowledge lost in data: organizational impediment to condition-based maintenance in the process industry (work in progress) Roland Van De Kerkhof; Henk Akkermans; Niels Noorderhaven				
17:15-18:30	EurOMA Annual General Meeting, Aula Magna																			17:15-18:30
20:00-22:30	Conference dinner, Palazzo Butera																			20:00-22:30

## Conference Programme ALL SESSIONS



# 21<sup>st</sup> EurOMA Conference

OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY  
20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

## Tuesday 24 June - Parallel Sessions

Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”		Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Aula “Sala Professori”	Room	
Topic	Sustainability in Operations and Logistics	Sustainability in Operations and Logistics	Supply Chain Management	Innovation, Product and Service Development	Managing Inter-firm Relationships in Supply Chains	Managing Inter-firm Relationships in Supply Chains	SPECIAL SESSION: New Supply Chains: Research opportunities and challenges	Empirical Modelling and Simulation	Healthcare Operations Management		Technology Management in Operations	Logistics Management and Physical Distribution	Total Quality Management, Kaizen and Six Sigma	Global Operations and Strategic Sourcing	Performance Measurement and Management	Service Operations Management	Information Systems in Operations	Operations Risk Management and Resilience	Humanitarian Operations and Crisis	Topic	
Chair	Melanie Hudson Smith	Christina W.Y. Wong	Veronica H. Villena	Atanu Chaudhuri	Lars Bengtsson	Bert Meijboom	B. MacCarthy & C. Blome	Enzo Bivona	Chiara Gobbi		Yoshiki Matsui	Susan Grant	Claudio Garavelli	Brian V. Waehrens	Jillian MacBryde	Rui Sousa	Dirk P. Van Donk	Eamonn Ambrose	Angel Diaz	Chair	
09:00-10:30	SUS-31	SUS-30	SCM-18	IVN-04	REL-01	REL-25	Panel Session	EMS-09	HOM-19		TMO-03	LOG-04	TQM-07	GLO-09	PER-06	SOM-07	INF-04	RSK-07	HUM-01	09:00-10:30	
	Making the right decision: supplier self-assessment tools in the context of sustainable supply chains <i>Rosanna Cole; James Aitken</i>	The empirical evaluation on sustainable operations practices and performance in Swedish manufacturing industry <i>Lujie Chen; Andreas Feldmann; Ou Tang</i>	Upgrading in global supply chain: the case of Brazilian Design Houses <i>Marco A. Viana Borges; Luciana Marques Vieira</i>	The strategic role and impact of design <i>Pietro Micheli</i>	The development process and management of collaborative projects: a qualitative analysis <i>Lara Agostini; Roberto Filippini; Anna Nosella</i>	A different perspective for the sources of relational rents <i>Fabio Tescari; Aline Rodrigues Fernandes; Priscila Laczynski de Souza Miguel; Jalba Terezinha Miniussi</i>	<i>Jan Olhager; Rachna Shah; Mark Pagell; Xiande Zhao</i>	A methodology for analysing the impact of business interoperability on the performance of cooperative supply chain networks <i>Izunildo Cabral; Antonio Grilo</i>	How Standardized are Standardized Processes in Hospitals: Are We There Yet? <i>Melissa De Regge; Paul Gemmel; Ilse Claerhout; Philippe Duyck</i>		Innovative collaboration in implementation of automation solutions in SMEs <i>Mohammad Shahabeddini Parizi; Agnieszka Radziwon; Arne Bilberg</i>	Packaging strategy optimization in case of products sold as a single item or sold as a kit <i>Maurizio Faccio; Mauro Gamberi; Francesco Pilati; Marco Bortolini</i>	Confirming total quality management principles in shipping: initiating the research agenda <i>Angelos Pantouvakis; Evangelos Psomas; Christos Patsiouras; Zamira Burgos Silva</i>	Relocation of European Manufacturing: New Trends and Drivers <i>Ruggero Golini; Boyana Petkova</i>	Balancing The Supply Chain Information Systems (scis) And Organisational Performance <i>Maria Argyropoulou; Iain Reid; George Ioannou</i>	Queue management with two distinct efficiency servers <i>Fabio Favaretto; Silvio Pires</i>	How information technology influences environmental performance: Empirical evidence from China <i>Jose Benitez-Amado; Yi Wang; Yang Chen</i>	Case studies: analysing the effects of social capital on risks taken by suppliers in outcome-based contracts <i>Jingchen Hou; Andy Neely</i>	What can business learn from humanitarian organizations? The case of the Spanish red cross in Haiti <i>Angel Diaz; Francisco Miro; Luis Solis</i>		
	SUS-32	SUS-35	SCM-23	IVN-05	REL-02	REL-28			EMS-02	HOM-13		TMO-07	LOG-05	TQM-08	GLO-06	PER-11	SOM-08	INF-05	RSK-15		HUM-02
	Influence of Organisational Culture on green supply chain practices: a study of seven manufacturing firms. <i>Eileen Murphy; Nuno Guimaraes da Costa</i>	Sustainable supply chain management: linking environmental assessment to operational planning <i>Andrea Genovese; Adolf Acquaye; Niraj Kumar; S.C. Lenny Koh</i>	Mapping the landscape of emerging research topics in supply chain management <i>Andreas Wieland; Robert B. Handfield; Christian F. Durach</i>	Rethinking effectiveness: Addressing managerial paradoxes by using a process perspective on effectiveness <i>Catarina Bojesson; Mats Jackson; Anette Strömberg</i>	Value in major B2B relationships: The slippery slope toward value perception alignment <i>Bruce Pinnington; Joanne Meehan</i>	Systems integration or conventional outsourcing? A conceptual framework <i>Christian König; Nigel Caldwell</i>		A mathematical approach for campus interview panel selection <i>Mangesh Gharote; Girish Palshikar; Sachin Lodha</i>	Applying Demand and Supply –based Operating Modes to Healthcare System <i>Outi Isomeri; Paulus Torkki; Antti Peltokorpi; Paul Lillrank</i>	The role of mechanization and integration of manufacturing processes in achieving operational performance <i>Syed T.H. Naqvi; Sami Farooq; John Johansen; Rikke Vestergaard Matthiesen</i>	A study of periodic vehicle routing problem allowing delivery in advance <i>Chikong Huang; Meng-Hui Shih</i>	Using management practices in welfare <i>Jannis Angelis; Henrik Jordahl</i>	Understanding intra-manufacturing network coordination: learnings from complex adaptive systems <i>Patricia Deflorin; Maïke Scherrer-Rathje; Katrin Schillo</i>	Business Intelligence and Analytics using RFID Data in the Retail Business <i>Almedia Antonino; Ana I. Marques; Carlos Soares; Américo Azevedo; Rui Rebelo</i>	Service design for customer experience: An empirical study <i>Nick Low; Andi Smart; Harry Maddern</i>	Understanding the link between IS capabilities and service quality: the role of supplier integration <i>Teng Teng; Christos Tsinopoulos</i>	Understanding Risk of Food Product Safety in Crossborder Supply Chains <i>Mukesh Kumar; Susmitha Gunda; Jagjit Srai; Mike Gregory</i>	The effect of sudden on-set disasters on supply in humanitarian operations - an empirical assessment <i>Nonhlanhla Dube; Taco Van Der Vaart; Ruud H. Teunter</i>			
	SUS-27	SUS-23	SCM-24	IVN-19	REL-03	REL-29			EMS-04	HOM-03		TMO-02	LOG-06	TQM-02	GLO-13	PER-12	SOM-05	INF-06	RSK-14		HUM-03
Analysis of sustainable production requirements in the Brazilian manufacturing industry: multiple case studies <i>Joao Amato Neto</i>	The transactional and relational perspectives of environmental management practices and environmental governance on performance <i>Christina W.Y. Wong; Chee Y. Wong; Sakun Boon-Itt</i>	Foundation of the integration of supply chain decisions in new product development: A systematic literature review and conceptual framework <i>Emine Z. Yurtkulu; Per Hilletoft; Glenn Johansson</i>	The Brazilian Multinational and the challenges of patenting <i>Solange Gualberto da Mata Machado</i>	A study to determine appropriate configuration structures in transient collaboration networks <i>Hamid Noori; Adrian Tan</i>	Is Socialization Important In The Management Control Of Business Process Outsourcing Arrangements? <i>Alan Mckittrick; Frank Wiengarten; Ramon Lull; Paul Humphreys</i>	Brand choice and replacement strategies in the fleet rental business <i>Andreas Größler; Enzo Bivona; Fuzhuang Li</i>		The importance of being co-located: A process study of inter-organizational healthcare collaboration in Dutch Birth Centers <i>Margaretha Hitzert; Johanna P. De Graaf; Karin M. Van der Pal - de Bruin; Eric A.P. Steegers</i>	Exploring manufacturing solutions for SMEs <i>Agnieszka Radziwon; Henrik Blichfeldt; Arne Bilberg; Erik S. Madsen; Marcel Bogers</i>	Development of Cross-Channel Logistics Processes in Online Food Retailing <i>Michael Plasch; Marike Kellermayr-Scheucher; Efreng Lengauer</i>	Critical Success Factors for Six Sigma Projects <i>Daniela S.L. Marzagão; Marly Monteiro De Carvalho</i>	Management Of Technology Innovations During Export: How Government Incentives Affect Strategy <i>Jan Frick; Murshid M. Ali</i>	Key performance indicators: Global product development. <i>Thomas Taylor; Saeema Ahmed-Kristensen</i>	Operations-based dimensions for characterizing customer flows in multichannel services <i>Rui Sousa; Marlene Amorim</i>	The role of visual analytics in the decision-making process in an O&SCM context <i>Alexander Kharlamov; Janet Godsell</i>	Supply chain risk management and operational performance: the impact of country-level disruption risks <i>Katri Kauppi; Federico Caniato; Markku Kuula; Annachiara Longoni</i>	Equity and applicability of supplier partnerships in humanitarian operations: a conceptual study <i>Ala Pazirandeh; Diego Vega</i>				
10:30-11:00	Coffee break, Complesso Didattico																				10:30-11:00
11:00-12:00	Plenary Session (Keynote speech by Massimo Vian from LUXOTTICA GROUP), Aula Magna																				11:00-12:00
12:00-13:00	Lunch, Complesso Didattico																				12:00-13:00



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20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

## Tuesday 24 June - Parallel Sessions

Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”		Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Room
Topic	Sustainability in Operations and Logistics	Supply Chain Management	Innovation, Product and Service Development	Innovation, Product and Service Development	Managing Inter-firm Relationships in Supply Chains	Managing Inter-firm Relationships in Supply Chains	Negotiations, contracts and conflicts in decentralized supply networks	Empirical Modelling and Simulation	Lean and Agile Operations		Technology Management in Operations	Logistics Management and Physical Distribution	Total Quality Management, Kaizen and Six Sigma	Global Operations and Strategic Sourcing	Performance Measurement and Management	Service Operations Management	Information Systems in Operations	Operations Risk Management and Resilience	Topic
Chair	Raffaella Cagliano	Nigel Caldwell	Alan Mckittrick	Juliana Hsuan	Hamid Noori	Sinéad Roden	Marco Formentini	Gonzalo Mejia	Pedro J. Martinez-Jurado		Raluca Bunduchi	Silvio Pires	Jannis Angelis	Guido Nassimbeni	Frederic Marimon	Desmond Doran	Christos Tsinopoulos	Niraj Kumar	Chair
13:00-14:30	SUS-37	SCM-01	IVN-03	IVN-07	REL-04	REL-08	NEG-01	EMS-03	LEA-06		TMO-04	LOG-07	TQM-10	GLO-12	PER-13	SOM-13	INF-01	RSK-10	13:00-14:30
	Supply chain learning of sustainable practice: the role of MNCs’ leadership Yu Gong; Jonathan Gosling; Fu Jia	Alignment Strategies In Supply Chain Management Chiara Gobbi	Open innovation: Global or Local? Lars Bengtsson; Ioana Stefan; Lakemond Nicolette	Innovation Operations In Shared Services: Returning To The Centralization With Cost Reduction Luiz C. Di Serio; Jaime De Souza Oliveira; Antonio G. Vasconcelos Neto	The role of knowledge sharing in determining the span and intensity of integration in supply networks Raymond Obayi; Alok Choudhary; S.C. Lenny Koh	Managing suppliers with multiple roles: The importance of internal integration Mervi Vuori; Riikka Kaipia	Option contracts in the perishable food supply chain: concept and practice Aida Ghalebeigi; Ross Robinson; Himanshu Shee	The use of social media and its potential in the research lifecycle Marina Papalex; Siu Y. Cheng; Benjamin Dehe; David Bamford	Making innovation flow: solving the trade-off between lean and innovation Mattia Bianchi; Niklas Modig; Anders Richtner		Firm technology investment and the development of technological capabilities in China’s telecom sector Jing Cai; Raluca Bunduchi	Returnable vs. one-way packaging – variables affecting supply chain cost and CO2 emissions Henrik Pålsson; Henrik Wallström; Mats Johansson	The effect of HRM on the relationship between quality management techniques and performance Lillian D. Gambi; Frances Jørgensen; Mateus C. Gerolamo; Harry Boer; Luiz C.R. Carpinetti	The impact of global operations on product architecture Sebastian Pashaei; Jan Olhager	Lessons learned from a performance measurement system design for downstream logistics Antonio M.T. Thomé; Mariana Maximo; Jan-Hendrik Fischer; Bernd Hellingrath; Roberto A. Martins; Luiz F. Scavarda	Service Supply Chain Practices In Saudi Arabia: The case of the health care industry Mario A. Ferrer Vasquez; Ricardo Santa; Haya Alhakhbani; Annibal Sacavarda	IS implementation and organisational performance: The role of company size and software used Maria Argyropoulou; Peter Wilkins; Athanasios Nikas	Towards a framework for the analysis of SupplyChain Risk Management (SCRM) inmanufacturing Small and Medium Enterprises (mSMEs) Bernadette P. Sunjka; Bruno Emwanu	
	SUS-33	SCM-02	IVN-17	IVN-08	REL-05	REL-24	NEG-02	EMS-05	LEA-02		TMO-05	LOG-08	TQM-11	GLO-14	PER-14	SOM-11	INF-08	RSK-11	
	Green supply chain management, traceability and biodiversity in seafood supply chain: the Vietnamese seafood industry example Dien Van Vo; Nicolas Mainetti; Pierre Fenies	How It Impacts The Areas Of Supply Chain: An Exploratory Research On It And Supply Chain Management In Brazilian Companies Marcelo T. Okano; Fernando A.S. Marins	Develop products in half the time: lead time reduction in Swedish organizations Liv Gingnell; Evelina Ericsson; Joakim Lilliesköld	Impact of product development efforts on product introduction and product customization abilities : investigating the effects of product design complexity and product development order winners Atanu Chaudhuri; Saloni Dawar	Dealing with deliberately defaulting suppliers: An Agency Theory perspective Ernst-Jan Prosmann; Kirstin Scholten; Damien Power	Assessing The Impact Of Inter-Firm Relationships on supply chain quality management practices On Supply Chain Quality Management Practices Anabela Soares; Ebrahim Soltani; Ying Ying Liao	Incentive mechanism design in retailer private-label business under random yield: A principal-agent model with hidden actions Hangfei Guo; Mahmut Parlar	Market-level effects of individual-level strategy and cost heterogeneity in supply chains: An agent-based simulation Gonzalo Mejia; Cesar Garcia-Diaz	Introducing Lean to a horticultural setting: Operational innovation of the New Zealand pipfruit industry Hans J.T. Doevendans; Nigel P. Grigg; Jane Goodyer		Exploring the evolution of investment pattern on advanced manufacturing technology: a longitudinal perspective Yang Cheng; Rikke V. Matthiesen; John Johansen	From integrating logistics into organizations to “logistics-oriented organizations” Aurélien Rouquet; Diego Vega	Improving performance with Six Sigma. A case study of an aeronautics SME Pedro Garrido Vega; Macarena Sacristán-Díaz; Luis M. Magaña Ramírez	Offshoring and the access to location-specific advantages - the impact of governance mode and function Alona Mykhaylenko; Agnes Motika; Brian Vejrum Wæhrens; Dmitrij Slepnirov	An Innovative Performance Measurement And Management Method Zdravko Tesic; Ivana Tomic; Gordana Gajic; Bogdan Kuzmanovic; Milos Tomic	Research opportunities in multi-channel services: a systematic review João C.G. Reis; Marlene P.C. Amorim; Nuno F.R. Melão	Organizational change management in a strategic perspective Roberto Kanaane; Getulio Akabane; Helena G. Peterozzi; Daniele C. Naves Endler	Dynamics of supply chain failure Bart MacCarthy; Cox Karsten; Katri Kauppi	
	SUS-39	SCM-04	IVN-18	IVN-09	REL-30	REL-06	NEG-03	EMS-06	LEA-03				LOG-10	TQM-09	GLO-05	PER-15	SOM-15	INF-09	RSK-12
	Will knowledge management benefit supply chain sustainability? Comparison of perceptions of academics and practitioners Qile He; Abby Ghobadian; David Galleary; Ram Ramanathan	Supply chain configuration, effectiveness and efficiency: Looking for the best fit Yasmine Sabri; Guido J.L. Micheli	Open Innovation And Network Analysis: A Patent-Based Framework Francesca Michelino; Antonello Cammarano; Emilia Lambertini; Mauro Caputo	Going beyond firm- and supply chain boundaries - a longitudinal study of open innovation in the German automobile industry Miriam M. Wilhelm; Wilfred Dölsma	Will supply chain collaboration help achieve green sustainability? An empirical study Usha Ramanathan; Yongmei Bentley	Tolerating Supplier Opportunism: Environmental Antecedents and the Organizational Response Sinéad Roden; Benn Lawson	Multi-actor collaboration in Embedded Outsourced Services: A psychological contract perspective. Simon Okwir; Matti Kaulio; Pernilla Ulfvengren	Lead-weighted jacket or life vest? Inventories in the presence of major production disruptions Jurgen Strohhecker; Andreas Größler	Developing Lean customer service in a Lean manufacturing firm Per Engelseth; Alina Wagner; Ali Farrukh		A typology on last mile distribution systems Xin Jin; Jagjit Srai	The impact of Quality Management practices and Advanced Manufacturing Technologies on Manufacturing Performance: Evidence from the Southern Cone of Latin America Alejandro Bello-Pintado; Ricardo Kaufmann; Javier Merino Diaz De Cerio	Comparing Malaysian And Scottish firms on practices for Strategic Capacity Management Rob Dekkers; Kanagi Kanapathy	Evaluating the effectiveness of performance measurement systems for engineering asset management using performance data Jiaqiang Wang; Deyi Hou; Ajith Parlikad	The Bridge of Dreams: Operational Performance Alignment in IT-enabled Service Supply Chains Yan Wang; Henk Akkermans	ICT enabling service innovation Chieko Minami; Kenichi Nishioka	Exploring the risk return paradox from the perspective of operational workers Mark Pagelli; Frank Wiengarten; Chris K.Y. Lo		
14:30-15:00	Coffee break, Complesso Didattico																		14:30-15:00

## Conference Programme ALL SESSIONS



# 21<sup>st</sup> EurOMA Conference

OPERATIONS MANAGEMENT IN AN INNOVATION ECONOMY  
20<sup>th</sup> - 25<sup>th</sup> June 2014 | Palermo - Italy

## Tuesday 24 June - Parallel Sessions

Room	Aula “1”	Aula “2”	Aula “3”	Aula “4”	Aula “5”	Aula “6”	Aula “7”	Aula “8”	Aula “9”		Aula “10”	Aula “11”	Aula “12”	Aula “Multimediale A”	Aula “Multimediale B”	Aula “Seminari A”	Aula “Seminari B”	Aula “Seminari C”	Room
Topic	Sustainability in Operations and Logistics	Supply Chain Management	Innovation, Product and Service Development	Innovation, Product and Service Development	Managing Inter-firm Relationships in Supply Chains	Healthcare Operations Management	Negotiations, contracts and conflicts in decentralized supply networks	Empirical Modelling and Simulation	Lean and Agile Operations		Technology Management in Operations	Logistics Management and Physical Distribution	Total Quality Management, Kaizen and Six Sigma	Supply Chain Management	Performance Measurement and Management	Service Operations Management	Information Systems in Operations	Operations Risk Management and Resilience	Topic
Chair	Javier Gonzalez-Benito	Annachiara Longoni	Umberto La Commare	Erica Mazzola	Ilaria Giannoccaro	Alessandro Ancarani	Fabio Zambuto	Jurgen Strohhecker	Per Engelseth		Mattia Bianchi	Salvatore Cannella	Annibal Scavarda	Maike Scherrer-Rathje	Lilian M. De Menezes	Ornella Benedettini	Chieko Minami	Maria Fischl	Chair
15:00-16:30	SUS-40	SCM-03	IVN-13	IVN-02	REL-07	HOM-01	NEG-04	EMS-07	LEA-04		TMO-01	LOG-09	TQM-13	SCM-37	PER-16	SOM-10	INF-10	RSK-13	15:00-16:30
	Social Sustainability implementation in the Bangladeshi Apparel Industry: Isomorphism, Diffusion, Decoupling and change in Institutional Logics due to Environmental Shocks Fahian A. Huq; Mark Stevenson; Marta Zorzini	Managing second-tier suppliers in supply chains: a study in the automotive industry Paulo E. O. De Castilho; Mauro Vivaldini; Silvio Pires	Innovation, learning and sensing: The case of the Supermarine Spitfire during WWII Jane Davies; Matthias Holweg; Frits Pil	Scrum in New Product Development: An Exploratory Study David Baxter	What is the right governance type for your maintenance? Lennart Söderberg; Lars Bengtsson	Flow efficiency in the emergency department – solutions and implementation Torbjörn Jacobsson	The impact of partners’ financial condition on alliance contract design: evidence from biotech-pharma alliances Fabio Zambuto; Marisa Scolaro; Giovanna Lo Nigro; Lorenzo Abbate	Industrial processes design and simulation using timed Petri Nets Marco Bortolini; Maurizio Faccio; Mauro Gamberi; Francesco Pilati	A Strategic Linkage Model for SME Competitiveness through Lean: Insights from a case study Erdogan Gulyaz; Jack A.A. Van Der Veen; Venu Venugopal; Sam Solaimani		Evaluation of Advanced Manufacturing Technology during New Product Development Mats Ahlskog; Jessica Bruch	The impact of logistics service on supply chainperformance Ying Yang; Biao Yang	A comparison and discussion of industrial practices of tolerance engineering – Approaching the root cause of deviations? Lars Krogstie; Inge C. Olsen	Examining the effects of supply networks structural and relational properties on dynamic capabilities Leila S. Alinaghian; Jagjit Srai	Exploring the impact of national culture on performance measurement Ihssan M. Jwijati; Umit Bititci	The voice of the client – improving service development in management consultancy services Olga Matthias; Liz Breen; Kevin Barber	How information technology influences exploration and exploitation of business opportunities Jose Benitez-Amado; F. Javier Llorens-Montes	Supplier Sustainability Scandals: which firms are targeted, how do they react, and which financial damage do they incur? Hannes Hofmann; Boyana Petkova; Lammertjan Dam	
	SUS-41	SCM-21	IVN-14	IVN-11	REL-26	HOM-02	NEG-05	EMS-08	LEA-05		TMO-08	LOG-11	TQM-14	SCM-20	PER-17	SOM-14	INF-11	RSK-09	
	The role of network internal integration in the development of plant-level sustainable management initiatives Ruggero Golini; Jury Gualandris; Matteo Kalchschmidt	A supply chain strategy for an innovative commodity producer: Testing the applicability of established theoretical models Madeine Baràs; Annika Brunberg; Robin Von Haartman	Genesis and Evolution of Interfaces in Product Architecture Mehmet Donmez; Juliana Hsuan	Sensing opportunities: is there a need for a managed search process in open innovation? Stuart Mackinven; Jillian Macbryde; Beverly Wagner	Conflict in collaborations: in ‘defence’ of outsourcing Royston Morgan; Desdemon Doran; Mihalis Giannakis	A Home Healthcare Districting Problem in a developing country in Latin America Elena V. Gutiérrez; Carlos J. Vidal	Supply Chain Contracts For Triple Bottom Line Benefits In The Italian Pasta Industry Marco Formentini; Manmohan S. Sodhi; Christopher S. Tang	Towards a Novel Graphical Framework for Dynamic Value Stream Mapping (D-VSM) João G. Cruz Lopes Dos Santos; Luis A. De Santa-Eulalia; Alessandro L. Da Silva; Carmine Bianchi	Lean automation development: applying lean principles to the automation development process Anna Granlund; Magnus Wiktorsson; Sten Grahn; Niklas Friedler		A framework for strategic action with technology roadmapping: an action research in converging automotive and consumer wireless technologies Daniel Zamberlan; Cinzia Battistella; Alberto F. De Toni	Drivers to intermodal rail transport in Europe Pinja Raitasuo; Anu Bask; Mervi Rajahonka	Organizational culture for the implementation of the EFQM. Juan-Antonio Gimenez Espin; Micaela Martinez-Costa; Daniel Jimenez-Jimenez	Managing the Dark Side of Collaborative Buyer-Supplier Relationships Veronica H. Villena; Elena Revilla; Thomas Choi	Measuring supply chain performance: a literature review and research agenda Vieri Maestrini; Davide Luzzini; Paolo Maccarrone	Impact of firm characteristics on survival: an empirical analysis in the context of service strategies Ornella Benedettini; Morgan Swink; Andy Neely	Change management challenges in a Welsh manufacturing SME arising from ERP selection and Implementation Dominic B. R. Bevan; Daniel R. Evers	Towards financial resilience in manufacturing companies: A toolbox for the mitigation of consumption factors’ market price risks Maria Fischl; Matthias Wandfluh; Axel Faix; Thomas Friedli	
	SUS-10		IVN-15	IVN-25	REL-09	HOM-21	NEG-06	EMS-01	LEA-01		TMO-09	LOG-12		SCM-39	PER-18	SOM-12	INF-12	RSK-08	
Time compression diseconomies in the assimilation of environmental management systems Gustavo Lannelongue; Javier Gonzalez-Benito; Oscar González-Benito; Carmen González-Zapatero Redondo		How managers can benefit from multiple perspectives on design management Marta Gasparin; John K. Christiansen	Product architecture and firm performance: The mediation effect of modular organization arrangements Juan Pablo Madiedo; Fabrizio Salvator	Supply chain relationship and national culture: Empirical evidence from the MENA region Noor Al-Ma’Aitah; Ebrahim Soltani; Ying Ying Liao	Investigating staff and manager views of performance indicators for hospital management Xiuzhu Gu; Kenji Itoh	Industry 4.0: Solving the agency dilemma in supply networks through cyber physical systems Maximilian A. Maier; Jakob Korbel; Alexander Brem	A primer on the use of fsQCA in O&SCM research: Using a set-theoretic approach to uncover relational configurations within Service Networks Mark Johnson; Marko Basti; Antony Karatzas	Stochastic operations optimisation for delivery services James Aitken; Wolfgang Garn		Additive manufacturing: towards a new operations management paradigm? Mattia Bianchi; Pär Åhlström	Horizontal Collaboration in Logistics: A Typology of Collaboration Modes Jie Zhu; Bhakti S.S. Onggo; Martin Spring		A framework for sustainable supply networks: the role of indirect suppliers in a firm’s pursuit of sustainability Samuel Roscoe; Paul Cousins; Richard Lamming	Organizational innovations and their effect on cost, productivity, quality, innovation and profits Jasna Prester	Procurement Professionals Involvement in Professional Services Sourcing: Does Size Matter? Gustavo M.C. Pereira; Susana C.F. Pereira	The Adoption of Business Intelligence Tools in the Competitive Intelligence Process – A Survey in Brazilian Market Olavo V. Cabral Netto; Fernando J. Barbin Laurindo	Supply chain risk management: a propagation scanning methodology Samir Dani; Abhijeet Ghadge		
16:45-17:30	Closing Session and Awards, Aula Magna																		16:45-17:30

## Wednesday 25 June

08:30-12:00	Company visit (Plant Tours)																		08:30-12:00
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## Wednesday 25 June



## GENERAL INFORMATION

Each tour is charged €30 per person.

All tours will depart from University of Palermo campus on the 25 of June at 9.00.

The companies are based in different locations around Palermo, so travel time to and from the sites will vary from 15-30 minutes to and from the tour sites.

All tours will last 60-90 minutes.

All tours will return to University of Palermo campus at 13.00.

Please note that photography/video recording is not permitted at any of the company locations. Company has requested a list of participants in advance, so by signing up for a plant tour, you agree that your name, nationality and organization can be provided to the company.

## 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 first 20s. Since its establishment has focused its attention on the quality of the products and on the customer satisfaction, what the founders called "culture of good food". Today COALMA corporation has a leading position in the "catering" market both for the Yellowfin and the Bluefin qualities.

The company provides also the "consumer" market in Italy and abroad with its own brands, including notable companies and important mass-market chains.

## Selex ES Plant Tour



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

## Elenka Plant Tour



Elenka is a Limited Company that operates in the Semi-finished Ingredients for Gelato and Pastry sector. The headquarter is in Palermo where the entire range of production is undertaken. Elenka is active in the Italian market through a network of Sales Representatives in every region and around the world thru Importers and Wholesalers.

A subsidiary in Milan (Arluno) also handles logistics, distribution and shipping. Elenka is one of the leading companies in the market and is active since 1959. Over 50 years of experience with a great tradition linked to Sicily. Constant technological updates guarantee a perfect match in terms of quality to the requirements of the final consumers and production processes; therefore in terms of Quality and genuine products Elenka is a reliable partner for all professionals in the industry.

The product range is vast and well assorted from products for Gelato to products for Pastry. Of these the classics that best represent the company are Zuppa Inglese, Cassata Siciliana, Pistachio (Sicilian), hazelnut and almond pastes. Elenka insures a constant consulting and assistance focusing its activity on professionalism in proposing individual solutions for every client.

## CONFERENCE CATERING

## Tea / Coffee Breaks

**When:** Sunday, 22 June 2014, 15:30 - 16:00.

Monday, 23 June 2014, 10:30 - 11:00; 15:00 - 15:30.

Tuesday, 24 June 2014, 10:30 - 11:00; 14:30 - 15:00.

**Where:** Complesso Didattico.

## Lunch Breaks

**When:** Sunday, 22 June 2014, 12:00 - 14:00.

Monday, 23 June 2014, 12:30 - 13:30.

Tuesday, 24 June 2014, 12:00 - 13:00.

**Where:** Complesso Didattico.

**Dietary Requirements:** Please advise of any special dietary requirements (vegetarian, vegan, halal, nut allergy, etc.). This will allow us to cater to your needs.

## CONFERENCE DINNER

The conference dinner will be held in **Palazzo Butera**. Palazzo Butera is the most prestigious palace in the historical centre of Palermo, not only for its history but for its architectural features. One discovers its unique position seeing the exclusive view from the panoramic terrace on the bay. Over the course of time the palace has welcomed Kings, Princes, Presidents and many famous personalities, and still today enjoys an active life hosting exhibits and important events. The spacious and opulent salons of the Palazzo Butera make it the perfect location for the EurOMA conference and we really hope that delegates will enjoy it.

**When:** Monday 23 June 2014, 20:00 - 22:30.

**Where:** Palazzo Butera, Via Butera, 18, 90133 Palermo.

**Dress code:** Casual.

**Cost for delegates:** Included.

**Dietary Requirements:** Please advise of any special dietary requirements (vegetarian, vegan, halal, nut allergy, etc.). This will allow us to cater to your needs.



GENERAL INFORMATION

Registration desk

The registration desk will be open throughout the Conference during opening hours, which are outlined below:  
20th – 24th June – Complesso didattico - 08:00 – 18:00

Please feel free to contact the staff at the conference registration desk for tourist information, tour bookings, accommodation changes and all other queries.

The staff at the registration desk will be happy to print your boarding card in advance of your return flight. Email it to [info@euroma2014italy.org](mailto:info@euroma2014italy.org) once you have checked in and then you can collect it at the desk.

Internet connection

Wi-Fi access is available throughout the University of Palermo’s Campus of Viale delle Scienze.  
In order to access Wi-Fi in University of Palermo you will require a user-ID and a password that can be found on the back of your badge. Wi-Fi is available in public areas across the campus.  
Also, if you have an Eduroam account from your University, you can use it by accessing it with your Eduroam user-name and password.

Emergency Numbers

For Emergency Service Dial 118/112  
FIDELITER is the University of Palermo’s Campus security (+39 091 625 75 05).

University of Palermo’s Campus Facilities

Banking and ATM  
On campus there is an ATM located to the left of Aula Magna of the Polytechnic School in front of Complesso didattico. The bank “Unicredit” is inside the building n. 9. Is the subsequent building after the main building of the Faculty of Engineering along the boulevard at the right.

Cafes

Bar di Ingegneria  
07:00 - 19:00 Monday to Friday

Bar di Architettura  
07:30 - 19:00 Monday to Friday

Bar di Lettere  
07:30 - 17:30 Monday to Friday

GETTING AROUND

How to reach the Conference Venue

There are different options to get to the Conference Venue.

EurOMA shuttle bus (highly recommended)

Transport will be provided for delegates from some designed pick up places, which are strategic points close to most of the hotels, and will drop delegates off directly at the Conference Venue site. Return transport will be provided from the Conference Venue back to those points. The departure schedule from each points will be published soon in this website. EurOMA shuttle bus tickets can be bought directly during the registration process.

Fares:  
EurOMA Shuttle Bus 3 days (June, 22-24): 35 €;  
EurOMA Shuttle Bus 5 days (June, 20-24): 50 €.

Public Transportation

Public buses (the local public transportation company is AMAT - [www.amat.it](http://www.amat.it)) are also available and they do also stop in the following points, which are close to the main hotels:  
From Piazza Castelnuovo/Politeama by Bus line #104. Delegates should get off from the bus at the “Via E. Basile – Facoltà di lettere” stop. From bus stop to the Conference Venue there is a 5 minutes walking distance;  
From Piazza Verdi/Teatro Massimo by Bus line #104. Delegates should get off from the bus at the “Via E. Basile – Facoltà di lettere” stop. From bus stop to the Conference Venue there is a 5 minutes walking distance;  
From Piazza Marina by Bus line #105. Delegates should get off from the bus at the “Piazza Indipendenza” stop. From Piazza Indipendenza to the Conference Venue there is a 15 minutes walking distance.  
Please consider that public transportation in Palermo is not very timely, so consider possible delays when waiting for the bus. Bus tickets cost 1,40 € each and last 90 minutes from obliteration. Tickets can be bought at every “Tabacchi” shop in Palermo.

Taxi

There are usually an adequate number of taxis in operations in the city center at any given time. However, it is not easy to hail a taxi from the street but from specific taxi stations (two of them are located just in (Piazza Castelnuovo/Politeama, Piazza Verdi/Teatro Massimo).  
Useful Taxi Numbers:  
“Radio Taxi Trinacria” (Tel. +39 091 6878, [www.radiotaxitrinacria.it](http://www.radiotaxitrinacria.it))  
“Autoradio Taxi” (Tel. +39 091 513311, [www.autoradiotaxi.it](http://www.autoradiotaxi.it)).

By Walking

Delegates can also enjoy a nice walk from their hotels to the conference venue. Please consider the following walking distances from three strategic points that are close to all hotels:  
Piazza Castelnuovo/Politeama - Walking distance: about 40 minutes;  
Piazza Verdi/Teatro Massimo - Walking distance: about 30 minutes;  
Piazza Marina - Walking distance: about 30 minutes.

How to reach Palermo

The International Airport “Falcone and Borsellino” of Punta Raisi is located at 32 km of distance from the city and is connected to Palermo by Prestia e Comandè us company , by Trenitalia railways or by Taxi.  
Another International Airport is the “Vincenzo Florio” of Birgi, Trapani, located at 115 km to Palermo, connect by Salemi bus company.

From Falcone and Borsellino Airport to Palermo downtown and vice versa

By Bus	By Train	By Taxy
Bus Company: Prestia e Comandè	Railway Company: Trenitalia	Taxy Company: Trinacria Taxi
Timetable: from the Airport from 6.30 to 24.00 - every half hour	Timetable: from the Airport from 7.30 to 22.00 - every half hour	Fare: about € 40,00
Ticket price: € 6,30	Ticket price: € 5,80	





## GENERAL INFORMATION

**City**

Palermo is the capital of Sicily. The city was founded in 734 BC by the Phoenicians and it lies on Sicily's north-western coast. It is a city rich in history, culture, art, music and food. Palermo is famous for its good Mediterranean weather, its renowned gastronomy and restaurants, its Romanesque, Norman and Baroque churches, palaces and buildings, and its nightlife and music.

**Temperature**

The climate in Sicily is mild in the winter and pleasantly hot in the summer.

The climate in Sicily is typically Mediterranean with hot summers and short, mild winters. Summers in Sicily are hot with relatively little rainfall and quite stable weather from the middle of June until the middle of September. During this period the average daytime temperature near to the coast ranges from 28 to 34 degrees centigrade, however, this can rise to between 38 and 40 degrees centigrade for brief periods when the Scirocco wind blows from North Africa. [www.ilmeteo.it/meteo/Palermo](http://www.ilmeteo.it/meteo/Palermo)

**Shopping**

Palermo easily has the best shopping in Sicily, followed by Catania. They both have high quality markets and shops where you can buy locally made products, Italian labels and international brands. The main shopping areas in Palermo are near the Teatro Massimo, Teatro Politeama (Via Libertà) and Via Roma. Shopping hours are from 9.00 to 13.00 and 16.00 to 20.00 Monday to Saturday. The three main food markets are: "Il Capo", "Vucciria" and "Ballarò", and they are all located in Palermo historical downtown.

**Insurance**

The Congress Organising Committee or its agents will not be responsible for any medical expenses, loss or accidents incurred during the congress. Delegates are strongly advised to arrange their own personal insurance to cover medical and other expenses including accident or loss. Where a delegate has to cancel for medical reasons, the normal cancellation policy will apply. It is recommended that citizens from EU countries bring with them a current EHIC card.

**Tax refunds**

Value Added Tax (VAT) is charged at 22% on most goods.

**Tipping**

A small tip is appreciated for good service. Tipping is usual in pubs and bars.

**Currency**

The currency in Italy is the Euro.

**Credit cards**

Major credit cards are widely accepted.

**Smoking policy**

Under Italian law smoking is not permitted in pubs, restaurants, hotel lobbies and all enclosed public buildings.

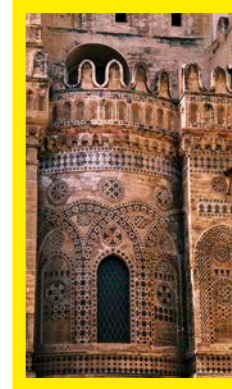
**Electricity**

220 volts.

**Time**

From March to October, Italy operates on Greenwich Mean Time + 2 hours.

## Norman - Baroque Palermo Tour



We are going to discover the masterpieces of the 12th century in Palermo. In Piazza Bellini, we shall visit the Church Santa Maria dell'Ammiraglio, also known as "Martorana" enthusiastically described by the travellers of the Middle Ages. Another jewel in Piazza Bellini is San Cataldo Church with its red domes. And, last but not least, we shall move to the Norman Palace and its marvellous Palatine Chapel, the private Chapel of the Royal Family. During this tour we will discover masterpieces of palermitan Baroque also, the Chiesa del Gesù or Casa Professa and the Oratorio di San Lorenzo. Casa Professa, situated in the heart of the Albergheria district, is the one of the best example of "marmi mischi" decoration. After this immersion in the coloured marbles we shall plunge in the white world created by Giacomo Serpotta. You will be surprised by the atmosphere of the small oratory entirely decorated with stucco. You will be welcomed by the famous chubby puttos of the oratory. The price for the tour includes bus and professional tourist guide.

**Duration:** 4 Hours (9.00 - 13.00 a.m.);

**Price:** € 40 per person

**When:** 22 June

**Meeting point:** 8.30 a.m. at Piazza Castelnuovo, opposite McDonald's (Near the Teatro Politeama).

## Monreale Tour



Monreale's Cathedral, perhaps the most famous church in Sicily, is the last masterpiece of the Norman period. The last Norman king, William II, wanted it to be built in the second half of the 12th century. The church, Santa Maria La Nuova, is covered with more than 6000 square metres of mosaic, telling the stories of Old and New Testament, the life of St. Peter and St. Paul, everything dominated by the image of the Pantocrator, the Almighty Christ. After the Cathedral we shall move to Benedictine Cloister with its 228 capitals. The price for the tour includes bus and professional tourist guide.

**Duration:** 4 Hours (9.00 - 13.00 a.m.);

**Price:** € 60 per person

**When:** 22 June

**Meeting point:** 8.30 a.m. at Piazza Castelnuovo, opposite McDonald's (Near the Teatro Politeama).



# Abstracts

## Abstracts

### BEH-01

#### On the role of accounting information and experience on the new product development process

*The paper aims at checking whether professional experience and the analysis of accounting information can improve the effectiveness of designers' decision-making processes, thus mitigating overdesign, i.e. a pathology characteristic of New Product Development. We test the hypothesis that the effect of cognitive biases on overdesign is lower when designers carefully analyse the accounting information on the new product. To test our research framework, we carried out a survey on designers from Italian companies engaged in design-based industries. The empirical evidence shows that accounting information can act as a moderating factor over professional experience, reducing the overdesign attitude of older designers.*

**Belvedere Valeria, Grando Alberto**

### BEH-02

#### Understanding operational affordances using work domain analysis

*Operations innovation emerges as organisations identify affordances that allow a user to carry out work or perform actions. This affordance represents a particular blend of the attributes of a domain with reference to users/stakeholders and plays an important role in how operations are managed. Along these lines, this research evaluates the benefits of using the Work Domain Analysis (WDA) approach for analysing operations management with a view to identifying operational affordances. WDA scrutinises the functional configuration of systems and applies an abstraction-decomposition space visualisation to illustrate how physical forms relate to the overall goal of a system.*

**Durugbo Christopher**

### BEH-03

#### Promoting healthcare employees' pro-environmental behaviours. Evidence From Italy.

*This study provides empirical support for i) the positive impact of Green Human Resource Management practices on the adoption of Organisational Citizenship Behaviour toward the Environment, ii) the role that Perceived Organisational Support and Affective Commitment to Environmental Management play as mediators of the former relationship. The paper, therefore, contributes to Operations Management research shedding light on how the adoption of discretionary behaviours toward the environment can be fostered in order to support the successful implementation of environmental practices in healthcare organisations.*

**Pinzone Marta, Lettieri Emanuele**

### BEH-04

#### Do portfolio managers love to receive the integrated information while they mostly make decision relying on their intuition? Why?

*Generally, in the project-based and project-oriented organizations, the project data are collected, manipulated and controlled by the project management office (PMO). This information is integrated to be reported to the strategic level, which hopefully would use them for making appropriate decisions. Undeniably, choices are impacted by external factors as well as the decision maker's attitudes. Regarding the nature of human behavior and also nature of projects, portfolio manager could have different orientations in different themes, so it is significant to have psychological understanding of the decision making process in this area.*

**Rashidi Bajgan Hannaneh**

### BEH-05

#### Behavioral causes of the bullwhip effect: Mscs Vs. Lscs

*The purpose of this study is to investigate how a multinational supermarket chain (MSC) is different from local chain (LSC) in managing the BWE. This paper examines whether the BWE can be attributed to managers' behavioral issues. Demand management issues were embodied in a survey distributed to managers of conveniently selected supplier firms, wholesale Distribution Centers (DCs) and retail stores in Indonesia. Results indicate that BWE is yet evident in MSCs and LSCs, and appears to emanate from managers' cognitive behavior of extra inventory ordering.*

**Shee Himanshu, Kaswi Surahman**



**BEH-06****Ambidexterity as basis for cumulative capability: Extending the “sand cone” model**

Ambidexterity, combining exploration and exploitation, has long been considered as a strategic choice for managers as a possible response to environment uncertainty. This research aims to analyse the influence of ambidexterity in the performance improvements through the development of cumulative capabilities. We analyse 231 Spanish production firms, using SEM. This paper contributes to extant literature by addressing the importance of ambidexterity in overall performance, serving as a basis to the improvements of quality, speed, flexibility and finally cost, through the sequential progression defined by sand cone model.

Tamayo-Torres Javier, Roehrich Jens, Lewis Mike

**BEH-07****What incentives support the implementation of corporate lean programs?**

This study analyses the effect of management control practices on the implementation of lean. We use unique factory-level data collected from a survey and the performance scorecards of a global manufacturer regarding its large-scale effort to implement a corporate lean program. We present evidence that the extent to which factory managers use non-financial rewards, lean-focused performance reports, and dedicated implementation teams are leading indicators of more extensive lean implementation. Financial rewards and internal audits, on the other hand, are not strongly related to more extensive lean implementation. We also show that implementation of lean has favorable implications on factory performance.

Netland Torbjorn H., Schloetzer Jason D., Ferdows Kasra

**BEH-08****LMX-TMX and workers’ engagement: an analysis in health care**

The workplace encompasses a variety of social exchanges, between subordinates and supervisor (LMX), and among co-workers in a work group (TMX), which influence the paths through which work engagement is generated in organizations. Although LMX and TMX within organizations have been widely explored, their joint impact on work engagement in highly complex organizations such as hospitals is still to be investigated. This paper estimates a model of the relations between LMX-TMX and work engagement in a sample of hospital wards. Our analysis shows that LMX and TMX represent key factors in generating engagement among the medical staff in hospitals.

Ancarani Alessandro, Di Mauro Carmela, Giammanco Giuseppe, Giammanco Maria D., Giunta Mariaelena

**BEH-09****Manufacturing’s Wicked Problems (partially) explained through Social Network Analysis**

This paper reports on an empirical case study based in a UK manufacturing company which was striving for more effective employee engagement. Social Network Analysis (SNA) was used to investigate the situation through a consultative approach involving the workforce in a structured debate about employee engagement and its possible effects upon the organisation. The paper reveals how employee engagement varies depending upon the characteristics of an individual and how they interact with other employees.

Clegg Ben, Sohal Amrik, Koh Chee S., Dey Prasanta, Bennett David

**CAP-01****Capacity planning for IT service operations Management**

This paper reports initial work done on the development of a framework for capacity planning in IT service operations management (ITSM). The framework includes effort & workforce (FTEs) estimation, scheduling & shift planning and shift allocation. In order to accomplish this framework this paper considers 3 sets of data. Standard parameters for effort calculation, which includes available time for work as well as time spent on leaves and training per team member. Another data set includes application support window data. The third data set includes application incident details. This paper succinctly describes a Java based application that implements this framework.

Rai Veerendra K., Chandak Praveen, Mehta Sanjit

**CAP-02****A Workload Equation that accounts for Human Cognitive Time Distortion**

Cognitive time distortion (CTD) represents the everyday phenomenon of the discrepancy between physical (or clock) time and cognitive time, produced unconditionally by any human actor. CTD is a source of various performance challenges to economic inefficiency, unsatisfactory output quality, and human ill-being. Conventions of economic organizations – both in practice and in theory – assume physical time to be the only kind of time. By challenging this convention, we introduce a novel Workload Equation for human actors’ work-time that accounts for CTD, in terms of cost, revenue, profit and workload functions. The model introduced here may significantly impact our understanding of management and economy.

Von Schéele Fabian, Haftor Darek

**CAP-03****Managing complexity of product mix and production flow in configure-to-order production systems**

In designing configure-to-order production systems for a growing product variety, companies are challenged with an increased complexity for obtaining high productivity levels and cost-effectiveness. In academia several optimization methods and conceptual frameworks for substituting components, or increasing lot sizes and storage capacity have been proposed. Our study presents a practical framework for quantifying the impact of a two-way substitution at different production stages and its impact on storage and machinery utilization. In a case study we quantify the relation between substitution, lot sizing and capacity utilization, while maintaining the production capacity as well as the external product variety.

Myrodia Anna, Bonev Martin, Hvam Lars

**CRO-01****Exploring the operational implementation of the “ambidextrous organization” through collaborative crowdsourcing technologies**

This study explores the potential for collaborative crowdsourcing technology to enable organizational ambidexterity. While existing studies emphasise the internal reconfiguration of structural units or culture for pursuing dual processes of exploration and exploitation, severe doubts remain as to the efficacy of these strategies for operationally achieving ambidexterity. Based on a quantitative exploration across multiple cases of large organizations engaged in innovative activity using a collaborative crowdsourcing technology, we model the levels of exploration and exploitation enabled by the technology over time and provide a descriptive analysis of the emergent dynamics. Our findings show that the technology enables ambidextrous processes operationally.

Mount Matthew , Garcia Marian

**CRO-02****Connecting with the Crowd – An SME Approach to Crowdsourcing and Open Innovation**

Access to external knowledge to accelerate innovation is becoming a key business process as firms continue to recognise the importance of going beyond their boundaries when advancing products and services. This paper considers the increasingly important case of business model innovation in the context of crowdsourcing. Drawing on two in-depth crowdsourcing projects this paper analyses the development of business model innovation when working with the crowd. The data is anchored in the absorptive capacity construct and grounded in observations, interviews, workshops and online idea platforms. We contribute to an acknowledged aspect neglected in the literature, understanding of how SMEs actually use crowd technology in business model innovation.

Anderson Robert W., Acur Nuran, Corney Jonathan

**EBO-01****The integration between physical and digital outbound supply chains of Italian fashion companies**

E-commerce is becoming more and more relevant for the fashion industry and opens up new opportunities for integrating the digital and the physical channels in order to provide customers with a seamless shopping experience. However, such integration poses new challenges for the supply chain. This paper investigates how the physical and digital outbound supply chains can be integrated and how such integration is affected by contingent variables, drawing from 8 in depth case studies of Italian fashion brands and retailers. Results show different integration configurations and explain the main drivers for their adoption.

Caniato Federico, Moretto Antonella

**EBO-02****Product delivery service provider selection and customer satisfaction in the era of internet of things: a Chinese e-retailers' perspective**

Based on Asset-Process-Performance framework, we propose a conceptual model that relates product delivery service providers (3PLs) selection criteria with customer satisfaction in the e-commerce context. 3PLs Hard and soft infrastructures are asset criteria and their flexibility is the process criterion and end customers satisfaction is the performance criterion. We tested our model with the data from 148 e-retailers on Taobao, the largest e-retailer platform in China. Our results indicate that both hard and soft infrastructures have positive influence on flexibility as well as on customer satisfaction. Flexibility fully mediates the relationship between hard and soft infrastructures and customer satisfaction.

Yu Jie, Subramanian Nachiappan, Ning Karen

**EBO-03****The evolution of the impact of e-business technology on operational competence and profitability in the economic downturns**

Although information technology (IT) investments can develop and improve the firm's process capabilities and competitiveness, not all IT investments generate the expected results. This study examines the evolution of the impact of e-business technology on operational competence and profitability using an innovative panel data set for a sample of 154 Spanish firms. The empirical analysis suggests that: (1) E-business technology has a positive effect on operational competence that decreases over the time even becoming non-significant, and (2) the portfolio of operational capabilities has a positive impact on profitability that becomes more significant over the time.

Benitez-Amado Jose, Chen Yang, Abu-Ajamieh Aseel

**EMS-01****A primer on the use of fsQCA in O&SCM research: Using a set-theoretic approach to uncover relational configurations within Service Networks**

Research within Operations and Supply Chain Management has, for the most part, sought to arrive at generalizable conclusions. This is despite there being a wealth of evidence suggesting that different configurations can yield the same results. In this paper we discuss the use of fuzzy-set Qualitative Comparative Analysis as a method for exploring configurations within research settings. We do this through presenting the results of a study into which relational configurations yield improved service performance within a service network.

Johnson Mark, Bastl Marko, Karatzas Antony

**EMS-02****A mathematical approach for campus interview panel selection**

We have proposed a novel approach for campus interview panel formation, selection and candidate matching process. In practice, interview panel selection has been a judgemental task, performed manually by an experienced manager. The challenge is in identifying suitable interviewers from a large set of possible experts, forming panels and matching them to the candidates' profile. We have captured the rules and methodology used by the manager for this recruitment process in the integer linear programming formulation with probabilistic constraints. The solution would be effective for organizations which recruit in bulk and on regular basis, to recruit the right talent.

Gharote Mangesh, Palshikar Girish, Lodha Sachin

**EMS-03****The use of social media and its potential in the research lifecycle**

There is limited evidence regarding the use of social media in Operations Management research and how it could be used to support engagement and dissemination of outcomes (Rowlands et al., 2011). The literature shows that many academics rarely use these tools for research purposes even though they are recognised as powerful tools to develop and sustain their networks (RIN, 2010). In this paper the authors focus on exploring some of the benefits of using social media in OM research. The paper describes how social media supported and improved the engagement and dissemination of a Lean healthcare research project.

Papalexi Marina, Cheng Siu Y., Dehe Benjamin, Bamford David

**EMS-04****Brand choice and replacement strategies in the fleet rental business**

In businesses with heavy capital investment, the effective management of assets is crucial. Thus, the objective of this study is to explore potential strategic options in two areas of asset management in a fleet rental business based on a dynamic simulation model. First, regarding brand choice, we identify the best brand among a set of alternatives to choose for the rental fleet. Second, concerning replacement strategies, we determine the best timing and policies for replacing the fleet. For both questions, a range of scenarios is investigated, in order to generalize results beyond the insights for the case study company.

Größler Andreas, Bivona Enzo, Li Fuzhuang

**EMS-05****Market-level effects of individual-level strategy and cost heterogeneity in supply chains: An agent-based simulation**

This paper presents a multi-agent simulation that studies market based competition in a multi-stage negotiation with both direct sales and intermediation and heterogeneous agents. Both producers and intermediaries sell their products according to an adaptive Q-learning strategy. Buyers belong to two categories: Retailers and wholesalers and sell directly to consumers. The model is illustrated with a case study from the fresh food supply chain in Bogotá, Colombia. The results show that intermediation leads to greater traded quantities than direct sales through retailers and that intermediaries operation is not always profitable.

Mejia Gonzalo, Garcia-Diaz Cesar

**EMS-06****Lead-weighted jacket or life vest? Inventories in the presence of major production disruptions**

The purpose of this paper is to investigate the effect of infrequently happening, but severe production stops on operational and financial performance of a pharmaceutical product. Other than most studies, this paper considers different forms of customer adaptation to varying service levels and the availability of substitutes. It employs simulation experiments based on system dynamics. Findings show that the form and strength of customers' adaptation to service level changes have a substantial influence on which inventory policy to employ ("thick" versus "lean" inventories). In subsequent studies the degree of backlogging and the repeated occurrence of quality breakdowns can be addressed.

Strohhecker Jurgen, Größler Andreas

**EMS-07****Industrial processes design and simulation using timed Petri Nets**

The increasing complexity of products and the challenges coming from the global market scenario force all the companies to make continuous efforts in the optimisation of industrial processes to join high efficiency to low production costs. Petri nets are a powerful event-driven modelling language, originally adopted in the ICT sector and even more diffuse in the industrial sector. This paper proposes a general approach to support the design and simulation of industrial processes through timed Petri nets. The description of the approach steps is deeply focused together with the discussion of a real application taken from the industry.

Bortolini Marco, Faccio Maurizio, Gamberi Mauro, Pilati Francesco

**EMS-08****Towards a Novel Graphical Framework for Dynamic Value Stream Mapping (D-VSM)**

Value Stream Mapping (VSM) is used for static operational modeling and analyses of one product family flow throughout a manufacturing system. On the other hand, used for strategic decision-making, System Dynamics (SD) is employed for modeling and simulating complex systems. Despite their differences, these approaches are complementary and share modelling similarities, which will be explored in this paper. Thus, this paper provides insights towards a novel framework for converting the present state VSM maps into SD models, called Dynamic-Value Stream Mapping (D-VSM). As a result, analysts are able to experiment several different scenarios before proposing a definitive future state map.

Cruz Lopes Dos Santos João G., De Santa-Eulalia Luis A., Da Silva Alessandro L., Bianchi Carmine



**EMS-09****A methodology for analysing the impact of business interoperability on the performance of cooperative supply chain networks**

*This paper presents an approach for modelling business interoperability in a context of cooperative supply chain networks. The objective is to develop a methodology that enables the analysis of the impact of business interoperability on the performance of cooperative networked organisations. The analysis of the impact is grounded on the agent-based simulation, which demonstrated to be of merit for achieving the proposed objective. The applicability of the proposed methodology is demonstrated through an application scenario based on a reverse supply chain network, responsible for organising and managing the system for collecting and ultimate disposal of a given type of used material.*

**Cabral Izunildo, Grilo Antonio**

**FAS-01****From process design to service design: a case study from the fashion retailing sector**

*This paper aims at comparing the use of business process design and service design to the development of a new service solution. By means of an exploratory case study in the fashion retailing sector, we compare the methods and outcomes of applying the two different approaches. Our results suggest that both approaches should be used in a complementary manner: service design for the holistic design of the service and customer experience and business process design for establishing the interface with the operations and information systems.*

**Pereira Cláudia, Barros Ana Cristina, Patrício Lia, Gomes Paula, Rebelo Rui**

**FAS-02****Supply chain sustainability in the fashion industry: an exploratory study**

*Literature has increasingly highlighted the importance of sustainable development. By considering literature streams on environmental and social sustainability at the supply chain level, this paper aims to analyse which are the main drivers that are pushing fashion companies towards these new goals and which supply chain sustainability practices are implemented by fashion companies. Multiple case studies were conducted to achieve our purposes. On the whole, preliminary findings support sustainability is becoming a critical and competitive issue for this industry and identify some best practices that leading companies are adopting.*

**Da Giau Alessandro, Macchion Laura, Bandinelli Romeo, Caniato Federico, Carildi Maria, Danese Pamela, Rinaldi Rinaldo, Vinelli Andrea**

**GLO-01****Knowledge adoption and operations strategy in plants of a networked system**

*Intra-organizational knowledge exchanges within multinationals are often intense and complex. Subsidiaries in these global networks face multiple barriers to assure their strategic position in the company. Qualitative data from a series of interviews to operations middle managers suggest that there is a cycle pattern of knowledge adoption in which subsidiaries are immersed, which not only serve to develop capabilities and perform better. We argue that subsidiaries legitimate themselves in the network, and that the micro-foundations of this process are crucial to the continuity of this cycle. This cycle is driven by the degree of autonomy and the internal competition.*

**Arellano Caro Maricela C.**

**GLO-02****Global Supply Chain Management Of Toyota: Building capabilities for responding to diverse markets**

*The aim of this paper is to disclose a critical veiled issue-‘real local procurement’ in global supply chain management through the case study of Toyota based on our field research. We confirmed that Toyota makes effort to meet customer needs as possible on one hand, and is in accordance with its stable production planning on the other hand. However, an interesting fact was that even local production has a long lead time from order to sales. One reason for this is the supply of the key component parts from Japan.*

**Tomino Takahiro, Kobayashi Mizuki, Park Yongwon, Shintaku Junjiro**

**GLO-03****Management of international manufacturing relocation projects of New and existing products**

*Many Scandinavian companies choose to invest in new manufacturing facilities in Central European or Asian countries. This complicates the production start-up of both existing and new products. This paper compares production start-ups of new and existing products in a new and off-shore manufacturing facility in Poland. Consequently, the aim is to enhance the understanding of factors critical to achieve the desired production start-up targets. The factors identified in the study are in line with the previous literature. Nonetheless, this study emphasizes on the factors related to people which turned to be of the most importance for the timely production start-up.*

**Wlazlak Paraskeva, Johansson Glenn**

**GLO-04****Global sourcing literature: A citation and co-citation analysis**

*Global sourcing has been one of major trends of last decades and has gained considerable momentum in the academic debate. After more than thirty years of research on this topic, the aim of this paper is to evaluate the evolution of the field and understand its intellectual structure. Rather than conducting a traditional systematic literature review, we employed the bibliometric citation and co-citation techniques to achieve the aforementioned aim. This allowed us to identify the major publications in the field and map the main topics/methods/theories and the underlying general relationships between them.*

**Orzes Guido, Jia Fu, Nassimbeni Guido, Sartor Marco**

**GLO-05****Comparing Malaysian And Scottish firms on practices for Strategic Capacity Management**

*The study of practices for Strategic Capacity Management at five Malaysian companies and four Scottish companies shows that the Malaysian manufacturing managers acted more reactive due to pressures by sales and processing orders, whereas the Scottish managers were implementing a manufacturing strategy more ‘independently’. Problems with suppliers, albeit sometimes caused by outsourcing, feature high on the list of challenges in both samples. Alignment of organisational structures and investment in technologies are seen by all as key to aligning the manufacturing strategy with the competitive strategy, though actual investments tend to be happening more in Scottish companies.*

**Dekkers Rob, Kanapathy Kanagi**

**GLO-06****Understanding intra-manufacturing network coordination: learnings from complex adaptive systems**

*The coordination of intra-manufacturing networks is a challenging task. Mechanisms to coordinate a manufacturing network are often discussed in isolation and are not put into a broader context to understand its influence on the intra-manufacturing network. Case-study based, we discuss the challenges global production managers face in their aim to unlock the potential of the manufacturing network. We argue that manufacturing networks need to be analysed as complex adaptive systems (CAS). It is our aim to show how the understanding of CAS helps to describe the challenges of manufacturing network coordination.*

**Deflorin Patricia, Scherrer-Rathje Maike, Schillo Katrin**

**GLO-07****Supply network configuration and government policy – reactive and proactive influences: a case study of textile industry in Pakistan**

*Government policy initiatives aim to provide support to the whole supply network from raw material to the end logistics through policy measures. Presently, the role of government support policies for textile manufacturing in Pakistan is becoming more critical. Evidence suggests that to channel available resources towards the supply network, proactive and reactive approaches are being used to enhance capabilities. The present study aims to understand the policy influences. A configuration perspective of supply network in a policymaking environment is developed for various textile supply network actors and policy influences are determined in terms of reactive and proactive.*

**Ghani Arsalan, Srai Jagjit**

**GLO-08****Enhancing operational performance in production subsidiaries: balancing autonomy, leveraging embeddedness**

Autonomy, a central mechanism to coordinate manufacturing networks, is mainly reported as positively influencing performance. Next, internal and external embeddedness are found to influence performance positively. In the study at hand, we link autonomy, internal and external embeddedness and performance (efficiency and effectiveness) and analyse the relationships from an operations management perspective. In doing so, we find that autonomy has a significant and negative effect on efficiency and that internal and external embeddedness have a significant and positive effect on operational performance. We conclude that internal embeddedness is worthwhile to strive for and achievable through tighter plant control from headquarters.

Golini Ruggero, Deflorin Patricia, Scherrer-Rathje Maike

**GLO-09****Relocation of European Manufacturing: New Trends and Drivers**

Using data from the European Restructuring Monitor this paper explores the relocation of European manufacturing in the time span between 2002 and 2012. In particular, we analyse the number and total jobs movements from Europe to other European countries or outside. Moreover, we analyse the drivers underpinning each movement that were previously classified into efficiency, market or lower cost of work. The analysis is three-fold. First, we analyse the trends in the overall sample. Then we divide the analysis by intra and extra Europe movements. Finally, we analyse the trends for European and non-European headquartered firms. The results show instable trends in terms of job movements, with a strong prevalence of intra-Europe movements by European firms. Moreover, we show how the relative composition of the drivers has changed between and after the economic crisis. In conclusion, we highlight the importance and specificity of relocation strategies with relevant insights for research and practice.

Golini Ruggero, Petkova Boyana

**GLO-10****Return to the promised land? Main conclusions from 15 years of research on German companies' production backshoring activities**

Backshoring is a relevant phenomenon. Around 400 to 700 German companies are per-forming backshoring activities each year. In parallel to production relocations abroad, we observe a slight decline of backshoring frequency. Time-series analysis shows that every fourth to sixth offshoring activity is countered by a backshoring activity within two to five years. Backshoring seems to predominantly serve as short-term correction of prior location misjudgements. However, it is not likely that backshoring will be a major lever to restore industrial competitiveness in high-wage countries. The current intensity is too weak to lead to a re-industrialisation of the home countries.

Kinkel Steffen

**GLO-11****Production plants within global production networks: Synergies and redundancies**

Management of production plants on global scale adds diverse challenges to those normally faced within national borders. A constant challenge is to achieve the most efficient network configuration via robust design of production systems. A case study is conducted where commonalities among production plants of a global manufacturing company have been studied in regard to the design of production system within global production networks. The results show three synergetic areas through the global production network. Standardization levels of production system constituents have been also discussed.

Norouzilame Farhad, Bruch Jessica, Bellgran Monica

**GLO-12****The impact of global operations on product architecture**

We investigate how the global operations of a manufacturing firm influence the choice of product architecture, ranging from integral to modular product designs, based on a multiple-case study of ten product groups from three firms. We find that (i) the internal network capabilities, (ii) the plants' focus, (iii) the distances from key suppliers to internal plants, and (iv) the supplier capabilities for both product development and manufacturing significantly influences the choice of integral or modular architecture.

Pashaei Sebastian, Olhager Jan

**GLO-13****Management Of Technology Innovations During Export: How Government Incentives Affect Strategy**

The purpose of this paper is to analyse the effects of government incentives on strategy and management of innovations during export. The research is conducted in Norway and among Norwegian companies who have established themselves in a foreign country used grants and funding from Norwegian and Nordic government funds such as Norad and Nopef. The research and data in this paper spans from 1995 to 2014, investigating about 60 Norwegian companies and assessing their success rate in establishing a presence in a foreign country. All data have been collected from Rogaland Eksportutvikling AS the oldest and largest export advisory in the Stavanger-region.

Frick Jan, Ali Murshid M.

**GLO-14****Offshoring and the access to location-specific advantages - the impact of governance mode and function**

Most of the existing literature aimed at predicting offshoring success and performance implications does not provide consistent performance results. We suggest that this is due to the existence of a "missing link" between of firms' offshoring strategies and performance. In this paper, we identify how access to particular offshoring advantages may provide this link. The results of a quantitative survey of more than 1000 Scandinavian firms show that certain offshoring factors (governance mode and type of offshored function) indeed impact the access a company acquires to certain offshoring advantages, which may explain the unpredictability of previous performance outcomes.

Mykhaylenko Alona, Motika Agnes, Vejrum Wæhrens Brian, Slepnirov Dmitrij

**GLO-15****Procurement from CEE Countries : Expectations of French companies and feedback**

While many studies focus on sourcing from Asia, there is a net deficit of literature on supplies made from Central and Eastern Europe (CEE). This finding led us to carry out research on the subject. We conducted a survey of 324 European companies, mainly French, of various sizes and sectors. Our results show that the seek for reduced costs is the main reason for sourcing from CEE, but that reactivity concerns are very real, and that the imitation effect also seems confirmed. It appears also that some firms are beginning to relocate some supplies from Asia to CEE.

Fel Fabienne, Griette Eric

**HOM-01****Flow efficiency in the emergency department – solutions and implementation**

This paper investigates flow efficiency in the production of care in emergency departments, process flow solutions and the factors that hinder the implementation of these solutions. Qualitative research, similar to a clinical methodology, is used to analyze the cases. Various process flow solutions were identified based on standardization of work routines, focused factory, multi-disciplinary teamwork, capacity planning, and patient flow visualization. The factors found to play a significant role in the implementation of process flow solutions include top-management leadership, physicians' autonomy, existing knowledge paradigm, barriers to continuous improvement work and a multifaceted conception of the customer.

Jacobsson Torbjörn

**HOM-02****A Home Healthcare Districting Problem in a developing country in Latin America**

In this paper we study the districting problem in home health care in the context of developing country in Latin America, where socioeconomic factors generate larger complexities in operations management. The problem is part of the logistics decisions that healthcare providers face during the supply network design to deliver coordinated medical care to patients' homes. We propose a bi-objective mathematical model and identify trade-offs, allowing finding better compromised solutions. We evaluate the model with real data instances from a health institution in Colombia and results show that better districting configurations can be obtained when operations management factors are integrally included.

Gutiérrez Elena V., Vidal Carlos J.



**HOM-03****The importance of being co-located: A process study of inter-organizational healthcare collaboration in Dutch Birth Centers**

*Purpose* - To explore the importance of geographic proximity of Dutch birth centres and hospitals, by investigating aspects of co-location. *Design/methodology/approach* - A qualitative study using observations, interviews and spatial data in seven cases. The grounded theory approach was used to analyse the data. *Findings* - At macro-level the geographical aspects are least dominant, at micro-level they have some importance and at meso-level they have significant relevance in relation to collaboration. *Relevance/contribution* - This research aims to make a contribution to the emerging research area and practice, in particular the role of co-location on collaborative work processes.

Hitzert Margaretha, De Graaf Johanna P., Van der Pal - de Bruin Karin M., Steegers Eric A.P., Akkermans Henk

**HOM-04****Managing risk of overrun in theatre time in surgical scheduling**

*Increasing healthcare costs and the rising population have put significant pressures on hospitals to better utilize their resources and thereby become more efficient. Surgical operating theatres have received particular attention as one of the largest cost centres of hospitals. This paper contributes to the surgical scheduling stream. While there have been several studies that considered surgical scheduling as an optimization problem, the approach taken here is one of a management decision problem. This paper provides a tool for surgical scheduling that would allow decision-makers to actively be involved in the decision and change action if necessary after observing the consequences.*

Kocabasoglu-Hillmer Canan, Holland Wayne, Chung Donna

**HOM-05****Just what the doctor ordered: Measuring service quality in GP practices**

*This paper presents the findings from a research project looking at the measurement of service quality in English GP Surgeries. It uses an expert panel to classify questions from an existing large scale survey into the SERVQUAL dimensions, which are then confirmed by factor analysis and developed into scales. The scales are used to calculate the relative impact of each dimension of service quality on patient satisfaction. The findings highlight significant problems with the SERVQUAL dimensions in the GP Surgery context. However, they also show that Empathy is the strongest driver of patient satisfaction.*

Hudson Smith Melanie

**HOM-06****The Critical factors of the medical technology supply chains in the European healthcare sector: a pilot study**

*This pilot study strives to reach a more complete understanding of the key features of the medical technology supply chains in the European healthcare sector by contributing to the empirical foundation of the concept and employs a qualitative research design with structured interviews as the primary data collection technique. The target of this research is to identify the critical supply chain management factors in the medtech supply chain, in order for stakeholders participating in it to be able to identify which areas of improvement need to be addressed during the design and implementation of their supply chain strategies.*

Garcia Villarreal Enrique, Bhamra Ran, Schönheit Martin

**HOM-07****The Agency Contract in Lean: The Clinician as Agent**

*The increasing focus on the social dimensions of Lean in healthcare has noted resistance and the challenges Lean faces which may account for its limited progress to date. The role of senior clinicians in Lean has received limited attention, despite their prominent role in delivering front line services. We apply agency theory to analyse these senior clinicians in the role of agents where they are tasked with delivering improvements in Lean projects. We find they provide challenges for principals who should be managing them as agents and this is related to their identity as a professional.*

Lindsay Claire F., Kumar Maneesh

**HOM-08****Emergency department staff resourcing based on the patient needs**

*Objective:* ED resourcing is a widely recognized problem. Wide variety of demand leads to difficulties in planning capacity and allocation of resources. The aim was to segment ED patients by their nurse resource need and improve the understanding of matching ED demand and supply. *Method:* Retrospective study of a central hospital ED in Finland. *Descriptive statistics.* *Results:* Resource intense patients are more random in arrival pattern and increase the daily variation of nurse resource need. *Conclusions:* Patient need based measures and segmentation improves understanding demand patterns for correct staffing and operations management of ED.

Malmstrom Tomi, Torkki Paulus, Solonen Ari

**HOM-09****Innovation in a network of focused healthcare providers: roles, coordination and integration mechanisms**

*A major trend in the healthcare sector is that general hospitals are being transformed into networks of focused healthcare units to increase cost-efficiency. While several studies assess focus as a means of gaining operational efficiency, little attention has yet been paid to the effects of focus on medical innovation. We identify crucial factors for sustaining the relationship between medical R&D and clinical practice, and propose a model for analyzing the organization of medical R&D in a healthcare delivery network. Healthcare policy makers and managers can use the model to assess the impact of different network configurations on medical R&D.*

Markowski Peter, Dabhikar Mandar

**HOM-10****How front-office / back-office configuration relates to performance in different public health service settings: a multiple case study**

*We conduct research in two different public health service settings. The first setting comprises youth care organizations giving parents advice on how to educate their children. The second setting comprises customer contacts points (CCP) for people who are hurt by an acquired brain injury (ABI) that should guide clients to the right health care provider. In this paper, we address the question how the variation in service design in terms of FO/BO configurations influences the performance in advising clients.*

Meijboom Bert, Gemmel Paul, Van Steenis Thomas

**HOM-11****Redesigning community healthcare systems: an action research study**

*The purpose of this paper is to explore how and why the adoption of Time Buffer Management (TBM) has improved patient flow in Derby Community Health Services (DCHS). The paper reviews its impact on community hospital Length of Stay (LOS) over a period of 5 years and the more recent adoption of TBM as a means of integrating community services across the county. This ongoing research incorporates a mix of case and action research. The paper discusses the merits of alternative management signalling systems and why TBM is suited to the management of complex flows, such as community care.*

Stratton Roy, Wilson Anne, West Bill

**HOM-12****Impact of large-scale automation on healthcare staff**

*New technological advancements are often a driver for change in the redesign of services. More research is needed to better understand the impact of socio-technical dimensions on the implementation of new technological systems in hospital pharmacy. This paper aims to analyse the experiences arising from the large-scale automation of medicines distribution. The introduction of new technology may not only lead to unintended first-order consequences, but can also generate potentially serious adverse feedback loops between the social and technical dimensions. In addition, the longer-term impact of new technology may be quite different for different groups of healthcare staff.*

Van Der Meer Robert, Lindsay Colin, Bennie Marion, Findlay Patricia, Corcoran Emma D., Commander Johanna, Lannigan Norman

**HOM-13****Applying Demand and Supply –based Operating Modes to Healthcare System**

*Demand management is crucial for publicly financed healthcare as providers are obliged to treat all incoming medical problems. Various conceptual models have been introduced to improve performance by more sophisticated segmentation of patients. However, the models are typically lacking population-level testing. In this study, the Demand and Supply Operating logic (DSO) -framework, is elaborated and refined based on empirical testing. Patient-level data of a mid-size city consisting of Special and Primary Care activities (n = 447 062) was used. Results indicate that the DSO-logic may be relevant to consider in organizing and managing the health and social care services.*

**Isomeri Outi, Torkki Paulus, Peltokorpi Antti, Lillrank Paul**

**HOM-14****A process analysis of a modular design process: an institutional work perspective**

*Within professional service settings modular service architectures only partly reflect the modularity principles. This calls for an examination of the design processes involved clarifying how and why design decisions result in service architectures that are only partially modular. We performed a longitudinal case study that involved a single case consisting of the design of the service architecture for a newly established centre for elderly care in the Netherlands. We identified 10 design decisions, whose outcomes did only partly reflect the modularity principles. Design decisions not complying with the modularity principles were mainly legitimated by arguments reflecting “old professionalism”.*

**Van Der Laan Monique E., Broekhuis Manda, Van Offenbeek Marjolein**

**HOM-15****Healthcare ‘Single Point of Access’ and the Application of Lean**

*This paper disseminates findings from a Lean healthcare project in a UK National Health Service (NHS) Single Point of Access; a new healthcare case study setting. Action research was applied and Lean tools used to establish current state processes, customer values and develop improvement opportunities. It was found that interface issues between primary and secondary healthcare organisations were the root cause of wastes and service failure. Using Larsson and Bowen’s (1989) service design framework the case study setting was identified as a reciprocal service function. Therefore, recognising the customer/supplier relationship can lead to more effective and sustainable service improvement.*

**Cheng Siu Y., Bamford David, Dehe Benjamin, Papalexi Marina**

**HOM-16****The role of lean thinking in the design of integrated care pathways**

*Globally healthcare systems are facing unprecedented demands in times of austerity. Healthcare organisations have recognised that they need to organise themselves differently in order to provide the level and quality of care that is expected by patients. This paper aims to assess how Lean thinking can contribute to the design of [integrated] patient pathways (ICPs). The analysis of lean and care pathways literature identified the similarities and differences between these two technologies. A conceptual integrated framework is provided that is designed to assist the designers, implementers and improvers of care pathways.*

**Williams Sharon, Radnor Zoe**

**HOM-17****Unit Analysis – A method for analysing improvement potentials at floor level in Hospital units**

*Productivity at floor level must increase to cope with increasing health care demands without increasing the costs. Previous studies have shown that there are good potentials to improve many aspects of the work performed at hospital units. The Unit Analysis method has been developed to facilitate a systematic analysis and documentation of improvement potentials at hospital units (departments). The method is carried out during one day by two analysts. The unit analysis method is still in development stage and validation studies have been performed at seven different units at Skaraborg hospital.*

**Almström Peter, Sundström Lars**

**HOM-18****Assessing the Quality of Elderly Care – Can Survey Incomparability be Solved By Vignettes?**

*Surveys are commonly used instruments to evaluate the quality of public services, but a question is whether the data collected by the surveys are of sufficient quality to support decision making and improvements. One problem is the interpersonal incomparability of survey responses, since individuals interpret questions in different ways and use response scales in different ways. The purpose of the present study is to investigate how the use of anchoring vignettes could improve the quality of survey results. Our results show that anchoring vignettes remove some noise from survey results and allow the correction of otherwise interpersonally incomparable survey responses.*

**Cronemyr Peter, Poksinska Bozena**

**HOM-19****How Standardized are Standardized Processes in Hospitals: Are We There Yet?**

*Standardization promises to render medicine more accessible and cost-effective but if used wrongly it may induce the opposite effect. This study aims at investigating current levels of standardization within hospitals for treatments holding high promise for standardization. We examine to what extent cataract treatment is standardized. In total 158 cataract operations of nine ophthalmologists were observed. Additional information was gathered by means of walkthroughs, structured interviews, visual material and interviews. Our multi-source data comprises measurements at patient, organizational and operational level. Cataract surgery fits standardization and operates accordingly. However, special cause variation was detected leading to differences in operational efficiency.*

**De Regge Melissa, Gemmel Paul, Claerhout Ilse, Duyck Philippe**

**HOM-20****Diagnosing Focus in Hospital Care**

*Focused factories in health care are gaining popularity with hospitals narrowing down their range of products and/or their range of processes. However, literature suggests that ‘just’ focusing is not sufficient for performance improvement. Given the perceived benefits of the focused factory, but lacking knowledge on focus criteria and focus configurations, we undertake a study relating these two factors to focus performance. We undertook a 16 case multi-case study observing either focused hospital units or independent medical centers. Our findings suggest that for a focused factory to be successful a fit between focus criteria and focus configuration is a necessity.*

**Drupsteen Justin, Van Der Vaart Taco**

**HOM-21****Investigating staff and manager views of performance indicators for hospital management**

*This paper captures common factors behind healthcare professional views about usefulness of performance indicators. By using the factor structure, we explore important characteristics of their views for design of key performance indicators for holistic hospital management. Two surveys were conducted using self-designed questionnaires, collecting a total of 228 and 894 responses from managers and staff, respectively. An eight-dimensional factor structure for assessing hospital performance was established as a hypothetical set of key performance measures. Hospital managers and staff shared similar views about relative usefulness for each performance measure although managers indicated higher acknowledgement of importance for any measure than staff.*

**Gu Xiuzhu, Itoh Kenji**

**HUM-01****What can business learn from humanitarian organizations? The case of the Spanish red cross in Haiti**

*This paper analyzes the response of the Spanish Red Cross to the 2010 earthquake in Haiti, looking for clues of the remarkable lean-agile performance of this organization, and of how these could be applied to business operations. The paper first looks into the history and organization of the Red Cross, analyzing in more detail the deployment of the Spanish Red Cross in the 2010 earthquake in Haiti. These findings are then put into the framework of humanitarian logistics. Finally the possible extension of the findings to business operations is discussed.*

**Diaz Angel, Miro Francisco, Solis Luis**



## HUM-02

### The effect of sudden on-set disasters on supply in humanitarian operations - an empirical assessment

This research explores supply chain resilience within the humanitarian supply chain (HSC) setting where disruptions are a fact of life. Quantitative and qualitative methods are employed in a case study approach to assess resilience of HSCs in overlapping disaster situations and to ascertain the employed coping mechanisms. The research is the first to approach supply chain resilience from a network perspective while objectively measuring the extent of resilience. Results show a demonstrable level of resilience within the HSC and reveal coping mechanisms that defy conventional wisdom in certain respects and can also be meaningful for commercial supply chains.

Dube Nonhlanhla, Van Der Vaart Taco, Teunter Ruud H.

## HUM-03

### Equity and applicability of supplier partnerships in humanitarian operations: a conceptual study

Purchasing practices in the humanitarian sector resembles many of the attributes of the public sector. Equity is an integral concept in public procurement practices and thus, competitive bidding in forms of public tenders has dominated the procurement practices as it is considered as fair. However, such practices may act as constraints rather than drivers to ensure the effectiveness of purchasing, affecting the overall equity of the process. Thus, this study aims to investigate the application and possible advantages of buyer-supplier partnerships in public procurement practices for the humanitarian context.

Pazirandeh Ala, Vega Diego

## INF-01

### IS implementation and organisational performance: The role of company size and software used

There have been many studies that explored the influence of information systems (IS) and have chosen various Organisational Performance measures for their dependent variable. However, the lack of robust firm-level measures of IS impact still attract the interest of academics and practitioners triggering the need for further exploration of the impact of IS on Organisational Performance. This lacuna in knowledge motivated this paper which explores the impact of the size of a firm as well as the type of software used, on the financial and non-financial performance of a firm.

Argyropoulou Maria, Wilkins Peter, Nikas Athanasios

## INF-02

### A combined Lean-Six Sigma and ERP approach towards Operations and Service Excellence

European businesses across industries have implemented either: ERP or Lean Six Sigma management approaches attempting to develop operations (process) excellence. The two initiatives are often conducted in isolation. A range of actions, deployed methods and tools overlap considerably; despite both ultimately aim at generating improvements for the same performance targets. Recent empirical studies have demonstrated a likelihood of achieving short-term benefits and long-term process excellence for companies which combine the two complementary initiatives. The purpose of this article is to present an integrated ERP and Lean-Six Sigma framework for Operations and Service Excellence implementation applicable for manufacturing and service industries.

Liutkeviciene Indre, Rytter Niels

## INF-03

### Data nirvana or the next round of innovation: semantic data analytics for securities post-trading value chains

International financial markets rely heavily on information to function. E-finance is "the provision of financial services and markets using electronic communication and computation" (Allen et al., 2002:5-6). Despite many initiatives by regulators and industry, straight-through processing along the financial supply chain (e.g. financial messaging in securities trading and post-trading) has not yet been achieved. This study focuses on a gap in data management, and identifies relevant issues in trading, post-trading, internal audit and regulatory monitoring. Based on an analytical discussion of the literature, Delphi-method interviews are conducted. Finally, we propose a framework contributing to improving digital financial supply chains.

Rapp Hermann, Harth Andreas

## INF-04

### How information technology influences environmental performance: Empirical evidence from China

We explore the role of information technology (IT) as a solution possibility for environmental sustainability by analyzing how IT influences environmental performance. We propose a model in which IT influences environmental performance by enabling the integration of IT in environmental management processes. The model is tested with data from 151 Chinese firms. We find that: (1) Firm's proficiency in leveraging IT technical infrastructure flexibility, IT personnel skills and IT-business alignment enables the integration of IT in the environmental management processes to improve environmental performance, and (2) this IT integration is stronger when the firm is more oriented to environmental sustainability.

Benitez-Amado Jose, Wang Yi, Chen Yang

## INF-05

### Understanding the link between IS capabilities and service quality: the role of supplier integration

This paper empirically investigates the effects of three dimensions of IS capabilities on supplier integration and service quality in service firms. We find that supplier integration fully mediates the effects of IT for supply chain activities and IT operations shared knowledge on service quality; no support is found for the relationship between flexible IT infrastructure and service quality. The analysis indicates that for service firms, supplier integration should be taken into account for its mediation effect in linking IS capabilities and service quality.

Teng Teng, Tsinopoulos Christos

## INF-06

### The role of visual analytics in the decision-making process in an O&SCM context

The ability to generate data and information in O&SCM has exceeded the capacity to understand it. Major efforts have been put into analytics to make better decisions. Visual analytics (VA) is known to be the most effective way of getting insight from data. A conceptual framework on the role of VA is developed using the systematic literature review method and validated in a multiple case study. Planning decisions are the dominant type, successfully supported by graphics, modelling, mapping and graphical user interfaces improving the problem understanding and communication. Several challenges of using VA are presented suggesting directions for further research.

Kharlamov Alexander, Godsell Janet

## INF-07

### Optimising Asset Management within Complex Service Networks: The Role of Data

This paper proposes a diagnostic framework for optimising and improving complex services in asset heavy firms. The purpose of the proposed framework is to help asset heavy organisations understand the key factors: enablers, barriers, value and benefits, and key dimensions of data necessary to optimise the delivery of their complex services. The initial framework was evaluated and refined through two sets of matched pair-case studies in condition monitoring services. The research contributes to understand how asset heavy firms can make better use of data to optimise repair service delivery by using proactive condition monitoring services

Zaki Mohamed, Neely Andy

## INF-08

### Organizational Change Management in a Strategic Perspective

This study examined the organizational change in a strategic perspective at retail sporting goods company located in the city of Belo Horizonte in Brazil. The main purpose was to analyze the importance of change management during integrated enterprise systems technologies (ERP) process implementation. The inductive research method was based on the books and scientific articles, combined with participant observation in the company. During data collection phase, a non-probabilistic sample was chosen together 15 employees using closed questioner. Thus observed the relevance in defining strategies before decision-making in line with organizational purposes.

Kanaane Roberto, Akabane Getulio, Peterozzi Helena G., Naves Endler Daniele C.

**INF-09****ICT enabling service innovation**

Service innovation refers to the resolution of the trade-off between productivity and customer satisfaction through ICT. This paper explores the role of ICT as an enabler and develops an ICT-based typology of service innovation activities. The study employed the multi-site case study and an inductive approach. The literature review identified three roles of ICT: integration, collaboration, and data processing. Based on the findings, this study proposes two significant variables for the typology of service innovation—ICT-enabling and inter-firm networking. The extent of ICT-enabling and collaboration between firms determines the value provided to customers in the form of business process development.

Minami Chieko, Nishioka Kenichi

**INF-10****How information technology influences exploration and exploitation of business opportunities**

We examine how information technology (IT) influences exploration and exploitation of opportunities. We propose a model that incorporates three fine-grained potential mechanisms through which IT infrastructure can affect sensing and seizing of business opportunities. The model is tested using survey and secondary data with of a sample of 203 large Spanish firms. We uncover that: (1) IT infrastructure capability provides the foundation to build an innovation culture and the business flexibility to sense and seize business opportunities, thus enabling exploration; and (2) IT-enabled business flexibility helps firms to develop the operational proficiency to exploit opportunities and increase their financial performance.

Benitez-Amado Jose, Llorens-Montes F. Javier

**INF-11****Change management challenges in a Welsh manufacturing SME arising from ERP selection and Implementation**

Traditionally the reserve of large businesses, the SME ERP market is experiencing high levels of growth due to increased financial accessibility and the opportunities for competitive advantage. Subsequently, limitations inherent in SMEs such as a lack of technical and managerial systems knowledge have seen many authors declare the assistance of external consultants as a critical success factor (CSF) in successful ERP selection and implementation processes. As yet no CSF framework for consultants specifically dealing with SME ERP implementations has been found, therefore in this paper we propose a list of CSFs to gain organisational support in this context.

Bevan Dominic B. R., Eyers Daniel R.

**INF-12****The Adoption of Business Intelligence Tools in the Competitive Intelligence Process – A Survey in Brazilian Market**

The overload information figures out as the biggest barrier to increase assertiveness in strategic decision-making process. In this context, several Information Technology (IT) applications emerge as potential solutions. Both academic and professionals to understand and provide good frameworks have involved many efforts and models able to solve this issue – that is why Business Intelligence (BI) and Competitive Intelligence (CI) have been received too much attention over the past decade. This article investigates the synergies between BI tools and CI process based on a survey research with Brazilian companies.

Cabral Netto Olavo V., Barbin Laurindo Fernando J.

**INT-01****Combining internal and external manufacturing of product modules**

This paper considers different ways to manufacture product modules. When all product modules are manufactured externally there is a risk for diminished activity in the design/manufacturing interface, which could result in lower capacity to upgrade products according to customers' needs. An alternative to this could be to have some own manufacturing, though there are benefits and drawbacks to consider. Own manufacturing located nearby the product design unit brings preconditions for close collaboration and spill off effects as dissemination of manufacturing knowledge to designers and informal decision-making. Though, such informal decision channels risk to eliminate the ground for long-term improvement work.

Eklind Martin J., Persson Magnus, Winroth Mats

**INT-02****Creating value propositions through configuration of knowledge and resources**

Service providers seek to manage different customer segments using different value propositions. In this paper we investigate how configuring knowledge and resources within organizations can facilitate the creation of value propositions for different customers. A qualitative multiple case study is organized around two projects allowing within-case and cross-case comparisons. Our findings indicate that, no matter how complex or simple a project is, there is a need for PR person(s) to take care of marketing and sales and to make appointments with the customers, who valued most the KIBS provider's propositions of commitment, customer-orientation, interaction, planning know-how and technical implementation.

Heikka Eija L., Hsuan Juliana, Frandsen Thomas, Hsuan Juliana

**INT-03****Differentiated manufacturing cost accounting at the production process type level**

We investigate the problem of fitting appropriate cost allocation methods to different production process types. We analyse and compare the combinations of three product costing methods versus three process types using quantitative modelling. Real data from an advanced manufacturing technology firm are used to illustrate the effects of using different types of cost allocation schemes for different processes. We propose a hybrid approach that selects the right product costing approach for each production process type. Such a hybrid approach is particularly useful in plants with different types of production processes.

Myreliid Andreas, Olhager Jan

**IVN-01****Developing sensor-based services in construction operations**

Technology suppliers can use sensors to monitor and control customer's processes, and customer information has a central role in the suppliers' new service development. This study pursues increased understanding on how sensors could enable new service business for construction product and system suppliers. An exploratory study was conducted with a prospective business network of a component and system supplier in the construction industry. The results highlight costs as a key driver for designing sensor-based solutions, and supply chain networking and collaborative networking as alternative forms of sensor-based business networks. Further research is needed to enhance business potential for sensor-based services.

Ahvenniemi Olli, Martinsuo Miia

**IVN-02****Scrum in New Product Development: An Exploratory Study**

Agile methods are becoming standard practice in software projects, and have been found to be highly effective. They are increasingly being applied in New Product Development (NPD), and there is very little published research discussing this. This study of Scrum in NPD contributes towards this research gap through a number of interviews with Scrum practitioners and one case study. This paper identifies a number of factors where Scrum in NPD requires different approach than Scrum in software, identifies factors to consider when implementing Scrum in NPD, and finds that Scrum is reported to improve the performance of NPD projects.

Baxter David

**IVN-03****Open innovation: Global or Local?**

The localisation of partners in open innovation processes constitutes a dilemma between global access to leading technology and costs for integrating distant knowledge. The purpose of the paper is to analyse how the geographical location of partners in open innovation processes impacts how partner types, partner proximity and collaborative management efforts affect firm's innovation performance. Based on an international survey of 415 manufacturing firms, the study shows that firms benefit from having internationalised partners. It is further evident that proximity and knowledge integration plays a significant but different role for firms having local partners compared to firms with international partners.

Bengtsson Lars, Stefan Ioana, Nicolette Lakemond



## IVN-04

**The strategic role and impact of design**

*This study investigates why and how design is introduced in organizations, how it is embedded in an organization's culture, and what impact it can have on financial and non-financial performance. 53 interviews were conducted across 12 companies with CEOs and directors of design, product management, marketing and finance. We identify three roles for design – service, strategic perspective, leading organizational perspective – and four for designers: technical specialists, members of cross-functional teams, influencers, and leaders. We show that design appears to work best when used strategically and as a leading perspective, and when designers are capable of acting as influencers and leaders.*

Micheli Pietro

## IVN-05

**Rethinking effectiveness: Addressing managerial paradoxes by using a process perspective on effectiveness**

*In this paper we discuss the issues for organizations in identifying the characteristics of their product development processes and their contextual environment, and matching these with suitable management methods. The concept of process effectiveness is introduced, defined by the relationship between the process and the environment affecting it. By assessing process effectiveness throughout the whole project, instead of measuring effectiveness only by the end result, the characteristics of the process and its relation to the environment will be highlighted. We are implying that this would lead to better design and management of the process, resulting in overall higher efficiency.*

Bojesson Catarina, Jackson Mats, Strömberg Anette

## IVN-06

**Role Of Collaborative Supply Chain Of Innovation In Firm's Performance**

*This work depicts the Supply Chain of Innovation (SCoI) including only those kinds of relationships related to the purchase and selling of R&D commodities. The theoretical framework represents the propensity of a firm in improving its innovation performance thanks to its collaboration experience and positioning in SCoI. We validate our theoretical framework on a sample of 208 biotechnology companies involved in 814 SCoI agreements. Our results show the positive direct impact of SCoI collaboration experience on innovation performance and a mediating role of positioning in SCoI on the abovementioned link.*

Alletto Alessandra, Bruccoleri Manfredi, Mazzola Erica, Ramanathan Usha

## IVN-07

**Innovation Operations In Shared Services: Returning To The Centralization With Cost Reduction**

*The largest Brazilian company (Petrobras) achieved greater efficiency, quality, reliability and a reduction of 74% in management costs and nearly 20% in operating costs with property security services. Grounded on Resources Based View and Transaction Cost Theory, through action research, researchers and technicians expanded shared services model's perspective with the combination of technological and management new tools.*

Di Serio Luiz C., Oliveira Jaime De Souza, Vasconcelos Neto Antonio G.

## IVN-08

**Impact of product development efforts on product introduction and product customization abilities : investigating the effects of product design complexity and product development order winners**

*This paper investigates the impact of efforts in new product development-manufacturing integration (NPDMI) on new product introduction (NPI) and product customization (PC) abilities and the moderating effects of product design complexity and importance of new product development order winners (NPIOW) on the above relationships. The results from the data on 136 Indian manufacturing plants show that NPDMI, product design complexity and NPIOW all have significant positive impact on NPI and PC abilities. Importance of NPIOW has a positive moderating effect on the relationship between NPDMI and PC ability change but product design complexity demonstrate no such effect on the above relationships.*

Chaudhuri Atanu, Dawar Saloni

## IVN-09

**Going beyond firm- and supply chain boundaries - a longitudinal study of open innovation in the German automobile industry**

*While Open Innovation is predominantly adopted and studied in 'networking' industries such as software, electronics, telecom, pharma, and biotech, it is a relatively new phenomenon in the automobile industry where innovation still takes place primarily inside firm and supply chain boundaries. However, in order for carmaker's to stay innovative, there is a rising need to shorten lead-times and combine technologies from non-traditional sources. In a longitudinal study of the first Open Innovation network in the German automobile industry we indicate that Open Innovation can be a value creating strategy also in this industry, but only if producers manage to successfully develop appropriate organizational routines for Open Innovation.*

Wilhelm Miriam M., Dolfsma Wilred

## IVN-10

**Exploiting radical licensed technologies: The moderating effect of star scientists and upstream strategic alliances**

*Sourcing externally developed technologies by in-licensing patents is a relevant strategy for innovating firms. In this paper, we investigate the impact of licensed technologies' radicalness on the licensees' subsequent internal technological development. We tested our hypotheses on a sample of 3,809 USPTO patents licensed to 303 biotechnological firms. Findings reveal that the radicalness of the licensed patents has an inverted U-shaped relationship with the use of those patents to sustain the licensees' internal technological development. Moreover, findings show that this relationship is negatively moderated by both the recruitment and retention of star scientists and the establishment of upstream strategic alliances.*

Natalicchio Angelo M., Messeni Petruzzelli Antonio, Garavelli Claudio

## IVN-11

**Sensing opportunities: is there a need for a managed search process in open innovation?**

*This paper attempts to better understand how firms can improve their open innovation capabilities. Specifically this paper focuses on the process of external searching. An in-depth literature review, combined with workshops with companies from the oil and gas sector lead the authors to conclude that firms can improve their innovation performance by having a defined and managed process for their core open innovation activities. Our research shows evidence of open innovation activity, but points to a lack of managed searching processes.*

Mackinven Stuart, Macbryde Jillian , Wagner Beverly

## IVN-12

**Deployment of service innovations**

*We examine the deployment of ten successful innovations across a large multidivisional company. We find that two deployment strategies are used; push where subsidiaries are required to adopt innovations; and pull where innovations are showcased, but it is left to the subsidiaries to decide whether to adopt, a diffusion process. We test a series of propositions concerning factors that may support or hinder deployment of service innovations. We find that the locus of location, combined with top management support is important, that effective handover management can contribute to deployment. We explore the role of management motivation, and demand side issues.*

Voss Chris, Wang Qiang, Zhao Xiande

## IVN-13

**Innovation, learning and sensing: The case of the Supermarine Spitfire during WWII**

*Competition among firms leads to a dynamic and self-reinforcing escalation in performance. Firms meet these performance requirements through multiple avenues including learning curve effects, superior abilities to sense threats and opportunities, and innovation via imitative and radical change. We explore the role that product architecture plays in facilitating or hindering these mechanisms. We develop an operational data profile for all 22,964 British Royal Airforce's Supermarine Spitfire aircraft to examine plane performance and survival following visible architectural and modular changes compared to invisible design changes. Our results highlight the benefits of considering product architecture and competitive sensing effects on product success.*

Davies Jane, Holweg Matthias, Pil Frits

## IVN-14

## Genesis and Evolution of Interfaces in Product Architecture

Interfaces are elements of the product architecture that facilitates innovation and enables an organization to leverage the trade-off between cost and performance of its products. Despite the importance of interfaces for organizations, little is known about their genesis and evolution. In this study, we make one of the initial attempts to define the attributes of interdependencies managed by interfaces, which we call as interface properties, to gain a deeper insight about how interfaces emerge. By relying on secondary case data, we define four interface properties. We discuss the congruence of these properties with Herbert Simon's notion of near decomposability.

Donmez Mehmet, Hsuan Juliana

## IVN-15

## How managers can benefit from multiple perspectives on design management

Operations management should be more concerned with the relationship to design and how the interplay between design processes and operations can be managed. The design of products and services has huge implications on operations in different ways: Design can increase the value of products; influence and lead to innovation of manufacturing processes; implications for the supply chain processes and has implications on the life cycle of products and sustainability issues. To fully exploit the opportunities, we claim that it's useful for managers to be aware of the different ways that design processes might be perceived and managed. Illustrated with examples.

Gasparin Marta, Christiansen John K.

## IVN-16

## Collaboration with suppliers and lead users and innovative ability

In this paper we aim to compare the relative contribution of suppliers and the lead users on the innovative ability of an organisation. We use survey data collected from manufacturers and we find that collaboration with lead users has a higher impact. We argue that given our results, and the innovative characteristics of lead users and suppliers, organizations that strive to develop their innovative ability should develop explicit processes which aim at identifying and evaluating their relative contributions. Furthermore, such processes should focus first on the integration of ideas sourced from lead users.

Al-Zu'Bi Zu'Bi M.F., Tsinopoulos Christos

## IVN-17

## Develop products in half the time: lead time reduction in Swedish organizations

This article reports experiences from five Swedish product development organizations, striving to decrease the lead time of the development projects. All companies used different strategies leading to varying results. One of the studied companies managed a 50% lead time reduction, another have similar results within reach. The other approaches has not, or not yet, shown satisfying results. The two winning strategies both required a high degree of top management support, however in different ways. Either the courage to make drastic changes or persistence to continue with an initiative over time seems be necessary.

Gingnell Liv, Ericsson Evelina, Lilliesköld Joakim

## IVN-18

## Open Innovation And Network Analysis: A Patent-Based Framework

The aim of this paper is to define the open innovation strategies adopted by companies, by studying joint patenting activities and intellectual property transactions through patent statistics. We created a web-based application that automatically detects joint and acquired patents from Espacenet: metrics for openness are defined and network analyses are performed for a sample of bio-pharmaceutical and technology hardware & equipment companies. In the former joint patents are more frequent, with higher shares in the biotechnology segment than in the pharmaceutical one; in the latter the most characterizing activities are collaborations with semiconductor companies.

Michelino Francesca, Cammarano Antonello, Lamberti Emilia, Caputo Mauro

## IVN-19

## The Brazilian Multinational and the challenges of patenting

Brazilian multinationals (BMN's) are not patent producers. Yet, they can be successful internationally through four types of innovation (Fleury et al., 2013). Some companies perceive patents as an investment that directs the company's future growth. But there are other companies that understand patents as cost. This limited vision inhibits intellectual property (IP) to become a strategic priority. An exploratory investigation was conducted with IP lawyers and the result showed that BMN's produce more patents when IP is an strategic priority and the company integrates the areas of market and non-market internally to overcome the institutional barriers regarding patenting.

Gualberto da Mata Machado Solange

## IVN-20

## Decision making in global product development

Many engineering companies experience new challenges when globalising product development. Global product development (GPD) is a relatively nascent research area, and previous research reveals the need for decision support frameworks. This research investigates how decisions are made when companies outsource or offshore product development tasks, and how these decisions can be improved. A brief literature review on existing research on GPD and decision making is given, followed by two case studies, where implications of decisions are investigated. The findings point towards further studies required for creating a decision support framework for managers to make better decisions in the future.

Soendergaard Erik, Ahmed-Kristensen Saeema

## IVN-21

## Exploring open process innovation in large manufacturing firms: Framework development and empirical investigation

The development and implementation of firm-internal processes requires technological expertise as well as firm specific knowledge. To this background it remains relatively unexplored how and why firms engage in open process innovation at different stages of the innovation lifecycle. Based on a multiple case study of five large manufacturing firms, we provide a rich account of the motivation for and structure of the interaction with technology providers and management consultants along the innovation lifecycle. Our findings show that the structure of interaction is mainly determined by how important the new process is considered to be for the firms' competitive advantage.

Milewski Simon, Fernandes Kiran, Cabras Ignazio

## IVN-22

## The Impact of investments in innovation practices on competitive advantage

In an increasingly competitive environment, technical innovation in products and processes is by a vast number of manufacturing companies regarded as one of the most powerful enablers to differentiate from competitors and achieve competitive advantage. Accordingly, some manufacturing companies spend significant amounts of investments in innovation projects. In this paper, we examine the relationship between financial investments in innovation practices and competitive advantage. The results show that there is not a significant correlation between both constructs and higher financial investments do not necessarily lead to an increased competitive advantage.

Nazarpour Ali, Fischl Maria, Sohrabpour Vahid, Fynes Brian

## IVN-23

## Making a difference, making it happen, learning the lessons: collaborative learning through a community of practice of business improvement professionals.

This paper documents the activities of a community of practice of business improvement professionals meeting in Business Schools within a particular region, and discusses the role of such professionals to stimulate innovation and promote desirable change. The paper considers theoretical ideas relating to the nature and activities of communities of practice. It goes on to discuss the practical potential to develop a community of inquiry through engaged scholarship, as a means to support collaboration in co-creating, capturing and disseminating new knowledge. The paper considers difficulties suggested by some authorities in pursuit of collaborative research between academics and practitioners.

Welch Christine, Sinha Tammi, Ward Nigel



## IVN-24

**Incremental and radical innovation: an approachment to them through TQM**

*The goal is to analyze the impact of implementing a TQM system on incremental innovation and radical innovation. Moreover, the relationship among customers' satisfaction and these two types of innovation are examined. Using a sample of 200 medium-sized Spanish organizations, lineal regression has been used to test the hypotheses. The results show the determinant influence TQM has on incremental and radical innovation, demonstrating also its determinant impact on customers' satisfaction. The effect of TQM and incremental innovation over customers' satisfaction is found to be positive. However, according to our data, radical innovation has not any significant effect on customers' satisfaction.*

**Para González Lorena, Jimenez-Jimenez Daniel, Martínez-Lorente Ángel R.**

## IVN-25

**Product architecture and firm performance: The mediation effect of modular organization arrangements**

*Multiple companies serve customers by means of modular solutions and distributed work arrangements. Nevertheless, the interplay between these approaches and its effect on performance remains unexplored. Building on the "mirroring hypothesis" we argue that when adopting a modular solution, for a project, a firm tends to set-up a modular organization for completing the tasks related to that solution. Moreover, we find that such relationship is moderated by manager's experience. Furthermore, we show that solution modularity not only has a positive indirect effect on performance via organizational modularity, but it also negatively moderates the effect of the latter on project profitability. Multiple companies serve customers by means of modular solutions and distributed work arrangements. Nevertheless, the interplay between these approaches and its effect on performance remains unexplored. Building on the "mirroring hypothesis" we argue that when adopting a modular solution, for a project, a firm tends to set-up a modular organization for completing the tasks related to that solution. Moreover, we find that such relationship is moderated by manager's experience. Furthermore, we show that solution modularity not only has a positive indirect effect on performance via organizational modularity, but it also negatively moderates the effect of the latter on project profitability.*

**Madiedo Juan Pablo, Salvator Fabrizio**

## IVN-26

**Complexity in the Development of New Services – A Contingency-based Approach**

*This paper explores the limitations and impact on performance of applying formalised NPD processes in service innovation. Hypotheses build on a structural framework of organisational factors, which have been linked to successful product innovation but have not been consistently supported in a service context. Evidence is presented for a moderating influence of service complexity on the relationship between factors relating to NSD process organisation and new service performance. The findings create a link between product and service innovation and demonstrate that whereas complex new services benefit from formalised development processes and structure, services with lower complexity do not.*

**Schaefer Christian, Tsinopoulos Christos**

## IVN-27

**Use of customer information in business model development for new technologies**

*Customer information is central in developing solution-oriented business models. The main objective of this study is to increase understanding on technology suppliers' use of customer information in their business model development. We use the solution level approach in analyzing business models and acknowledge that business models are context specific. We report two case studies in two industry contexts and in different phases of business model development. The results indicate that technology suppliers can use customer information directly for focusing their value proposition to individual customer needs and indirectly by aligning the other business model elements with the value proposition.*

**Vaitinen Eija, Lukkaroinen Sannamari, Heikkilä Jussi, Martinsuo Miia**

## IVN-28

**Strategic and institutional approaches to product innovation: peripheral product innovation and the challenge of organisational legitimacy**

*Adopting an institutional perspective, this research examines the mechanisms through which marginal actors gain acceptance for product innovations in established organisations. We find that the strategic matching emphasised in most NPD research is complemented by efforts to align the innovation with the normative evaluations of what is "the right thing to do" and cognitive assumptions of what is "taken for granted" within the organisational environment. Three legitimating mechanisms are found to be used simultaneously during product development: lobbying to gain pragmatic legitimacy, internal relational building to gain cognitive legitimacy, and external relational building and obtaining feedback to gain moral legitimacy.*

**Bunduchi Raluca**

## IVN-29

**Open innovation: An exploratory study of institutional development for the Linux operating system**

*Open innovation practices represent a new paradigm of innovation started by firms from the developed markets. Whether it is also applicable to firms from emerging markets can be arguable. The key concern of this study centres on necessary institutional conditions for open innovation in different contexts. With this concern, the study examines how Linux, a prominent example of open innovation in software industry, co-evolved with institution changes. The finding indicates that the unique governance structure of open innovation may overcome certain market imperfections, enabling firms from different contexts to change business models by participating in open innovation community.*

**Xu Yue**

## IVN-30

**Revisiting International R&D Networks for Global Innovation- Cases from European MNC**

*Earlier scholars observed international R&D networks at intra-firm level around 2000s. Afterwards, there is rather limited research on this topic while practitioners with global integrated R&D network began expanding global R&D activities again. Such practices fail to be predicted by previous theories, which necessitate a revisit to international R&D network theory. In this paper, we systematically revisit three European companies that have been studied previously for case study. Our revisit revealed two different but new dimensions to differentiate roles of R&D units. With both dimensions, we further typologised three generic global integrated R&D network to forward theoretical understanding on international R&D networks. Theoretical and practical implications are also discussed.*

**Liang Xingkun, Shi Yongjiang**

## IVN-31

**The potential of digital analytics to generate innovation**

*This paper purpose is to investigate the connection between Digital Analytics practices and the innovation competency on Brazilian companies. This is a relevant issue since there is more information on the business environment than ever before and the companies need to use this information as a competitive tool. Multiple case studies were analysed in order to give an empirical bases to this research. Key findings indicates that Digital Analytics affects innovation preferentially in companies where the Internet has a significant role to business strategy.*

**De Oliveira Claudio L. C. , José Barbin Laurindo Fernando**

## IVN-32

**Extending the customer differentiated supply method to new product development**

*In order to rapidly reach market with new products it is important to integrate decisions regarding, for example, the supply chain and the product. In this paper, an example is presented where the customer differentiated supply method is used in new product development to analyse the possibility of changing a product in order to suit a static supply chain. The example comes from Siemens Industrial Turbomachinery AB. The use of the customer differentiated supply method avoided a potential lead time problem with increased tied up capital and forecasting by facilitating communication between different functions through visualization.*

**Backstrand Jenny, Johansson Eva, Ohlson Nils E.**

## IVN-33

**Sustainability through Radical Innovation: Understanding the Necessary Conditions**

*We investigate whether and when firms should switch to a more sustainable business model. We take a risk management perspective on sustainability to develop a formal decision framework that captures the tradeoffs from engaging, or not, in a business model change. That framework considers the downside risk associated with running the business as usual versus the downside risk associated with changing it. The results suggest that what drives the switch for small innovative firms is their internal readiness to change, but for large innovative firm, it is their ability to offset the pressure born from stakeholder demands to become sustainable.*

Shevchenko Anton, Lévesque Moren, Pagell Mark

## LEA-01

**Stochastic operations optimisation for delivery services**

*The purpose of this paper is to investigate the use of business analytics as a method for developing understanding of the environment that delivery service organisations operate within and how this comprehension can support the evolution and implementation of lean thinking. Mapping complex and dynamic environments in a manner which provides sufficient insight, clarity and organisational learning is a challenge when utilising traditional lean value stream mapping tools. Through modelling and experimentation organisations and individuals can reshape their cognitive maps to develop and recognise new opportunities to improve their processes through improving the presentation and use of information.*

Aitken James, Garn Wolfgang

## LEA-02

**Introducing Lean to a horticultural setting: Operational innovation of the New Zealand pipfruit industry**

*This paper presents findings from a primer research project that investigated the suitability of Lean in a seasonal horticultural setting, specifically the New Zealand (NZ) apple and pear (pipfruit) industry which comprises orchards, pack-houses, cool-stores and export companies. An industry-wide survey established a low level of knowledge and Lean implementation. Action research and case study were used to better understand the value and applicability of Lean philosophy, methods and tools within the industry. This paper presents findings from the action research component of the research project. Early results show a diffident industry culture but encouraging results for progressive organisations.*

Doevendans Hans J.T., Grigg Nigel P., Goodyer Jane

## LEA-03

**Developing Lean customer service in a Lean manufacturing firm**

*Lean practice in a customer services department is analysed through an analytical framework featuring 1) Lean services, 2) servitization, 3) supply chain integration and 4) customer value literature. A single case study of an “as-is” state of customer services in a manufacturing firm is carried out. Lean customer services involve developing reciprocal and pooled network interdependencies. Designing a more flat organisational structure represents radical innovation entailing need for a vastly different framework to apply Lean processes in firm where manufacturing is more interwoven with other process such as sales, logistics and customer service.*

Engelseth Per, Wagner Alina, Farrukh Ali

## LEA-04

**A Strategic Linkage Model for SME Competitiveness through Lean: Insights from a case study**

*Resource-constrained SMEs face mounting challenges to achieve sustained performance in today's highly competitive environment. To remain competitive, many SMEs show interests in adopting Lean. Unfortunately, the majority of firms pursuing competitiveness through Lean failed to extract the expected value due to a lack of strategic approach. The three case studies on SMEs presented in this paper confirm this observation. Hence, there is a need for creating general awareness among SME Managers on the strategic role of Lean at its implementation. This paper develops a strategic management tool, the SME Lean Strategy (SMELS) map, which can help to fulfill this need.*

Gulyaz Erdogan, Van Der Veen Jack A.A., Venugopal Venu, Solaimani Sam

## LEA-05

**Lean automation development: applying lean principles to the automation development process**

*A broad empirical study indicates that automation development show potential of improvement. In the paper, 13 Lean Product Development principles are contrasted to the automation development process and it is suggested why and how these principles can facilitate, support and improve the automation development process. The paper summarises a description of what characterises a lean automation development process and what consequences it entails. Main differences compared to current practice are also identified. The incentives for, and expected effects of, applying a lean mind-set and the identified Lean Product Development principles to the automation development process are discussed.*

Granlund Anna, Wiktorsson Magnus, Grahn Sten, Friedler Niklas

## LEA-06

**Making innovation flow: solving the trade-off between lean and innovation**

*There is a strong need to increase the productivity of R&D and innovation processes. The lean management philosophy, developed by Toyota, may be the right recipe to fulfill this need. However, bringing together two apparently contradicting concepts like lean and innovation (e.g. standardization versus creativity) is not trivial and requires overcoming complex challenges. What are these? How can a managerial framework that works best in stable manufacturing processes, be made work in unpredictable innovation environments? The case study of a multinational company in the information and communication technology helps identify challenges and solutions to achieve both art and science in innovation.*

Bianchi Mattia, Modig Niklas, Richtner Anders

## LEA-07

**The group building process in lean production system: Content analysis of Leaders' communication notes**

*This study conducts the content analysis of group leaders' communication notes and shows the group leaders in lean production system grow from a type to another. As the group leaders accumulated experiences, they became from simply following the judgments of their superiors (Type 2) to having their own evaluation standards (Type 1). The group leaders initially only gave guidance on work processes when a defect occurred (Type 2), but they started to give guidance in order to improve actions to prevent defects as they accumulated experiences (Type 1). And the group led by Type 1 tends to achieve high performance.*

Inamizu Nobuyuki, Murata Kaori, Fukuzawa Mitsuhiro, Iwao Shumpei, Suzuki Nobutaka, Shintaku Junjiro, Fujimoto Takahiro

## LEA-08

**A temporal framework for adopting lean supply chain management: Evidence from an entire supply network**

*This study intends to explain the adoption of Lean Supply Chain Management (LSCM) using a network, contingent and temporal approach. For this, we carried out a multi-case study in four echelons of the aeronautics supply network (SN). Our findings show several key determinants and differences about how these were managed depending on the different ties identified within the SN. These key determinants were grouped into six main prerequisites that must be evaluated and managed before and during LSCM adoption: a) SN structure, b) level of internal Lean maturity, c) product characteristics, d) supply and demand variability, e) appropriate inter-firm Information Technologies (ITs), and f) supplier-customer relationships pattern.*

Martinez-Jurado Pedro J., Moyano-Fuentes Jose

## LEA-09

**A novel methodology for assessing leanness using graph theoretic approach**

*A review of literature revealed that a significant number of studies are available describing methodologies, both qualitative and quantitative, to assess leanness of an organization. But it was observed that no study existed in literature describing an assessment methodology, which takes into account the interrelationship of the factors determining the leanness of an organization. Hence in this study, an attempt has been made to understand the relationship between the leanness factors – especially the tools, techniques, practice and procedures (in short, it will be called as ‘elements’) and include it during the assessment to determine the leanness of an organization using Graph Theoretic Approach (GTA). Research and practical implications of the study are also discussed.*

Narayanamurthy Gopalakrishnan, Gurumurthy Anand



## LEA-10

**Organisational agility & the business process conundrum: Is reconfiguration the answer?**

*This paper proposes business process reconfiguration (BPRC) as a new conceptualisation of organisational agility from a business process lens. An exposition of agility is contained herein; and how we can make it more attainable from a business process perspective. Scholarship of business processes has been in form of re-engineering, continuous improvement vis-à-vis management; these have been used to implement radical/incremental improvements respectively. We introduce BPRC to augment the prospects of agility, with the aim of delivering transformational changes seamlessly. Borrowing principles from established concepts of modularity, we have developed a case for BPRC that will enhance agility.*

Osagie Isimemeh, Bititci Umit

## LEA-11

**Lean principles in the printing industry - a success story?**

*The objective of this paper is to identify the main challenges of the printing industry and how lean principles can successfully be applied. Printing companies are currently operating in a changing environment and facing challenges due to increasing printing costs and customer requirements. To stay competitive, these companies use lean principles. Therefore, literature review and action research are conducted. The findings of the literature review give an overview of the challenges and trends of the printing industry, and the findings of action research show wasted activities of AusPrint based on the five basics of lean manufacturing.*

Reitner Kathrin, Gerschberger Markus, Boehme Tillmann, Rylands Brogan

## LEA-12

**Designing flexible production systems for small series and customized products**

*This paper proposes a methodology for the design of flexible production systems based on the concept of flexible manufacturing, the lean production principles and methods, and strategies from mass customization, agile manufacturing, reconfigurable manufacturing systems, and build-to-order production. Case study research in a machinery and shoe manufacturers is used to apply the methodology in build-to-order environments with high product variety. The results demonstrate how flexible production systems may be built to achieve volume, mix and modification flexibilities at the plant level.*

Barros Ana C., Marques Alexandra F., Rebelo Rui, Alves António C.

## LEA-13

**Towards a lean production ramp-up**

*This paper addresses the manufacturing ramp-up process and opportunities for its improvement in terms of desired quality and volumes. In highly competitive business environments of today, quick and seamless launch of new products to market determines company's success. This paper is focused on examining the process of manufacturing ramp-up from the perspective of lean improvements undertaken by the studied company. This paper addresses the question of whether lean initiatives have facilitated the manufacturing ramp-up. Moreover, the context of high variability and relatively low volumes adds value to research into both lean and ramp-up.*

Rymaszewska Anna

## LEA-14

**Conceiving lean roll-out as a knowledge transfer process: an exploratory study in the service industry**

*The roll out of lean production systems in complex organizations is a knowledge transfer process. Current theory and practice assume that lean roll-outs take place linearly, cascading a predefined, codified set of lean operations practices from the corporate to the organizational units and following a predetermined sequence of steps. Contrary to this assumption, this case study of a back-office and ICT service provider in the financial services industry posits that lean transformation programs characterized by too much knowledge codification, centralization and structural ambidexterity might hinder the effectiveness of the knowledge transfer process underlying the roll-out.*

Secchi Raffaele, Camuffo Arnaldo, De Stefano Frederica

## LEA-15

**Investigating the impact of agile control mechanisms on learning in scrum teams**

*This paper aims to explore Management Control Systems (MCS) resulting from the implementation of agile development methods, relying on an established MCS taxonomy. An abductive approach was adopted, considering the shortage of research evaluating the post-adoption effects of agile methods. Four organizations from an international telecommunication firm that implemented agile methods were involved, and 44 individual semi-structured interviews were performed. In addition, 121 free comments from a global survey to the same organizations were used as secondary data. The paper indicates how Scrum, a widespread agile method, implicitly brings multiple enforcing levers of control to a team's self-regulatory learning processes.*

Annosi Maria C., Magnusson Mats, Martini Antonella, Peonia Laura

## LEA-16

**Obstacles of order-to-delivery lead time reduction**

*The objective of this research is to understand why managers often take counterintuitive decisions that increase lead time although inexpensive tools to reduce lead time exist. In order to analyse the obstacles of lead time, a multiple case-study research has been applied. Preliminary findings demonstrate that both a company-wide and multiple-tool approach is needed to reduce lead time. In addition, it emerges that both rewarding and accounting systems play a crucial role. Efficiency (versus lead time) based rewarding systems and traditional cost-based (versus ABC and time based) seem to represent the major obstacles of lead time reduction.*

Gallmann Francesco, Reiner Gerald

## LEA-17

**Increasing efficiency in the production process: A case study from the Baked Goods Industry**

*This paper investigates production challenges in the industrial baked goods sector with a focus on efficiency gains. Food products have several aesthetic quality parameters, e.g. appearance, taste and smell, which make it more difficult than in other industries to have high efficiency due to the complex nature of the production process. Production stops, waste and variable quality are main barriers. The research question is "How can baked goods companies increase production efficiency and quality by limiting production stops and food waste?" This paper identifies the key production challenges to efficiency in the baked goods industry through a case study of a Danish baked goods company.*

Hansen Zaza N. , Jacobsen Peter

## LEA-18

**Innovation and adaptation of 'lean' approaches to policing in England and Wales**

*The police service in England and Wales continues to be a focus for scrutiny with a more business-like approach being advocated as a mechanism for management and operational reform. New business process methodologies such as 'lean' have to date contributed limited, recognised successes in terms of police reform. We discuss this apparent weakness and draw upon research on the police and consider it within a theoretical context proposed by Radnor et al. (2012) and Osborne et al (2013), who argue for a more innovative approach to public management theory through the adoption of a 'public service dominant' approach.*

Barton Harry

## LEA-19

**Measuring lean operations performance for maintenance service providers**

*The aviation industry is characterized by a highly dynamic and volatile business environment (Doganis, 2001) (Doganis, 2002). Competition is intensifying and margins are decreasing (Schmidberger, Bals, Hartmann, & Jahns, 2008). This development creates a necessity to innovate and improve aircraft Maintenance Repair and Overhaul (MRO) service operations (Chün, P., 2007) by implementing principles of lean manufacturing (Womack, J., & Jones, D., 2005) like in aircraft manufacturing (Murman et al. (2002), (Beelaerts van Blokland et. Al., 2012). The goal of this research is to measure the operations performance due to implementation of Lean Six Sigma (George, 2002) for MRO service providers.*

De Jong Stephan J., Beelaerts Van Blokland Wouter

## LEA-20

**Lean implementation in the face of uncertainty and complexity: Operational performance implications in ETO**

This study aims to investigate lean implementation in Engineer-to-order (ETO) context. Operational environment in ETO is characterized by uncertainties and complexity which are unavoidable and should be well managed for better performance and competitiveness. This study extends the limited consideration of lean practices in such environment by discussing that uncertainty and complexity factors positively influence lean implementation using case study methodology. The findings suggest that ETO context provides ample opportunity to gain strong operational performance benefits from lean practices though challenges are inevitable. Future research directions include statistical investigation and verification of findings at larger scale.

Birkie Seyoum E., Trucco Paolo, Kaulio Matti

## LEA-21

**Effective lean knowledge transfer across manufacturing units in multinational corporations**

Several multinational corporations (MNCs) have faced the challenge of transferring lean knowledge across manufacturing units in past years. This paper focuses on early stages of lean knowledge transfer (LKT) projects, considering initiatives carried out by lean knowledge owners to instill the lean philosophy to non-lean plants. Seven cases were analyzed to investigate major problems found by European MNCs in transferring lean to two polar contexts, U.S. and China, and their impacts on LKT process. It emerges that major criticalities are context-specific. Problems linked with recipient's context as well as organizational culture of source unit influence how LKT projects are conducted.

Boscari Stefania, Danese Pamela, Romano Pietro

## LOG-01

**New packaging solutions for sustainable fresh food supply chains and research agenda**

Food Supply Chains are paying more and more attention to adopt innovative packaging systems for their products in order to guarantee quality and to decrease their environmental and economic impacts. In this paper, a critical analysis of traditional packaging solutions, such as cardboard boxes and reusable plastic containers (RPCs), has permitted to introduce two innovative packages: cardboard boxes with removable plastic films and RPCs with cardboard bottom. The solutions have been evaluated and analysed with new analytical models in several scenarios. At the end the research agenda shows the next steps of this study.

Battini Daria, Calzavara Martina, Persona Alessandro, Sgarbossa Fabio

## LOG-02

**The influence of reverse flow on the dynamics of closed-loop supply chains**

The purpose of this paper is to study the impact of reverse logistics' factors on the order and inventory variance amplification in a closed-loop supply chain. We adopt a difference equation math approach for analysing a closed-loop supply chain. Results show how the return flow positively affects both the inventory variance and the bullwhip effect independently of the number of echelons. On the contrary, an increasing remanufacturing lead-time negatively affects both the two metrics studied independently of the above mentioned settings. However, when the number of echelons increases, the benefit provided by the return flow tends to decrease.

Cannella Salvatore, Teresi Pierfabio, Bruccoleri Manfredi

## LOG-03

**Design and analysis of Brazilian mineral bottled water value chain**

This paper makes an analysis of the Brazilian mineral bottled water chain. This analysis is done starting from the perspectives legal, economic and logistics, allowing for an integrated management with the full inclusion in the market. The bottled mineral water product achieves high profit margins, and this occurs because the raw material is cheap for the detriment of the end product. The enterprises use a structured logistics model to reduce the cost of shipping and extensive distribution network. The Brazilian production of mineral water is highly fragmented, with many small and medium enterprises, dividing market share with big multinational companies.

De Oliveira Luciel H., Renata Paes Leme Roquette, Stephanie Cristine Lourenço Silveira

## LOG-04

**Packaging strategy optimization in case of products sold as a single item or sold as a kit**

Packaging is typically the last task in an assembly system. In case a finite assembled product can be sold as a single packaged unit, as a kit, or, in the most complex case, as different possible kits, the packaging strategy optimisation becomes more complex. The present paper aims to analyse the packaging problem in an assembly production system defining the main packaging strategies. Secondly, the authors compare these strategies, providing a decision-making procedure able to help operations managers to set optimally the packaging strategy. The findings from an industrial case study are also reported to validate the proposed methodology.

Faccio Maurizio, Gamberi Mauro, Pilati Francesco, Bortolini Marco

## LOG-05

**A study of periodic vehicle routing problem allowing delivery in advance**

This paper investigates a special periodic vehicle routing problem which accepts some goods can be delivered before the due date within a given cycle. The customer service includes either pickup goods or delivery goods. The objective of this study is to minimize total cost including the moving distance cost, the fixed cost per route, and the penalty for early delivery. The concept of early delivery provides one possible arrangement for management in the periodic vehicle routings. A numerical example illustrated at the end of this paper indicates benefit for cost reduction.

Huang Chikong, Shih Meng-Hui

## LOG-06

**Development of Cross-Channel Logistics Processes in Online Food Retailing**

The underlying work identifies challenges as part of developing combined traditional stationary with online food retail concepts. Because online concepts have a consumer-centric character, service and quality expectation in this context is high and crucial. Online food retailing requires current logistics and supply processes in the food sector to be supplemented or adapted. It primarily refers to the storing, picking, handling and delivery process likewise. Are existing logistics distribution processes for supplying the stationary food retail meant to be appropriate? The paper contributes towards the understanding and knowledge of fundamental structures in food retailing in terms of cross-channel logistics implications.

Plasch Michael, Kellermayr-Scheucher Marike, Lengauer Efrem

## LOG-07

**Returnable vs. one-way packaging – variables affecting supply chain cost and CO2 emissions**

The design and choice of packaging is important in achieving an efficient materials supply, and a central choice is between returnable and one-way packaging. This paper seeks to identify contextual variables governing the choice, from a cost and CO2 footprint perspective. Data are analysed in a case of an automotive company, covering approx. 900 components. Results show how much five cost/CO2 variables and three contextual variables (cubic utilisation, transport distance, packaging size) contribute to the cost and CO2 difference between the packaging options, and that both types of packaging systems should be utilized to minimize costs and CO2 emissions.

Pålsson Henrik, Wallström Henrik, Johansson Mats

## LOG-08

**From integrating logistics into organizations to “logistics-oriented organizations”**

Following on from work underlining how organizations can be oriented around “marketing,” “design” or “projects,” this paper attempts to show that one possibility is to be “logistics” oriented. Based on a study of two extremely logistics-oriented organizations (IKEA and Médecins Sans Frontières) the paper clarifies the concept of “logistics-oriented organization,” to include three dimensions: offer, actors, and supply chain. Secondly, it shows that orienting an organization towards logistics is appropriate in an environment where the majority of product distribution costs are taken up by logistics and/or where logistics are the key element in customer service quality.

Rouquet Aurélien, Vega Diego



**LOG-09****The impact of logistics service on supply chain performance**

Logistics has become one of the most important levers for SC (SC) management to lower total cost and enhanced service performance. It has been well researched on the downstream for providing better service to consumers. However, the research on the upper stream between suppliers and manufacturers is limited. Therefore, this research is to identify key factors of LS between suppliers and manufacturers and investigate the impact of these factors on SC performance. Based on a questionnaire survey, various statistics analytic methods are employed. The findings help the supplier and the buyer to improve their SC collaborative actions.

Yang Ying, Yang Biao

**LOG-10****A typology on last mile distribution systems**

This paper investigates typologies of last mile distribution systems (hereafter LM). It begins by observing the evolving LM's and demonstrating the limitations of the extant typologies in the literature. The research develops from two LM typological building blocks, i.e. typological character and character state, and draws potential configurations defined by coherent arrangements of a defined list of candidate typological characters. These configuration patterns are tested by mapping emerging LM's against the newly defined typological characters, leading to a new LM typology. The research contributes theoretically to LM's typological pattern recognition, typological advancement, and typological development of other organisational types; and practically to LM's practice database expansion, benchmark development, and innovation source provision.

Jin Xin, Srai Jagjit

**LOG-11****Drivers to intermodal rail transport in Europe**

Today, global pollution and related environmental aspects have increasingly gained attention. In Europe, European Commission has aimed to strengthen the role of rail in transport operations in order to make transport sustainable. Thus, intermodal road-rail solutions have been proposed as a promising alternative to reduce the CO2 emissions and other negative externalities from freight transport. However, the share of train transport is still relatively low in the EU. Therefore, our objective is to examine what are the key drivers that could increase the proportion of rail-based intermodal freight transport in the EU by taking an island-based country perspective.

Raitasuo Pinja, Bask Anu, Rajahonka Mervi

**LOG-12****Horizontal Collaboration in Logistics: A Typology of Collaboration Modes**

The purpose of this paper is to present a typology of horizontal collaboration in logistics. Based on case studies drawn from primary and secondary data, the study identifies a number of key relevant building blocks, each of which has its own importance to help us to study and differentiate the structure and types of horizontal collaboration in logistics. Furthermore, the building blocks and classifications can help to model how horizontal collaborative activities could be organized and operated in a logistics system.

Zhu Jie, Onggo Bhakti S.S., Spring Martin

**LOG-13****Third-party logistics in large construction projects: A SCM perspective**

The purpose of this paper is to investigate the use of 3PL providers in large construction projects, and to identify main drivers and barriers, as well as the resulting effects, when implementing SCM by the use of 3PL providers. This is done by the means of a literature review and an explorative case study, the latter being a large hospital construction project. The results show positive performance effects in terms of increased productivity, resources utilization, and delivery performance, but also that there are challenges when it comes to organizational setting, policy adherence and supply chain coordination.

Ekeskär Andreas, Rudberg Martin, Vennström Anders

**LOG-14****A collaborative slot allocation model for the sea-rail multimodal transport service providers based on revenue management**

This paper concerns the operational integration of liner shipping and railway freight service providers and proposes a collaborative slot allocation model for the sea-rail multimodal transport with the revenue management. The methodology is based on a linear programming model, which maximizes the freight contribution and provides an optimal slot allocation data according to different fare classes. The model obtains also the multimodal transport service providers with this solid background to support their strategic and operational decisions.

Kayikci Yasanur

**LOG-15****Relevant Factors To Hire Services In Intermodal Terminals For Bulk Agricultural**

This study investigated the features of the service desired by shippers in operating intermodal terminals. This response may help us understand why Brazilian shippers primarily use road transportation to move low added value products over long distances. Applying the Stated Preference technique, shippers indicated the ranked constructs as follows: reliability, time period, customer relations, cost, and flexibility. The results indicate that constructs associated with the quality of service are comparatively receiving higher freight valuation. This implies new points of reference for the transport market in favor of the use of long-term contracts and closer relationships.

Martins Ricardo, Lobo Débora, Alves Alexandre F., Sproesser Renato Luiz

**MAS-01****Organization design for mass customization: literature review and research agenda**

The importance of transforming organizations to build Mass Customization capability has long been acknowledged. However, the discussion is generally scattered and disorganized in literature. This paper reviews the mass customization literature with the twofold purpose of providing a comprehensive and structured overview of prior research on mass customization organizational enablers and highlighting future research opportunities on this topic. By using an established framework in organizational theory, the paper provides a comprehensive coverage of organization-related issues and a reference for future research opportunities.

Sandrin Enrico, Trentin Alessio, Forza Cipriano

**MAS-02****Enabling mass customization through the service innovation of the mid office**

Mass customization (MC) is a well-established strategy for providing high levels of customization while achieving the scale economies of high volume production. This paper explores a new service design configuration, the 'mid office', as a service interface which may facilitate MC by enabling product/service and organizational modularity. The research is based on a single case study of a large European bank's payment services. When combined with menu-driven customization and reuse modularization, the mid office appears to support partial rather than full MC. It facilitates postponement of customization through service coproduction at assembly and usage stages, and organizational decoupling.

Silvestro Rhian, Lustrato Paola, Chicksand Daniel

**MAS-03****Adapting Premium FMCG brand and supply chain strategies to affordable Luxury Wines & Spirits**

The perception that "Luxury business is the only industry where you can make luxury margins" (Forbes India 2013) may change as Fast Moving Consumer Goods (FMCG) Groups adapt marketing and supply chain strategies to a more bespoke but high volume market, improving in this way their margins. This paper analyzes this potential trend, trying to understand how luxury groups can benefit from FMCG marketing and supply chain experiences. The methodology is based on previous research on the luxury wines and spirit sector (Dollet and Díaz, 2010, 2011), and uses secondary data from FMCG L'Oréal and Nespresso.

Dollet Jean N., Diaz Angel, Solis Luis

**MCH-01****Glocalized Production: The Evolution Of Global Production**

*In light of the challenges of the current globalized production model, four global Danish companies were interviewed with the purpose of exploring “glocalized production” as the new step and solution to the challenges of the “global village.” The research sought to gauge the interest on “glocalized production” by key managers of these companies, and test three hypotheses: that a definition could be established from “glocalization” aspects, that it will reduce supply chain complexity, and that it can affect organizational trust levels. The results are presented along with suggestions to pave the way for future research on this emerging topic.*

Chavez Marianna, Bilberg Arne

**MCH-02****Facilitating collaborative process improvement through network action learning**

*The question underlying this paper is: how can action learning facilitate the development and actionability of an inter-organizational network of researchers and practitioners? Action learning is an approach which is widely utilised to improve organisational and inter-organisational practices and has been shown to be effective in supporting pan-European networks. The paper is based upon a multi-national, multidisciplinary and multi-sectoral project in traditional food production in the Bakery, Meat and Dairy sub-sectors. The project is located within the EU's Seventh Framework Programme under Grant Agreement No KBBE-613776 (TRADEIT).*

Coughlan Paul, Coughlan David, O'Leary Denise, Rigg Clare

**MCH-03****Sustaining organisational change: Testing Buchanan's provisional model in manufacturing companies**

*This paper details a study into the factors that help to sustain major manufacturing management change initiatives over a prolonged period. For organisations, it is a strategic imperative to maintain change and the associated performance improvements. Sustainability means that the new working practices and the improved performance persist for an appropriate period of time. Unfortunately, the failure rate of change initiatives is high – 70 to 90 percent fail. While there are examples of failure, there are also some companies that have been able to successfully sustain the change - the question is what have been the factors behind their success?*

Szwejcowski Marek, Lillis Robert, Grando Alberto, Belvedere Valeria

**MNT-01****Operation and maintenance of offshore wind farms - A new approach in a stochastic environment**

*The offshore wind industry is booming and larger, more efficient wind-turbines have constantly been introduced into the market. However, research within the field of the operation and maintenance (O&M) of offshore wind farms is limited as the field is still immature. In this paper, two current maintenance models - RCM and TPM - are discussed in this context. Furthermore, through a case study, the paper looks into Modularization and SSLP, as these concepts can be utilized to optimize maintenance. This is a new approach for the offshore wind industry.*

Petersen Kristian R., Skov Madsen Erik, Bilberg Arne

**MNT-02****Predictive maintenance of production equipment based on neural network autoregression and ARIMA**

*This paper presents a predictive study applied to a manufacturing equipment in order to predict malfunctions, and consequently enabling predictive maintenance practices. ARIMA forecasting methods are successfully compared with neural networks models, both used over data obtained from a monitoring system that continuously keeps track of the relevant equipment parameters. The results show that both models could detect the discs replacement, however The ARIMA model forecasts quite well the increasing of the distance between the discs before and after the replacement which is not the case for the NN model.*

Ramos Patrícia, Oliveira José M., Silva Paula

**MNT-03****Knowledge lost in data: organizational impediment to condition-based maintenance in the process industry (work in progress)**

*While the field of predictive maintenance is growing, both academically and in practice, the organizational aspects of designing and implementing condition-based maintenance (CBM) approaches remain severely understudied. We believe that the progress and utility of the scientific field of CBM would benefit greatly from taking the imminent organizational challenges into account. Given the novelty of the field, we perform an in-depth exploratory study in order to identify the organizational impediments that deter a successful implementation of CBM in the process industry. This working paper reports on several preliminary findings and discusses the organizational requirements from a theoretical point of view.*

Van De Kerkhof Roland, Akkermans Henk, Noorderhaven Niels

**NEG-01****Option contracts in the perishable food supply chain: concept and practice**

*The use of option contracts in food supply chains has been suggested as a means to reduce the impacts of demand uncertainty. However, these studies were limited to theoretical attempts while real world applications were rarely investigated. This paper explores the applicability of the theoretical framework for option contracts in a nationally significant and currently operating perishable food chain. It adopts the Australian supermarket-oriented retailing context and applies the theory on mango supply chain as its case study. Quality costs, long-term relationship and modified salvage value have been identified as required parameters in developing option contracts.*

Ghalebeigi Aida, Robinson Ross, Shee Himanshu

**NEG-02****Incentive mechanism design in retailer private-label business under random yield: A principal-agent model with hidden actions**

*This paper investigates retailers' private label business under random yield through a principal-agent model with hidden actions. We find the retailer's both optimal order size and optimal transfer menu through a principal-agent model under symmetric information case. We also discuss the retailer's problem under asymmetric information case to obtain a continuous programming problem for the retailer by using the first order approach. The implementation of the optimal incentive contract will suggest how retailers should develop or maintain a partnership with their preferred private label suppliers when they cannot directly observe their private label suppliers' actions.*

Guo Hangfei, Parlar Mahmut

**NEG-03****Multi-actor collaboration in Embedded Outsourced Services: A psychological contract perspective.**

*Embedded Outsourced Services include co-production of value by clients and service providers. As a consequence, mutual exchanges between client participation and supplier organization are expected. This builds an outsourcing relationship where service delivery is sustained through formal contracts. Although contractual agreements regulate the division of labour, informal agreements still exist. In this paper, a single case study of four-service organizations was conducted. A Critical Incident Technique was used to examine shared collaborations and obligations through the lens of psychological contracting. The results show how patterns of collaboration look like between actors in an embedded complex delivery system.*

Okwir Simon, Kaulio Matti, Ulfvengren Pernilla

**NEG-04****The impact of partners' financial condition on alliance contract design: evidence from biotech-pharma alliances**

*While prior research considered alliance contract design as the result of transaction features, we study how firm-level financial health impacts the contractual characteristics of alliances. In particular, we investigate the relation between a firm's risk of financial distress and the contractual complexity of the alliances it forms. We find partners adopt more complex contracts to stringently monitor the behavior of distressed firms. Similarly, we also find that alliances involving distressed partners tend to exhibit more complex termination provisions, arguably to mitigate the costs imposed in case financial problems triggered alliance unplanned termination.*

Zambuto Fabio, Sclaro Marisa, Lo Nigro Giovanna, Abbate Lorenzo



**NEG-05****Supply Chain Contracts For Triple Bottom Line Benefits In The Italian Pasta Industry**

*We investigate the innovative supply chain contracts developed and implemented by a leading pasta manufacturer in Italy in sourcing high quality durum wheat from farmers in Northern Italy in the Emilia Romagna region. These contracts help the company improve not only its long-term profits, but also the farmers' income as well as environmental sustainability. Adopting a combined in-depth case study and mathematical modeling approach, we investigate how the pasta manufacturer and its suppliers combine fixed and market-based prices as well as quality/sustainability-based premiums for desired benefits.*

**Formentini Marco, Sodhi Manmohan S., Tang Christopher S.**

**NEG-06****Industry 4.0: Solving the agency dilemma in supply networks through cyber physical systems**

*In the past agency theory was used to analyse problems within supply networks. On this basis different solutions were suggested having the reduction of information asymmetries in common. Due to an increasing complexity of supply networks this will become more difficult in the future. Along with the fourth industrial revolution – industry 4.0 – new technologies like cyber physical systems are diffusing. Hence, based on the analysis of relevant literature we further develop the supply chain committee model of Kaluza et al. (2003) by adding upcoming technologies. This can help to manage agency problems, even if complexity in supply networks is growing.*

**Maier Maximilian A., Korb Jakob, Brem Alexander**

**PER-01****Manufacturing costs as a decision support in production development and relocation issues – a case study at a supplier to the automotive industry**

*This paper will present a case study at a Swedish subcontractor, where a performance driven manufacturing cost model is used to analyse different production development scenarios in relation to sourcing. The result shows that production performance in terms of downtime, speed rate and quality losses will have a significant impact on manufacturing costs. The cost model was used to obtain cost scenarios for different offshoring alternatives serving as a decision support for the company management. Based on these scenarios they decided not to offshore production, instead they realized the potential of developing the Swedish site according to the proposed scenario.*

**Andersson Carin, Ståhl Jan-Eric**

**PER-02****Assessing the Balanced Scorecard model; looking for empirical evidences**

*The aim of the paper is assessing if the structural model that underlies in the Balanced Scorecard theory fits with the Key Performance Indicators that use Catalan companies. An empirical study has been conducted. A survey was launched to 3,500 companies in 2012 and 253 valid questionnaires were collected. Reliability and validity of each perspective of the model were assessed and the structural analysis was performed through Partial Least Square methodology. We found support to the internal logic of the model linking the four constructs in a chain that begins with the learning perspective and ends with the financial perspective.*

**Marimon Frederic, Llach Josep, Bagur Llorenç, Perramon Jordi**

**PER-03****The effect of performance measurement systems use on contextual ambidexterity and company performance**

*This research looks at how performance measurement systems can be used to drive simultaneously exploitative and explorative behaviours in the context of a single business unit. The project draws on two main bodies of literature: organizational ambidexterity (exploration and exploitation), and performance measurement and management. The results of our survey of 153 Italian companies suggests that: (1) integrating diagnostic and interactive uses of measurement systems positively affects organizational performance (financial and non-financial); (2) this relationship is mediated by a company's ability to innovate its products or services, while exploiting existing assets and resources in the same context.*

**Micheli Pietro, Mura Matteo, Longo Mariolina**

**PER-04****Monitoring an airport check-in process by integrating perceived and provided quality: a statistical model for an Italian experience**

*A process oriented enterprise continuously optimizes its activities for improving the performance of the single processes and of the entire organization. Monitoring a process involves the responsibility to manage the quality both in terms of efficiency, by conforming goods/services to given standards, and of efficacy, by meeting customer requirements. As a consequence, internal and external quality should be treated as being on an equal footing and should be monitored simultaneously. The present paper proposes a methodology for jointly analyzing perceived and provided quality indicators, both measured on the same controlled process, through an application to an Italian airport.*

**Di Pietro Laura, Guglielmetti Mugion Roberta, Musella Flaminia, Renzi Maria F., Vicard Paola**

**PER-05****Self-help productivity guides and their premises**

*The majority of our workforce is composed of knowledge workers (KW), yet there is little knowledge on how to increase their productivity. Only 263 academic papers were found relevant to KW productivity in a systematic review. Self-help guides hold a wealth of information, from personal experience and industry perspective to results from biological and behavioural research. They should be utilized to help solve the KW productivity dilemma. The purpose of this work was to identify concepts in personal productivity self-help guides. Twenty-seven concepts were identified in a systematic review. These will be explained in relations to known KW productivity factors.*

**Gudrun Óskarsdóttir Helga, Oddsson Valur Gudmundur**

**PER-06****Balancing The Supply Chain Information Systems (scis) And Organisational Performance**

*This study aims at the exploration of the statistical relationship between Supply Chain Information Systems' (SCIS) 'Effectiveness' and 'Organisational Performance', when measured by financial and non-financial variables. Despite the large body of literature, empirical research examining the relationship between SCIS and Organisational Performance is somewhat limited to explaining how we know that the information provided by SCIS meets business expectations and how this information, in turn, affects Organisational Performance. The findings from a survey involving 168 IT managers showed a strong correlation between SCIS and non-financial Organisational Performance. The study also offers a number of recommendations to enhance SCIS Effectiveness and Organisational Performance.*

**Argyropoulou Maria, Reid Iain, Loannou George**

**PER-07****Performance measurement review practices – a dual perspective case study**

*Understanding how change is managed in performance measures (PM) is as important as it is under-researched. The purpose of this paper is to outline the PM review practice and contrast it to theory. The paper is based on two case studies, one with the top-management and one with the rest of the organisation. The paper concludes that a clear correlation exists between the number of people involved and the functionality of the PM review practice. Further, a considerable gap exists between the theoretical soundness of the PM review approach and the competence of executing it.*

**Salloum Mohammed, Wiktorsson Magnus**

**PER-08****Experts agreements on e-service scales assessment: the E-S-QUAL case**

*The conceptualization and measurement of perceived service quality has proved to be a difficult concept to grasp. It has been referred to as "elusive", "unresolved" and "far from conclusive". This paper aims through a Delphi methodology to identify and discuss some key conceptual and empirical issues related to the adoption of a generic scale, such as E-S-QUAL. The overall results showed all the experts agreed on 42 points including for example that the number of the dimensions instability are not only due to the service industry analyzed or the web user cultural profile but also to other factors such analysis methodology used across studies.*

**Petnji Yaya Luc H., Marimon Frederic, Casadesus Fa Marti**

**PER-09****Measuring network value in maintenance services**

*This paper aims to identify how the value created by a maintenance network, as well as the participating individual organizations, can be measured simultaneously. Thus, as a result, a framework and propositions of performance measurement for service network value (including customer, service and equipment provider) are presented. The significant novelty of this research is the fact that it is based on combining network, service and value perspectives in performance measurement. The study was conducted using the qualitative research approach, and the findings are based on a literature search, as well as research processes carried out in two maintenance service networks.*

Saunila Minna, Ukko Juhani, Pekkola Sanna, Rantala Tero

**PER-10****Evaluation of performance factors for logistics companies: A case study in Turkey**

*This study has been carried on investigating the prioritisation of the competitive criteria examined under four different perspectives of the Balanced Scorecard (BSC) model, namely, financial, learning&growth, internal process, and stakeholders in logistics industry by using the ANP (Analytic Network Process) method. Then, to demonstrate the robustness of the model, three major third-party logistics (3PL) companies in Turkey have been assessed by a defined expert group based on the respective importance of the competitive factors. The findings of this study will help decision makers in logistics companies to diagnose their operations by considering the importance of the metrics in order to be more competitive in the market.*

Kucukaltan Berk, Lu Kevin, Aktas Emel

**PER-11****Business Intelligence and Analytics using RFID Data in the Retail Business**

*There is a growing adoption of RFID technology in many industries, including textile. Companies are collecting more and more detailed data about their business and realizing that it complements the data that is stored in their information systems. Thus, Business Intelligence (BI) and Business Analytics (BA) systems can be used to extract more useful information. In this project we have developed a performance measurement system using a BI approach and a product recommendation system using a BA approach. Integration is done by evaluating the product recommendation models using business-specific measures from the BI systems instead of technical BA measures.*

Antonino Almedia, Marques Ana I., Soares Carlos, Azevedo Américo, Rebelo Rui

**PER-12****Key performance indicators: Global product development.**

*The decision to globalise parts of product development is a consequence of an increasingly competitive world market. The variety of risks and opportunities as a result of the decision make it difficult for management to evaluate if global product development has been successful. This paper investigates the use of key performance indicators as an approach for measuring the success of global product development projects. With the conclusions from a survey and workshop together with observations during a global development project, the need for an alternative approach to measurement than in conventional product development is highlighted.*

Taylor Thomas, Ahmed-Kristensen Saeema

**PER-13****Lessons learned from a performance measurement system design for downstream logistics**

*The design of a PMS requires deep evaluation of the current measurement situation used, concrete managers' engagement, clarity in the objectives and goals to be achieved with the new system. There is little solid research evidence that illustrates the transition between design and implementation phases of a PMS. This paper presents a longitudinal case study carried out at an energy company to design a PMS and prepare its implementation by considering the value of adopting some practices during the design phase to prevent implementation problems. The encountered issues and applied solutions are provided as lessons learned for future PMS initiatives.*

Thomé Antonio M.T., Maximo Mariana, Fischer Jan-Hendrik, Hellingrath Bernd, Martins Roberto A., Scavarda Luiz F.

**PER-14****An Innovative Performance Measurement And Management Method**

*This research has attempted to use tool for action plan selection (TAPS) software, analytic hierarchy process (AHP) software and to use new developed software for defining performance indicators and how it could be used by managers to construct a performance measurement system. In this research, we used a process model of the organization, suitable for displaying a combination of input, process and output measures. Besides, new software for data collection, analysis and visualization of key performance indicators and their impact on the performance of the firm performance is developed. The empirical part of study is based on thirty interviews from ten case manufacturing and service organizations.*

Tesic Zdravko, Tomic Ivana, Gajic Gordana, Kuzmanovic Bogdan, Tomic Milos

**PER-15****Evaluating the effectiveness of performance measurement systems for engineering asset management using performance data**

*An asset management system (EAMS) is a systemic set of organisational elements to ensure that organisations achieve their planned strategy by managing their engineering assets effectively and efficiently. Performance measurement systems help organisations monitor and improve the actual engineering asset performance, and they are critical to the success of EAMS. However, how to evaluate the effectiveness of performance measurement systems for EAMS is still unclear. This paper proposes a structural process with a framework for evaluating the effectiveness of performance measurement systems for engineering asset management, and the proposed process focuses on multivariate analysis of historical performance data.*

Wang Jiaqi, Hou Deyi, Parlikad Ajith

**PER-16****Exploring the impact of national culture on performance measurement**

*The paper is about exploring the impact of national culture (NC) on performance measurement systems (PMS), using qualitative case study methodology focusing on indigenous manufacturing SMEs from four diverse cultures. The findings have found a relationship between national culture dimensions (such as power distance, and uncertainty avoidance), and the PMS processes of design and use. Although NC seems to have some influence on the design and use of PMs in organisations, there are some strategic characteristics of the organisation which can also influence the design and use of the PMS, such as governance structure, personality and outlook of the leadership.*

Jwijati Ihssan M., Bititci Umit

**PER-17****Measuring supply chain performance: a literature review and research agenda**

*Van Hoek (1998) refers to SC performance measurement as an attempt to "measure the unmeasurable". Has anything changed after fifteen years? This study aims at answering this question by assessing the current state of the art and the trends of supply chain performance measurement system (SCPMS) literature. Peer reviewed journal articles published from 1998 to 2013 are collected through a key-word based search and classified according to a structured codebook. A conceptualization of the topic and a research agenda for the future is then provided, by contextualizing the topic on related issues in supply chain management and performance measurement literature.*

Maestrini Vieri, Luzzini Davide, Maccarrone Paolo

**PER-18****Organizational innovations and their effect on cost, productivity, quality, innovation and profits**

*The introduction of new management practices is an important issue for firms as they seek to upgrade their productivity, improve the quality of customer offerings and retain competitiveness. Such innovations are typically incremental in nature, and include new approaches to structuring the firm or new management techniques. Literature review shows that organizational innovations are not researched enough and their impact on innovation and financial results are not obvious. Influences of twenty one organizational innovation practices on overall financial results are researched.*

Prester Jasna



**PRJ-01****Exploring agile project management practices in the aerospace industry**

While the agile philosophy originated in the 1990s in the manufacturing sector, in the context of Agile Project Management (APM) most research has focused on the software development industry. Using case study research and an exploratory mixed-methods approach, we aim to study the relevance of APM in a manufacturing context. The paper contributes to enhancing understanding on the potential application of APM methods in a specific highly competitive manufacturing sector. It extends the discussion on the applicability of specific agile project principles for particular kinds of projects and identifies types of projects for which the agile model may be appropriate.

Braziotis Christos, Maccarthy Bart

**PRJ-02****The management of the changes of project objectives and milestones of university-industry collaborative R&D projects from university scientists' perspective**

This paper sets out to explore how university scientists manage the changes of project objectives (DPO) and milestones (DPM), as it has been found that the changes of DPO and DPM by them may not influence the efficiency and effectiveness of projects. The outcomes of this study would provide knowledge for better management of university-industry collaboration. The study concluded that university scientists often define/redefine project milestones through regular and irregular research meetings, during the project life cycle. This process could enhance the efficiency and effectiveness of the projects, likely and indirectly bringing research funding and academic publications.

Chang Teh-Yuan

**PRJ-03****Lean Project Planning in shipbuilding: The implementation challenge**

Market requirements regarding cost and speed of delivery has created a need for more effective and efficient production processes in the Norwegian shipbuilding industry. In this paper, the implementation of Lean Project Planning (LPP) at two shipyards is studied. We analyse the implementation process using the concept of absorptive capacity. The findings in this study reveal that the shipyard with the most structured planning system at the outset experienced most barriers in the implementation process. Furthermore, the motivation and involvement at the management level plays a crucial role for successful implementation of LPP.

Lillebrygfjeld Halse Lise , Kjersem Kristina, Emblemsvåg Jan

**PRJ-04****Application of multi-criteria decision making to PMISs assessment**

This paper builds on a previous study concerning the assessment and ranking of Project Management Information Systems (PMISs) features and the comparison of a PMISs software sample. In such an application a Multi-Criteria Decision Making (MCDM) tool such as the Analytic Hierarchy Process (AHP) was adopted to get the ranking by neglecting the mutual influence of elements within the structure. The present paper aims at taking into account such influences by relying on the Analytic Network Process (ANP) for the assessment and ranking of features, while the PMISs software assessment has been performed through the AHP via the direct assessment.

Enea Mario, Muriana Cinzia

**PRJ-05****Project control in large and complex change programs**

Programs are an efficient way to manage multiple projects in a coordinated way. This coordinated management requires control. Empirical research on control in complex change programs is insufficient. This paper explores the perceived control practices in change programs. A qualitative case study was conducted in two change programs implemented by two big municipalities. The results show that there is no single most important control mechanism but instead control can be understood as a combination of complementary mechanisms. Results also highlight the differences between and within different change programs and uncertainty and ambiguity related to their control.

Vuorinen Lauri, Martinsuo Miia

**PRJ-06****Project Portfolio Management and Strategy Execution: some findings in interaction practices**

The pressure for constant change and innovation in products and processes, strongly intensified in recent years, forces the companies to find structured and agile solutions to react quickly to them without affect their planned results. The interaction between the projects portfolio management and the effective realization of strategies may reveal ways that are better aligned to this new reality of business. This paper explores the interaction between projects and Strategy Execution by top management, both emergent or planned, seeking to answer the question: "What is the influence of projects and its strategies in Strategy Execution?"

Zatti Wilson R. L., Cattini Jr. Orlando

**PUB-01****Applying supply chain logic to criminal law enforcement**

Public services, perceived to be inefficient seem suitable for a supply chain (SC) approach. This study aims to explore contingencies effecting the improvement of public service SCs performance. Literature suggests three context related factors - customer, process and professional/organization management - to influence the level and applicability of SC integration. An explorative case study research in the criminal justice SC shows a unique combination of input variability, organizational and professional autonomy, knowledge intensiveness and strict external juridical controls. To enhance integration and coordination, a combination of soft and hard practices are required, however, organizational and professional inertia might impede implementation.

De Blok Carolien, Seepma Aline, Roukema Inge, Van Donk Dirk P.

**PUB-02****Changing emphases in serial New Service Development – the role of learning mechanisms**

The paper extends the conceptualisation of emphases in new service development (NSD) classifications and links them to learning mechanisms. Further, the paper adds to understanding the actual and implicit NSD processes, the creation of a primarily intangible product and how NSD capabilities can be increased through engagement with a task. The study supports the argument that different types of service may require different NSD processes and practices.

Dreyer-Gibney Katrin, Coughlan Paul

**PUB-03****Designing Procurement organization for Local Governments**

There is a great recognition of the potential contribution of purchasing within local governments, as efficient and effective management of procurement activities has a crucial impact for achieving objectives of local bodies. As a consequence, organizational design of the procurement department becomes a strategic and critical aspect to be managed. Using a multiple case study approach, the paper aims to investigate configurations, strengths and weaknesses of procurement department organization in local governments; seven councils in Wales were visited, and the structures of their procurement department analysed. Six different configurations were then identified and described in detail.

Patrucco Andrea S., Ronchi Stefano, Walker Helen

**PUR-01****Sourcing team behaviour in project-based MNE's**

This paper presents and discusses a multiple case study of three cross-functional category teams responsible for sourcing critical components within multi-national, project-based enterprises. The study focused on behavior and management of the sourcing teams and found that the sourcing process across the three cases was characterized by conflict between departments represented in the category teams. This resulted in unfortunate sourcing team behavior and unaligned performance management, which in turn had a number of adverse effects. Further research on how to create a holistic and balanced team perspective in the sourcing teams is suggested.

Hansen Anders P. L., Munkgaard Møller Morten

**PUR-02****Sourcing team behaviour in project-based MNE's**

*This study discusses capability development of purchasing organizations and how it can be evaluated in practice. The capability development paths of the purchasing function have been described in research literature as purchasing maturity models. We report the results of an empirical study in which purchasing maturity was tested with three methods, in five organizations in different industries. We were able to find clear differences between the maturity levels in these organizations. The three methods brought similar results for organizations with the most advanced practices in purchasing but the results for organizations with lower maturity levels were mixed.*

**Heikkilä Jussi, Koivisto Antti, Ojala Mika**

**PUR-03****Exploring sourcing levers: Tactics to improve performance in a sourcing category**

*Firms may differentiate their spend into sourcing categories, each stacking a distinctive supply market. But how do category managers identify and realize improvement potentials in a sourcing category? To answer this question this study explores seven sourcing levers forming coherent sets of measures to improve performance in a sourcing category. Highly interactive world café rounds with 24 participants have been conducted within one large European automotive OEM. The study results into measures that may serve to develop sourcing lever scales for future survey research.*

**Hesping Frank , Holger Schiele**

**REG-01****Shifting to green economy: hype or hope for entrepreneurs into medicinal and aromatic plants?**

*This research aimed at finding out if rural development concerning medicinal and aromatic plants (MAP), in Portugal, was sufficiently consolidated to be considered an alternative lifestyle. Secondary data collected from a panel of 12 high-level experts enabled to picture the sector. Operations were the core knowledge area that helped to find out the implementation of the existing social platform into a technological solution to support a virtual collaborative effort among the stakeholders, as the main requirement to consolidate the sector. The required role of State was also defined as holistic, integrative, supportive, despite not-regulative, to implement a broad MAP policy.*

**Duarte de Almeida Isabel , Vilas-Boas da Silva Joao M., Leite Marco**

**REG-02****Enhancing Achieved Experience from Project Participation as a Mechanism for Technology transfer within Developing Economy Context**

*In this study we focus the enhancement of experience of the participants in development projects with the specific purpose to identify mechanisms to address the participant's technical level. We used an interventionist approach exploring two mechanisms (the knowledge truck and ambassadors) for knowledge transfer. A fish-producing regional network in the rural region of Cauca, Colombia, is used as case. The study contributes to technology transfer literature by expanding our knowledge about barriers created by low technical knowledge among technology receivers. Further the study contributes to the bottom-up approach to technology transfer.*

**Rundquist Jonas, Sanchez Peciado Deycy J.**

**REG-03****Comparison of Antecedents to Competitive Performance in Established and Emerging Manufacturing Countries**

*The main contribution of this study is empirical investigation of the relationships among competitive dimensions of manufacturing strategy and competitive manufacturing performance for both established and emerging manufacturing countries. We identified that four competitive dimensions of manufacturing strategy have effects on manufacturing performance. They are achievement of functional integration, proactive IT posture, possession of proprietary resources, and manufacturing as a competitive resource. Our study also provides evidence to suggest that best practices may not necessarily be universally applicable. We found that three out of the four dimensions basically have different directional effects on performance in established and emerging manufacturing countries.*

**Shimada Tomoaki, Ang Soo-Keng James, Lim Eugene**

**REL-01****The development process and management of collaborative projects: a qualitative analysis**

*This paper provides empirical insights regarding the role, in terms of skills and attitude, that the collaborative project manager plays during the development process of collaborative projects among SMEs. This issue belongs to the recent scope of analysis developed around SME networks and respond to an explicit call for research concerning their management which, on the one hand, is a key issue form managers and, on the other hand, has not received much academic attention. Results emerging from case studies prove that the presence of a heavyweight collaborative project manager has a strong influence in collaborative projects success.*

**Agostini Lara, Filippini Roberto, Nosella Anna**

**REL-02****Value in major B2B relationships: The slippery slope toward value perception alignment**

*Value creation is central to business relationships yet important gaps in the literature exist, particularly in complex, long-term business-to-business (B2B) relationships where strategic intentions and service elements in contracts add complexity. The more difficult value is to quantify meaningfully, the more significant human subjective perceptions of it become in value assessments. This study explores the bilateral development of value perceptions in major B2B relationships. The research explores how buyer and seller-side relationship managers perceive and manage value with respect to their partners, and the implications of these perceptions to both parties.*

**Pinnington Bruce, Meehan Joanne**

**REL-03****A study to determine appropriate configuration structures in transient collaboration networks**

*Transient collaborations through their supply networks allow companies to build the right competitive advantages when needed. According to structural contingency theory, organizational structures and contingencies have to match to give rise to effective performance. Therefore, different configurations to collaboration structures may be required for improved performance given different network contingencies. This study seeks to determine configurations that are advantageous or necessary for transient collaborations.*

**Noori Hamid, Tan Adrian**

**REL-04****The role of knowledge sharing in determining the span and intensity of integration in supply networks**

*This study examines the effect of the different stages of knowledge sharing on supply chain integration and performance. The Socialisation-externalisation-combination-internalisation (SECI) model is used to better understand the role of each of the proposed stages of knowledge sharing on the intensity of external integration among focal organisations and their key partners (customers and suppliers) as well as the span of external integration beyond the first tier of suppliers and customer. Using structural equation models, a framework is proposed to help determine what aspects of knowledge sharing impacts integration in terms of intensity and span for optimal performance.*

**Obayi Raymond, Choudhary Alok, Koh S.C. Lenny**

**REL-05****Dealing with deliberately defaulting suppliers: An Agency Theory perspective**

*Drawing on Agency Theory this study explores the effectiveness of buyer initiated Behavioral Based Governance Methods to improve supplier performance. While overcoming supply issues is of utmost importance for companies to survive, supply chain literature has neglected underlying mechanisms such as power and the resource intensiveness of the solution for the supplier to date. By examining 13 cases we found that powerful suppliers react more obstructive towards improvements but that by incorporating supplier benefits into the improvement, the supplier improvements can still be realized. Based on our findings and on Agency Theory we pose propositions for future research.*

**Prozman Ernst-Jan, Scholten Kirstin, Power Damien**



**REL-06****Tolerating Supplier Opportunism: Environmental Antecedents and the Organizational Response**

Opportunism is inherent in inter-organizational relationships. Whilst considerable effort has been devoted to understanding the antecedents of opportunism and to eliminating its occurrence, a residual level will always remain. How firms might tolerate supplier opportunism and mitigate its effect on relationship performance is thus an important, but under-researched, question. This paper develops a theoretical framework which examines how the characteristics of the supply market can foster supplier opportunism. The effect of opportunism on relationship and cost performance is considered, along with the role of toleration mechanisms (legal bonds and social interaction ties) in either exacerbating or attenuating the influence of perceived supplier opportunism on performance.

Roden Sinéad, Lawson Benn

**REL-07****What is the right governance type for your maintenance?**

Many industrial firms focus on their core competencies and reduce their direct ownership over non-core functions. Maintenance activities are hard to classify as either core or non-core when being a support function to the core production in manufacturing firms. Further, maintenance activities encompass understanding of the interrelationship between processes in the production plant. The purpose of this study is to explore which governance types that are best suited for different kinds of maintenance. Based on a multiple case study within the process-industry, the study shows how a distinction between core-close and more distant maintenance informs the choice of governance model.

Söderberg Lennart, Bengtsson Lars

**REL-08****Managing suppliers with multiple roles: The importance of internal integration**

The way how a company manages internal collaboration is likely to impact on the efficient management of supplier relationships during new product development. Through empirical case study, we identify internal integration mechanisms used during different product development phases. We find that joint internal meetings, the development project and the role of a boundary spanner play a key role in terms of enabling cross-functional collaboration between R&D and purchasing. Collaboration with suppliers occurs primarily through the development project with strong focus on manufacturability. Results show that there are no mechanisms in use to support internal or external collaboration during concept planning.

Vuori Mervi, Kaipia Riikka

**REL-09****Supply chain relationship and national culture: Empirical evidence from the MENA region**

A review of the extant literature indicates that there is insufficient research evidence to support (or refute) the impact of cultural values on supplier-buyer relationships in non-Western organisational contexts. Based upon a quantitative methodology and a survey of 350 buyers and 302 suppliers from the Middle East & North Africa (MENA) region, our results show that the MENA cultural values of *wasta*, *wa'ad*, *hifz ma'a wajh*, 'Qada and Qadar' and *Shura* play a vital role in shaping the nature of long-term buyer-supplier relationships. This article discusses the implications of the findings for both academics and practicing managers.

Al-Ma'Aitah Noor, Soltani Ebrahim, Liao Ying Ying

**REL-10****The effect of flexibility and inter-organizational learning on supply chain performance**

Firms should develop dynamic capabilities with supply chain partners that enable them to reconfigure their resources and adapt to changing environment. This research applies structural equation modelling together with multi-group confirmatory factor analysis to a sample of 149 companies which constitutes the empirical base of this study. Results strongly indicate that collaboration across the value chain, as well as learning with (and from) suppliers, allows the organizations to actually capitalize on the application of value chain flexibility as intermediate role for performing on customer satisfaction. The supply chain is competitive only when inter-organizational collaboration and learning are translated into flexibility.

Saenz Maria J., Knoppen Desiree

**REL-11****Leveraging structural collaboration in buyer-supplier relationships**

Companies are increasingly setting up collaborative structures with supply chain partners, in addition to exchanging information. Based on a sample of 719 companies in the industrial sector (ISIC 25-38), we show that these collaborative structures are necessary to capture the benefits of information sharing. Our analysis also shows that installing information systems provides a complementary capability for enhancing operational performance (cost and flexibility) through structural collaboration. For supply chain managers, our research shows that the effectiveness of structural collaboration could be enhanced by high levels of information sharing and by installing information systems to support these collaborative structures.

Vanpoucke Evelyne, Vereecke Ann

**REL-12****Developing and Testing Theoretical and Measurement Models of Supplier Complexity**

The purpose of this paper is to advance the theory of supply chain complexity (SCC) in the specific context of supplier complexity because supplier complexity has increased tremendously with increasing globalization. The specific objectives of this research are: (a) to develop a theoretical model of supplier complexity that includes both objective and perceived components; and (b) to develop and test a scale that is theoretically robust and practically useful for measuring supplier complexity. Subject of investigation is a leading farm equipment manufacturer with headquarters in Austria.

Manuj Ila, Gerschberger Markus

**REL-13****How has the automotive industry approached outsourcing and offshoring of core engineering services?**

The automotive industry is rapidly expanding product portfolios; creating competition between multinationals to reduce engineering costs of outsourcing programs. Internally, fixed cost restrictions are being applied to engineering headcount and engineering budgets in contrast to an increasing demand of new vehicles. The objective of this paper empirically examines whether automotive original equipment manufacturers are outsourcing or offshoring the core engineering design and development to external third parties' organisations. The findings illustrate that automotive organisations are creating spin off derivatives from existing product platforms, increasing the outsourcing transaction whereas the core engineering design and development is retained within headquarters.

Simplay Steve, Anderson Richard

**REL-14****Contractual and relational governance dynamics in outsourced infrastructural maintenance**

This paper investigates the interplay between contractual governance (contracts) and relational governance (trust) over time based on a longitudinal case study in the context of Dutch water authorities. The results show that high level of goodwill trust and pre-existing competence trust can trigger a contract redesign, which in turn enhances trust. This positive reinforcing cycle between trust and contract design evolves under conditions of technological uncertainty and high interdependency between buyer and supplier. The results also suggest the existence of a phenomenon we call contract dynamics, i.e., the contract evolving over time as does trust in buyer-supplier relationships.

Fang Feng, Van Der Valk Wendy, Vos Bart, Akkermans Henk

**REL-15****Does relational embeddedness matter? An investigation into supplier's tertius iungens orientation and its impact on innovation performance**

First tier suppliers as a bridge between the OEM their downstream (second tier) suppliers play a vital role in stimulating innovation. Thus a critical question arises: "In order to sustain innovation should the top tier supplier guard or channel the ideas it gets from its extended network?" Results from 128 first tier suppliers of a large bicycle OEM in India highlight that the tertius iungens role of the leaders of these organizations stimulates innovation for these organizations and also flows through to the OEM. This is however moderated by the degree of relational embeddedness with the second tier suppliers.

Bhakoo Vikram, Choi Thomas, Yang Yang

**REL-16****Do different governance modes affect buyer-supplier integration: an exploratory investigation**

*There is a longstanding, unresolved debate as to whether different modes of governance are complementary or mutually exclusive. This paper adds to the discussion by investigating the relationship between governance and three dimensions of SC integration, taking into account as a contextual factor supply complexity. Twelve exploratory cases form the empirical base. We find that both complementarity and mutual exclusiveness do exist, that context plays a role in what mode of governance is present, and that distinguishing three dimensions (practices, patterns, attitudes) adds to our understanding of the complexity of supply chain integration and its relations with context and governance.*

Kabantsova Marya, Van Donk Dirk P., Power Damien

**REL-17****Exploring the impact of Servitization on Inter-Organizational Relationships: A study of boundary spanners**

*The objective of this research is to investigate the roles of boundary spanners for the provision of servitized offerings. This working paper reports the initial findings of a case study which was conducted in a manufacturing network. The preliminary findings show that as the offerings move towards advanced services, the influence of boundary-spanning roles on the network grew significantly. These roles were conducted by individuals for product-based offerings, whereas for servitized offerings boundary-spanning roles were managed by different inter-organisational entities. Hence whilst the roles became institutionalised, the contractual governance mechanisms that underpinned boundary-spanning activities were substantiated by relational interfaces.*

Chakkol Mehmet

**REL-18****Misfit between inter-organizational integration and business context of interdependent firms: A conceptual framework and case examples**

*In this paper, we discuss why, despite theoretical predictions, some highly interdependent organizations are not fully integrated. A comprehensive and structured literature review, revealed the current state of knowledge on interdependent relationships to be fragmented and diverse. Yet, for organizations to integrate sufficiently, they need to have a complete and clear view of their interdependencies. The cases in this paper, illustrate highly interdependent organizations, which are not fully integrated. We analyze the factors that lead to such lack of integration, and propose a framework for integration misfit. Organizations can use the increased understanding to develop relationships better suited for their partners and context.*

Hulthén Hana, Pazirandeh Ala

**REL-19****The mediating effect of supply chain integration on the relationship between organisational structure and operational performance: an empirical investigation**

*We extend body of literature on organisational structure (OS) and supply chain integration (SCI). Previous studies have led to incomplete definitions and dimensions of SCI, in specific, researchers have focused on customer and supplier integration missing out on the important central link of internal integration. Further on, small number of research, if any, has attempted to recognise the antecedents of OS as drivers for SCI. In an attempt to address the above gap in literature, this study will empirically examine the relationship between OS, SCI and Operational Performance (OP), suggesting that SCI moderates the relationship between OS and OP.*

Ebrahimi Seyed M., Koh S.C. Lenny, Genovese Andrea, Kumar Niraj

**REL-20****Methodology to analyse and re-design dyadic industrial cooperation**

*In today's competitive environment, companies must strive to cooperate in order to survive. Supply Chain cooperation has become a strong asset relying on large integration and coordination of its well-structured processes. However, supply chain operations are conditioned by interoperability, which until now it is missing a tool that helps managers to identify and solve its problems. In this context, the present research aims at the development of a methodology that allows the analysis and re-design of dyadic cooperation in supply chains, using a systematic approach based on Axiomatic Design Theory.*

Espadinha Da Cruz Pedro, Grilo Antonio

**REL-21****Effects of human behavior on the centralization of supply chain relationships**

*This paper investigates how the relationship between centralization and new product development performance differs based on decision makers' cognitive ability and their resistance to change. A methodology coming from complexity science is adopted, which is particularly suited to study complex decision making problem. The proposed NK model reproduces how diverse levels of centralization perform as both the problem complexity and the cognitive effort required to solve tasks increase. A simulation analysis is finally carried out to identify the most suitable level of centralization to adopt in all examined cases.*

Giannoccaro Ilaria, Nair Anand

**REL-22****Business Ecosystems Capabilities: Case Studies from the Emerging Electric Vehicle Industry in China**

*Competitions are shifting from the firm and supply chain level to the ecosystem level that ecosystem competitions are playing a more significant role in shaping today's industrial transformation. The aim of this paper is to explore the evolutionary processes and the business ecosystem capabilities enabling industrial emergence. Through conducting case studies on the electric vehicle industry, the Business Ecosystem Key Capability Indicators (BEKCI) Framework and Business Ecosystem Dynamic Capabilities (BEDC) Framework have been put forward in order to analyse business ecosystem capabilities both statically and dynamically.*

Shang Tianjiao, Shi Yongjiang

**REL-23****Product innovation and mass customisation capabilities: how different social capital dimensions contribute**

*Few studies empirically examine the individual and interaction effects of different dimensions of social capital on firms' capability development. We propose a model on the relationships of the three dimensions of social capital on firms' mass customization and product innovation capabilities. The hypotheses are empirically tested using data collected from 276 manufacturing firms in China. The results show that only cognitive capital has significant influence on mass customization capability. Product innovation capability can be developed through both cognitive and relational capital. Additionally, structural, relational and cognitive capitals are complementary in improving product innovation capability but not mass customization capability.*

Zhang Min, Lettice Fiona, Zhao Xiande

**REL-24****Assessing The Impact Of Inter-Firm Relationships On Supply Chain Quality Management Practices**

*This paper aims at empirically examine the impact of the types of inter-firm relationships (i.e. competitive relationship, co-opetitive relationship, cooperative relationship, collaborative relationships) on SCQM practices. In doing so, a quantitative approach was adopted and a web-based survey was utilised to collect a sample of 325 questionnaires from operations managers of UK manufacturing companies. Findings showed mixed results for the impact of the types of inter-firm relationship on SCQM practices. The paper provides empirical support to the role of closer relationships towards the achievement of enhanced SCQM practices and discusses the resulting implications for both academics and practitioner alike.*

Soares Anabela, Soltani Ebrahim, Liao Ying Ying

**REL-25****A different perspective for the sources of relational rents**

*The Relational View of Strategy (RV) is one of the most used theoretical lenses in the research on buyer-supplier relationships. Despite its widespread use, quantitative studies do not show any evidence concerning the discriminant validity among the four sources of relational rents suggested by the RV: investments in relation specific assets, knowledge sharing, resources complementarity and effective governance mechanisms. This study aims to test whether these constructs are empirically different, considering data from two independent surveys. As the results showed that there is not discriminant validity among them, this study proposes a different perspective for the sources of relational rents.*

Tescari Fabio, Rodrigues Fernandes Aline, Laczynski de Souza Miguel Priscila, Terezinha Miniussi Jalba



**REL-26****Conflict in collaborations: in 'defence' of outsourcing**

*This research examines the relationship between collaboration, cooperation and innovation in the outsourcing of application development, focusing on the real exchanges that occurred during the management of the project PMSys. A complex supplier consortium was formed to deliver a configured software application to support human resource processes within a large defence organisation in Europe. This project was tracked over a period of four years and a contextualised process model applied to the ongoing software development process. The analysis showed the critical nature of initial and antecedent conditions and how governance and strict contractual controls interacted to cause project failure.*

**Morgan Royston, Doran Desdemon, Giannakis Mihalīs**

**REL-27****Supply chain information utilization – conceptualization and antecedents**

*The purpose of this paper is to define the concept of supply chain information utilization and to identify and explore antecedents of information utilization. Focus is on sharing routinized and formal demand-related planning information in dyadic supply chain relationships, and utilizing the information in the receiving (supplier) organization's forecasting, materials planning and order delivery processes. The analysis is based on qualitative analysis of three supplier-customer dyads, where the customer firm is sharing extensive amount of information. It explores how the information quality, inter-organizational collaborative relationship and communication; and intra-organizational humans, technology and organization work as antecedents of information utilization.*

**Jonsson Patrik, Myrelid Paulina**

**REL-28****Systems integration or conventional outsourcing? A conceptual framework**

*Following the high water mark of outsourcing in the 1980s and 1990s, there is now a trend for firms to again consider re-integrating previously outsourced operations and services due to a loss of control and profitability. Firms tend to develop competencies through the integration of logistics systems by building closer relationships with providers for logistics services. Continuous adaptation of logistics systems will contribute to the firm's capabilities to respond quickly to customer and environmental changes. The conceptualisation of inter-organisational restructuring for logistics services provides a perspective on the strategic importance and transaction specification in the governance decision of logistics systems.*

**König Christian, Caldwell Nigel**

**REL-29****Is Socialization Important In The Management Control Of Business Process Outsourcing Arrangements?**

*The supply chain literature is developing a field of research that is applying organizational socialization theory to studies of supply chain relationships. It would be anticipated that socialization would not play a significant role in management control of transactional relationships. The purpose of this study is to investigate if such expectations are valid in the context of business process outsourcing arrangements. A multiple case study methodology was employed owing to limited research in the area. The findings suggest that socialization is important even in transactional inter-organizational relationships but the empirical data collected could only confirm the presence of formal socialization.*

**Mckittrick Alan, Wiengarten Frank, Lull Ramon , Humphreys Paul**

**REL-30****Will supply chain collaboration help achieve green sustainability? An empirical study**

*Many organisations are actively engaged in green initiatives to reduce carbon emissions in their operations. However, some companies are also struggling to achieve green objectives as accomplishing environmental sustainability in isolation is highly difficult. In particular supply chain (SC) partners need to collaborate to achieve such green objectives. This research used literature review, published company documents and personal interviews to propose six research hypotheses, and a corresponding framework, for SC collaboration in achieving green sustainability and improved business performance. A questionnaire survey of 37 senior logistics and supply-chain managers was then used to test these hypotheses and validate the framework statistically.*

**Ramanathan Usha, Bentley Yongmei**

**RET-01****Empirical analysis of sell-through in the fashion industry**

*The sell-through of a store or product, i.e. the percentage of units shipped which are actually sold over a period of time, is frequently used by retailers to evaluate sales performance. This paper empirically studies for a Spanish fashion retailer how much of the sales performance of a store is explained by endogenous factors (e.g. size, location, or week of the season), and how much could be attributed to an active sell-through management (e.g. sales practices or inventory decisions). We concluded that the former factors explain approximately 80% of the sales performance, and that the later are statistically not significant.*

**Flores Juan E., Boada Pol, Moscoso Philip**

**RET-02****The internationalization of the cosmetic retail industry: a comparison between emerging and developing countries**

*The retailing industry has increasingly become global over the past few decades. Many retailers are betting to expand their activities internationally in order to avoid the saturation of their business in their country of origin (Alexander, 1990), increase profits or imitate competitors (Williams, 1992). The purpose of this work is to analyze the process of internationalization of four international competitors in the cosmetic retailing. Through a qualitative study, the main question of this work is to understand whether every international cosmetic retailer has been following and still follows the same business and market entry strategies in order to become global.*

**Pereira Luis H., Guimbert Mary A.A., Farias Santos Lopes de Queiroz Adriane**

**RET-03****Factors influencing success in the Italian app markets: an empirical analysis**

*Mobile app market is booming and will exceed \$46 billion by 2016. In this paper, we take the perspective of developers. Based on data from two major app stores (Apple Store and Google Play), we construct an econometric model to investigate the factors influencing apps' success in terms of revenue.*

**Ragaglia D., Roma P.**

**RSK-01****Service operations resilience: A capability analysis based on firms' experiences with catastrophic events**

*This research examines the nature of resilience capabilities which are exercised by service firms facing catastrophic supply chain disruptions. The paper develops a framework of resilience capabilities and identifies the critical capabilities required during preparation for, reaction to, and recovery from a natural disaster. In addition, it identifies an additional post-recovery phase where learnings from the disaster are implemented. It finds that service firms focus on post-event capabilities, relying on collaboration both within the firm and with customers to minimise the disruption. The study contributes to the limited empirical research on resilience in service firms and suggests further research avenues.*

**Harke Kirsten, Ramirez-Goelz Diego, Ambrose Eamonn**

**RSK-02****Exploring resilience in the context of sustainable supply chain management: Towards a capability based perspective**

*In today's world, supply chains are becoming more complex and more vulnerable due to increased interdependency of multiple threats. This paper investigates the vulnerability sources in context of sustainable supply chain in order to minimize the impact of uncertain events. The capability-based perspective is discussed in this paper to understand the strategies to improve the resilience of the supply chain. Paper argues that organisations must think beyond their boundaries to accumulate or integrate network resources and develop critical collaborative capabilities across the supply chain to successfully encounter future disruptions.*

**Kumar Niraj, Vlajic Jelena**

**RSK-03****Assessing supply risk: a multi-actor empirical study**

Risk assessment is crucial for managing supply chain risks. In this paper, we compare and contrast different risk assessment methods from literature and practice. An extensive review of literature was conducted and results were compared with an in-depth analysis of supply management processes of a global organization. Results highlight several discrepancies that are problematic for supply risks assessment. While theoretical methods are plagued with incongruities, such as using probabilities to define uncertainty, using single method to assess risks and comparing one type of risk with another, the empirical case shows fragmented risk assessment methods during supply management process.

Sarker Sudipa, Trucco Paolo, Engwall Mats

**RSK-04****The next step in supply chain resilience research: From an assessment tool toward theoretical integration**

In order to cope with increasingly volatile market conditions, companies are striving to build supply chains which are able to withstand significant disruptions. Even though by its very nature supply chain resilience is a topic which is deeply rooted in the industry, academia has provided valuable findings, e.g. by creating frameworks and systematically structuring the domain. In order to advance as a research field, it is crucial to incorporate supply chain resilience into existing theories which subsequently allows for further refinement and empirical testing. We illustrate how this can be achieved by using Grounded Theory.

Treiblmaier Horst

**RSK-05****A conceptual approach to collaborative supply chain risk management in the automobile industry**

The authors provide a conceptual approach to collaborative supply chain risk management (SCRM) consisting of the description of organizational process adaptations in automotive logistics being embedded into an overall framework. This is achieved by using multi-method qualitative research. As a first step, a comprehensive review of existing literature on conceptual approaches to SCRM and collaboration between supply chain partners was conducted. Based on this, the conceptual approach was designed and validated by interviews with practitioners of three supply chain partners (tier-1 supplier, OEM, logistics service provider).

Gelau Tobias, Cirullies Jan, Schwede Christian, Kirazli Alev, Schwind Regina

**RSK-06****Weathering the Storm: The mediating effect of resource deployment on risk mitigation strategies.**

Supply chain risk literature argues that firms need to have a high level of preparedness, they should carefully manage their resource deployment during a crisis. Our research via a large-scale survey argues that this is far too simple an interpretation. Resource deployment is costly, we found that if you are in high dependency relationships then resource deployment becomes much less effective. Therefore firms should focus on carefully managing collaborations. However, if you are in low dependency relationships resource deployment becomes much more effective, ergo – there are a variety of difference typologies for these strategies.

Savio Nicolas, Cousins Paul

**RSK-07****Case studies: analysing the effects of social capital on risks taken by suppliers in outcome-based contracts**

This paper explores the effects of social capital on risks taken in outcome-based contracts (OBC) by suppliers. In particular we explore risks of OBC, construction and development of social capital and effects of social capital on risks. Semi-structured interviews were carried out in seven firms. Based on interviews, risks of OBC are identified and how structural, relational and cognitive social capital are constructed and developed are analysed. Social capital is identified to prevent and mitigate risks. This paper aims to contribute to the research of risk management and customer relationship management in the field of servitization.

Hou Jingchen, Neely Andy

**RSK-08****Supply chain risk management: a propagation scanning methodology**

This paper presents work done in the area of supply chain risk propagation. The premise of the research is that although the critical path is the defining path for the completion of the supply process, there are other supply entities which link up with the critical path to form the supply network. It is thus important to understand the supply system more holistically to get a view of risk propagation and the progressive impact. The study is qualitative in nature and presents a conceptual framework for supply chain risk management using three interdisciplinary concepts: Incrementalism, Rational approach and Mixed Scanning.

Dani Samir, Ghadge Abhijeet

**RSK-09****Towards financial resilience in manufacturing companies: A toolbox for the mitigation of consumption factors' market price risks**

In recent years, market price risks of industrial consumption factors have become a major issue of manufacturing companies. The aim of this paper is to provide an overview on existing market price risk mitigation strategies to support manufacturing practitioners in making their company more resilient to this risk type and to provide a theoretical basis for future research. Based on a literature review, an explorative industry study, and 8 semi-structured interviews, we identified 34 market price risk mitigation strategies. Following Tang (2006), we clustered these strategies and built up a toolbox for the mitigation of consumption factors' market price risks.

Fischl Maria, Wandfluh Matthias, Faix Axel, Friedli Thomas

**RSK-10****Towards a framework for the analysis of SupplyChain Risk Management (SCRM) in manufacturing Small and Medium Enterprises (mSMEs)**

This paper uses Hansson's (2012) risk theory conceptual framework as a basis to build a "first draft" conceptual framework for the analysis of Supply Chain Risk Management (SCRM) in manufacturing Small and Medium Enterprises (mSMEs). Literature examining SCRM in SMEs is sparse and research in this area is limited. This work, thus, provides a point of departure, and a set of key concepts that ought to be considered in the study of SCRM in SMEs. The risk perceptions and decision-making processes of the owner-manager are central to the framework.

Sunjka Bernadette P., Emwanu Bruno

**RSK-11****Dynamics of supply chain failure**

Here we are concerned with a type of supply chain failure that occurs when a supplier fails persistently to provide the level of quality and delivery performance expected in an agreed contract. Persistent supply failure is observed in industries where there is a lack of substitute suppliers with adequate design capability and/or capacity, potentially high switching costs, and regulatory and accreditation issues. By conducting multiple case studies within the aerospace industry, we seek to understand and explain the nature of this phenomenon. Causal loop diagrams are developed to capture, illustrate and explain the underlying processes and how they interact.

MacCarthy Bart, Karsten Cox, Kauppi Katri

**RSK-12****Exploring the risk return paradox from the perspective of operational workers**

This research explores the risk – rewards proposition from a social sustainability perspective by investigating the following research questions: (1) When controlling for factors such as industry, size and the like does risk taking predict the propensity for a firm to breach safety regulations? And (2) what are the short and long term financial implications of breaching safety regulations? To explore these research questions we utilized secondary safety and financial data collected in the UK from the Bureau Van Dijk Database (FAME) the UK Health and Safety Executive Register of Prosecutions and Notices.

Pagell Mark, Wiengarten Frank, Lo Chris K.Y.



**RSK-13****Supplier Sustainability Scandals: which firms are targeted, how do they react, and which financial damage do they incur?**

*In recent years, journalists and activist organizations have exposed various scandals which relate to a lack of sustainability within the supply chain of firms. We collected information on supplier sustainability scandals from newspapers and press releases to perform an event study using stock price data for the involved firms in order to establish the average stock price reaction to a supplier sustainability scandal. Thereafter, we use OLS regression to investigate whether the type of scandal and firm characteristics can explain variation from the average. Our study provides insights into the stock price effects of firms that face supplier sustainability scandals.*

Hofmann Hannes, Petkova Boyana, Dam Lammertjan

**RSK-14****Supply chain risk management and operational performance: the impact of country-level disruption risks**

*Increasingly complex supply chains and the heightened risk of disruptions are bringing risk management efforts to the forefront of managerial and research efforts. In this paper we combine primary data from the 6th International Manufacturing Strategy Survey and secondary data on country level disruption risks to study the links between a country's risk environment, adoption of supply chain risk management and integration practices and operational performance. Our results indicate that companies in riskier environments use more risk management and supplier and customer integration practices. An approach combining risk management and both types of integration also leads to higher operational performance.*

Kauppi Katri, Caniato Federico, Kuula Markku, Longoni Annachiara

**RSK-15****Understanding Risk of Food Product Safety in Crossborder Supply Chains**

*Risk associated with compromising of food product safety have traditionally been associated with 'harm to health', however 'harm to emotion or beliefs' has emerged as another dimension with the recent UK's horsemeat scandal. In this paper we aim to investigate food safety risk and mitigation practices followed by food manufacturers based in developing countries and involved in a cross border supply. The study builds on Roth et al. (2008) 'Six Ts' framework for food quality management and integrates it with Srari and Gregory (2008) 'supply network configuration' approach to understand vulnerabilities and a set of food safety risk mitigation practices in cross border supply chains.*

Kumar Mukesh, Gunda Susmitha, Srari Jagjit, Gregory Mike

**SAL-01****Supply chain management of consumer goods based on linear forecasting models**

*In this work we apply linear forecasting models to a very broad collection of retail sales of consumer goods from a Portuguese retailer. This allows us to draw conclusions for guidelines within this field, and also to contribute to general observations relevant to the main field of forecasting. For each retail series the model with the minimum value of the AIC for the in-sample period is selected from all admissible models for further evaluation in the out-of-sample. Both one-step and multiple-step forecasts are produced. The results show that ARIMA models outperform state space models in out-of-sample forecasting judged by MAPE.*

Ramos Patrícia, Oliveira José M.

**SAL-02****Determination of demand predictability in food supply chains**

*Food supply chains deal with a heterogeneous group of products. Increasing use of market activities, shorter product life cycles (PLC) and more frequent new product introductions increase demand uncertainty. By understanding their products' demand, firms can reduce the complexity in planning and control by focusing attention to the products with low demand predictability since these are the most difficult to manage. A case study is used to develop a decision tree combining quantitative and qualitative evaluations, including PLC stage, market activities, retail listing and forecast accuracy. The result is a more comprehensive and forward-looking tool for analysing demand predictability.*

Romsdal Anita, Dreyer Heidi C., Strandhagen Jan O.

**SAL-03****The effects of SOP process on customer service and financial performance: an analysis of direct versus indirect relationship**

*This study examines the performance implications of an integrated supply chain strategy, with customer service performance followed by financial performance as performance constructs. The major component of an integrated supply chain strategy is SOP maturity that facilitates integration within and across company boundaries. The results showed positive direct relationships between (1) SOP maturity and financial performance, (2) SOP maturity and customer service, and (3) customer service and financial performance. The relationship of SOP maturity to financial performance was indirect; i.e., customer service was found to partially mediate the relationship between SOP maturity and firm performance for Brazilian companies.*

Gonçalves Fábio, Sampaio Mauro

**SCH-01****An Integrated Maintenance Management System Model for Offshore Wind Farms – A Management towards Complexity**

*This paper introduces a new framework to maintenance management of offshore wind farms, based on a single case study. The presented case is one of the oldest offshore wind farms in the world, located in Denmark. The analysis of it will be focused on finding complexities and its dimensions in the maintenance management of the mentioned wind farm to come up with a framework that can help managing these complexities.*

Ezeiza Iburguren Elisabete, Petersen Kristian R.

**SCH-02****Multi Objective Genetic Algorithm for multimode job shop scheduling problem**

*Multimode Job Shop Scheduling Problem (MJSSP) aims at finding the start times and execution modes for the operations of different jobs that optimize a given set of objective functions while verifying precedence and resource constraints. In this paper, we focus on this problem and develop a Multi Objective Genetic Algorithm (MOGA) to solve it. Its main contributions are the mode assignment procedure in the chromosome generation and the use of three fitness functions. Its performance is demonstrated by computational results obtained on a set of standard instances and against the best currently available algorithms.*

La Scalia Giada, Micale Rosa, Aiello Giuseppe, Giallanza Antonello

**SCH-03****Production planning and control for engineer-to-order: a state-of-the-art case study**

*In this paper taxonomy has been developed to classify the different forms of ETO firms to enable a like-with-like comparison, arguing that existing taxonomies within the literature are inadequate for production planning and control research purposes. Successful production planning and control concepts from high volume, low variety producers cannot be directly applied, because of the unique nature of ETO products. Secondly through synthesis of the literature and the analysis of the three case studies we describe and examine the production planning and control activities characteristics of the ETO environment to distinguish the different environment within ETO production.*

Sriram Pavan K., Alfnes Erlend, Powell Daryl, Kristoffersen Steinar

**SCH-04****Are companies taking advantage of joint decision in the production planning?**

*Companies have put a lot of attention to integrate the supply chain. They are using their resources to pursue the integration with their supplier and client, but they have forgotten the internal integration. In this work, we discussed in detail the results of a questionnaire of production planning and deeper interviews with production planning practitioners. In particular, we investigated the decision-making process related to internal planning, operation scheduling, and production activity control at shop floor level. We conclude that there is a lack of integration of the decision-making process with the consequence of lost synergies and possible knowledge sharing.*

Pulido Raul, Brun Alesandro, García-Sánchez Álvaro

**SCH-05****Kit preparation using batching – quantitative results from two experiments**

*With kitting, the assembly stations are fed with kits, where each kit contains a selection of components for one assembly object. Considerable knowledge gaps exist concerning kit preparation, and this paper aims to determine if and how efficiency is affected by the use of batch preparation, compared to preparation of one kit at a time. The paper is based on two experiments, performed at a vehicle assembly plant. The results provide a strong indication of the advantages associated with batch preparation, in terms of man hour efficiency.*

**Hanson Robin, Medbo Lars, Johansson Mats**

**SCH-06****A planning model to compare just in time and line storage alternatives for continuous supply of components to assembly systems**

*Analytical planning models are developed to compare just in time delivery and line storage alternatives for continuous supply of materials to assembly lines. Models allow to estimate resource requirements and compute economic performances. All relevant cost items are included, namely investment costs (vehicles, containers, storage racks); direct operating costs (transport and replenishment workforce, assembly line picking cost, and error correction costs); indirect operating costs (space requirements and surface occupation costs, WIP holding cost). This provides a decision tool to assess continuous supply policies at an early decision stage. A case study demonstrates the application of the proposed planning models.*

**Caputo Antonio, Pelagagge Pacifico M.**

**SCM-01****Alignment Strategies In Supply Chain Management**

*The importance of achieving alignment in supply chain management has been discussed since the origin of supply chain management (SCM). Alignment refers to the integration of systems and processes, the strategic fit or strategic match (Mintzberg et al., 1998) at service and operational levels (Hazlett et al., 2012). Achieving fit is critical to guarantee that shareholders expectations such as revenue growth, fixed and working capital efficiency and cost reduction (Christopher and Ryals, 1999) are met. However not much has been researched at present to unfold what is alignment in SCM. The purpose of the study is to fulfill this gap.*

**Gobbi Chiara**

**SCM-02****How It Impacts The Areas Of Supply Chain: An Exploratory Research On It And Supply Chain Management In Brazilian Companies**

*This project aims to measure the impact of the Information Technology (IT) in the management of supply chain technology through performance indicators developed based on the proposed model by Gunasekaran et al. (2004), in models of the Supply Chain Council (SCOR) and the Global Supply Chain Forum. To achieve the objective of this research was a survey of the literature on the tree models studied and then a field research with professionals in the areas of IT and SCM of various Brazilian companies. To collect the data needed for analysis, we used the exploratory research of a qualitative nature.*

**Okano Marcelo T., Marins Fernando A.S.**

**SCM-03****Managing second-tier suppliers in supply chains: a study in the automotive industry**

*Despite the significant number of published studies on supply chain management in the automotive industry, research involving second-tier suppliers is still rare. The main purpose of this article is to ascertain how first-tier suppliers manage the integration of their main processes with key second-tier suppliers in order to meet the requirements of automakers. A case study was conducted with four first-tier suppliers within the automotive industry in Brazil. The results show that the level of process integration between the four first-tier and the second-tier suppliers is relatively low, and that potential mutual benefits are not being performed.*

**De Castilho Paulo E. O., Vivaldini Mauro, Pires Silvio**

**SCM-04****Supply chain configuration, effectiveness and efficiency: Looking for the best fit**

*Today, firms struggle to react timely and accurately to customer demand, while maintaining efficient operations. For the sake of surviving the competition, they have to collaborate with external entities, since competition has over time moved from firm level to supply chain level. In order to cope with these changes, they have to reconsider and continuously adjust their supply chain decisions and configurations. This paper is an attempt to provide a literature-grounded analysis for alternative supply chain configuration scenarios, by comparing configuration settings within different industry sectors. The study depicts relationships among supply chain configuration settings, effectiveness, and/or efficiency.*

**Sabri Yasmine, Micheli Guido J.L.**

**SCM-05****Professional activities and technological shift within the music supply chain: “where do we go from here?”**

*According to scientific evidence, the existence of human musical activity is more than 35,000 years old. By responding and adapting to sociocultural, economic, and technological shifts, it became a fertile substratum for innovation and entrepreneurship, evolving not only as a profitable business, but also as the means of livelihood for a huge amount of people. The analysis of the evolution of the professional activities within the music supply chain helps to understand its current configuration and brings some perspectives on its capability to respond and adapt in face of the shift imposed by Digital Revolution.*

**Scavarda Annibal, Carvalho Silvia, O'Neill Peter, Nunes De Almeida Nival**

**SCM-06****Messy Supply Chains**

*Extant research has made many advances in our understanding of how relatively stable, repetitive supply chains (SCs) can be run effectively. This study focuses on the less researched SCs that are not stable or repetitive. To capture the management challenges of this type of SC, a definition of “messy supply chains” (MSCs) for SCs presenting “wicked” (Rittel and Webber, 2007) or “messy” problems (Ackoff, 1981) is proposed. A conceptual framework is explored in the context of the literature on humanitarian operations. This framework will form the foundation of an in-depth examination of MSCs to aid research and managerial practice.*

**Schiffing Sarah, Piecyk Maja, Caldwell Nigel**

**SCM-07****Towards a conceptualisation of supply chain integration beyond the dyad: A systematic review**

*This paper presents findings from a systematic review of key empirical and analytical studies on the role of supply chain integration (SCI) in improving innovative supply chain (SC) competitiveness and performance. A fresh conceptualisation of SCI in terms of tacit knowledge sharing is proposed to address gaps arising from the focus on information integration and expand the scope for future empirical and practical consideration. The study presents a framework and key propositions to evaluate the mediating role of tacit knowledge sharing on SCI and interrelationships among focal firms and key partners (customers and suppliers).*

**Obayi Raymond, Choudhary Alok, Koh S.C. Lenny, Simpson Andrew**

**SCM-08****Retaining rooted operations capabilities in footloose supply networks – the system cluster configuration**

*Original Equipment Manufacturer (OEM) customers feel a need to realize the benefits of outsourcing, while maintaining the development force, which can easily be lost, if too much is outsourced. The paper illustrates the innovative value chain configuration “system cluster”, in which suppliers and subcontractors (2. Tier suppliers) get more responsibility and influence, while the OEM customers get the benefits of outsourcing without losing development force. Barriers to reap these benefits are outlined.*

**Søberg Peder V., Wæhrens Brian V.**



## SCM-09

**Organizational responsiveness to supplier disruptions: Empirical evidence from agri-food product recalls**

A growing number of studies have begun to focus on supplier disruptions and the implications they have for supply chain management. In particular, the agri-food industry has experienced a number of major supplier disruptions that have caused consumers to question food safety. Within this paper we investigate the key factors that influence how quickly firms respond to supplier recalls (i.e. their recall response time). Using multivariate regression analysis and data from 704 supplier recalls in the USA food industry, we examine how geographic distance, information codification, organizational volition and direct ties influence recall response time.

Potter Antony, Lawson Benn, Pil Frits, Holweg Matthias

## SCM-10

**The Influence of Supply Chain Management Practices in the Enterprise Performance**

In recent decades, companies have realized the importance that the pursuit for competitive advantage has for generating value for the business. Supply chain management is a way organizations have of orchestrating their competitive advantage and maximizing value. This is done through the adoption of supply chain management practices. This empirical research identified which supply chain management (SCM) practices should be adopted by managers in order to achieve superior performance for their companies. Approximately 800 firms were analyzed worldwide, spread across 13 different industries, to understand the impact of 31 practices in 5 business operational performance indicators.

Spina Daniel, Di Serio Luiz C., Ledur Brito Luiz A., De Castro Moura Duarte André L.

## SCM-11

**Supply chain online knowledge networking: issues around engagement from an insurer's and supplier perspective.**

This research looks at the idea of interactive supplier social network (SSN), a novel and comparatively unexplored area in the field of supply chain management in the insurance sector. The paper aims to understand the motivations prompting suppliers in a horizontal supply chain to share knowledge and innovations within a social network. These innovations are not necessarily big breakthroughs of advanced new processes, more often they are innovative combinations of existing tactics that are well suited for volatile markets. This research explores perspectives from both suppliers and a customer (insurer) on engaging in online knowledge sharing using social media tools.

Grant Susan

## SCM-12

**Supply chain strategies for the fast moving industries**

It can be noted from research that there is a lack of information to support the strategies of businesses which are in Fast Moving Industries. The article proposes a new strategic framework that may be adopted using qualitative secondary research for four industries that are considered fast-moving, which can support and verify these new ideas. It concludes that a realistic tool for integration strategy has been created to decide which type of supply chain relationship is suitable for the circumstances of a business; including supply chain uncertainty and the level of importance of the product or service on the business.

Stephens Sophie, Sabet Ehsan, Yazdani Baback

## SCM-13

**The benefit of information sharing in a multi-echelon supply chain**

Using simulation, we investigate the effect of demand autocorrelation, demand variability, and lead time on the value of information sharing (IS) to clarify some conflicting results in the literature about the benefit of IS. The results show that IS reduces Bullwhip Effect (BWE) substantially irrespective of the values of autocorrelation coefficient and demand variance. It is most beneficial in reducing the BWE when target service level is high, autocorrelation coefficient is high, and demand variance is low. The benefit increases as lead time gets longer. However, the reduction in BWE is not always monotonic with the reduction in inventory level.

Syuhada Maulana M.

## SCM-14

**Extending the flexibility debate beyond the organization's boundaries to the supply chain: a case study**

This article attempts to contribute to the ongoing debate on supply chain flexibility by examining the constraints in an automotive supply chain that limit the chain's ability to provide flexibility to its end-customers. The study addresses a literature gap regarding a lack of empirical multi-tier studies that investigate the inter-organizational components of supply chain flexibility. Uncertainty regarding end-customers' demand was the main factor influencing volume and mix flexibilities in the studied supply chains. Bottlenecks were identified in different supply chain members, including tier-1 and tier-2 suppliers. This reinforces the need to extend the flexibility debate to include the supply chain.

Thomé Antonio M.T., Scavarda Luiz F., Ceryno Paula S., Hellingrath Bernd, Fischer Jan-Hendrik, Martins Roberto A.

## SCM-15

**Sustainable Supply Chain Through Innovation**

In contemporary scenario, organizations are using supply chain management to get competitive edge and sustainability plays a vital role in the same direction. A lot of research work has already been done on sustainable supply chain management. Conventional approaches to supply chain management continue to encounter the challenge of how to balance being effective and cost efficient on one hand, whilst becoming more environmentally friendly on the other (Rodrigue et al., 2001). The paper provides a brief literature review of sustainable supply chain and innovation and explores the sustainable innovative supply chain in manufacturing sector.

Upadhyay Arvind

## SCM-16

**Supply chain network isomorphism – how companies in the UAE adapt to customs regulatory compliance**

Designing distribution networks in supply chains is a problem depending on different factors like demand uncertainty, location of facilities etc. However, it appears that supply chain companies fear the interaction with customs administrations as well as compliance to regulatory frameworks as a major threat to their business. By means of 10 case studies, a workshop and semi-structured interviews with governmental agencies, this paper shows that customs institutional pressure in the UAE could influence the structure of distribution networks. In particular, companies seek to place hubs in countries with coercive pressure relieved by trade facilitation practices as well as by mimicking.

Urciuoli Luca

## SCM-17

**Managing supply chain complexity and performance in the food processing industry**

There is a considerable literature on – supply chain – complexity, and on exploring its dimensions, drivers, and measures. However, mitigation strategies to cope with it and contextual factors have hardly been addressed. From literature, we derive a set of complexity drivers to assess supply chain complexity. A multiple case study rooted within the food processing industry shows that the contextual setting, being both externalities and the processing technology, influences the set of appropriate mitigation strategies. Moreover, we find that considering the interaction of different complexity drivers helps to better understand the performance impact of supply chain complexity.

Dittfeld Hendryk, Van Donk Dirk P.

## SCM-18

**Upgrading in global supply chain: the case of Brazilian Design Houses**

Brazilian government has developed public policies during the last years in order to promote a national semiconductor industry. Under this program, 22 new Design Houses have started their operations. Considering this context, this study aims to understand how Brazilian Design Houses are upgrading to operate as players in the semiconductor global chain. We used an exploratory and qualitative approach to accomplish the research objective. To upgrade as players in this global chain, companies need to improve the management of key supply chain process, and the industrial policy also has to improve national infrastructure and create conditions to leverage business globally.

Viana Borges Marco A., Marques Vieira Luciana

## SCM-19

### The role of institutional pressures and organizational culture in social compliance performance of suppliers

Based on the institutional theory and organizational culture perspectives, this paper presents a research framework arguing that impact of institutional pressures from buyers, competitors, and regulators on social compliance of suppliers is moderated by supplier's organizational culture. The paper categorizes institutional pressures into normative, mimetic, and coercive pressures and defines organizational culture as a function of external focus and flexibility. Appropriate organizational culture reinforces the impact of various institutional pressures on supplier's social compliance. Previous research provides the backdrop for developing a research questionnaire to collect data from suppliers of international companies in Pakistan to test the research framework.

Jajja Muhammad S.S., Asif Muhammad, Montabon Frank, Chatha Kamran A.

## SCM-20

### Managing the Dark Side of Collaborative Buyer-Supplier Relationships

Some scholars have recently warned us of the "dark side" of collaborative buyer-supplier relationships (BSRs), such as loss of objectivity, opportunism, and redundancy. Our study extends this research stream by examining mechanisms that might mitigate these negative outcomes: challenging goals, rotation policies, and contractual explicitness. We use primary survey and archival data on 132 BSRs. The results confirm that buyers can mitigate loss of objectivity, opportunism, and redundancy by fostering challenging goals and using contractual explicitness. The results, however, do not support the mitigating role of rotation policies.

Villena Veronica H., Revilla Elena, Choi Thomas

## SCM-21

### A supply chain strategy for an innovative commodity producer: Testing the applicability of established theoretical models

The distinction between innovative and functional products have for more than a decade been central to our understanding of how to design appropriate supply chains, but high competition is forcing commodity producers to increase the innovative content of their products. The purpose of this paper is to use a single case study to test whether established supply chain models can be applied to an innovative commodity producer. The paper finds that although some established model still have merits, a supply chain strategy cannot only be based on product characteristics.

Barås Madeine, Brunberg Annika, Von Haartman Robin

## SCM-22

### Aligning supply chain strategies with products uncertainties in the decline phase

It is becoming increasingly important to align supply chain strategies with changing product characteristics across the phases of the product lifecycle. The purpose of this study is to explore the challenges of managing supply chains when the product enters the "decline" phase. Based on a multiple-case study, the paper reveals the challenges for supply chain strategy due to the changing products characteristics, and describes how to re-design supply chains with the products uncertainties when products are beyond the peak. A framework for adjusted supply chain strategies that matches product uncertainty in the decline phase is applied to selected case studies.

Wang Weihong, Bengtsson Lars, Niss Camilla, Herdin Gunnar, von Haartman Robin

## SCM-23

### Mapping the landscape of emerging research topics in supply chain management

The purpose of this article is to identify research topics that are emerging in the field of supply chain management [SCM]. The analysis is based on survey data collected from leading SCM researchers. It is found that big data analytics, sustainability, risk management, health care, emerging markets and networks are expected to become important research areas. It is further found that not enough attention will be paid to internal integration, transparency/visibility, ethical issues and the "people dimension" of SCM. This research is intended to help editors, researchers, students and managers to find topics that are relevant for their work.

Wieland Andreas, Handfield Robert B., Durach Christian F.

## SCM-24

### Foundation of the integration of supply chain decisions in new product development: A systematic literature review and conceptual framework

The purpose of this study is to identify and classify supply chain decisions, which have critical roles in new product development. Supply chain management completes the missing part of the new product development puzzle and provides a holistic view on various aspects such as on-time product launch, capacity utilization and accurate order processing. Findings of this study are presented in a conceptual framework. Identified supply chain decisions are classified in a product development model based on logistics drivers to increase the understanding about decision-making mechanisms of different logistics drivers in new product development.

Yurtkulu Emine Z., Hilletofth Per, Johansson Glenn

## SCM-25

### Conceptual Model for Supply Chain and Quality Management integration

This paper presents a conceptual model proposal for Quality Management (QM) and Supply Chain Management (SCM) integration and its impact in the companies' performance. Based on a literature review, a set of QM and SCM principles that promote the integration have been identified. With this model we consider that we can embrace the most important issues concerning these two organizational areas. Furthermore, the statistical validation of the proposed model and the conclusions reached could help worldwide companies to adopt new management approaches in order to improve their performance.

Fernandes Ana C., Truong Huy, Sampaio Paulo, Do Sameiro Carvalho Maria

## SCM-26

### Using AHP-Entropy weight and TOPSIS methodology in green supplier selection

Strategies that balance economic and environmental performance are increasingly sought after as enterprises focus more and more on the sustainability of their operations. Green supply chain management (GSCM) in particular, enables the integration of environmentally-friendly suppliers into the supply chain to be systematised to fit with specific environmental regulations and policies (Rao, 2002). More persuasively, GSCM allows enterprises to improve profits whilst lowering impacts on the global environment (Van Hock and Erasmus, 2000). The research focuses on development of a green supplier selection model using an index system based on a combination of traditional supplier and environmental supplier selection criteria.

Chen Tao, Freeman James

## SCM-27

### A meta-analysis of information communication technology and supply chain integration

Provided a small number of quantitative reviews in investigating supply chain integration (SCI) in supply chain management discipline, particularly, the relationship between information and communication technology (ICT) and SCI, this research aims to provide the first quantitative and integrative review of empirical research linking ICT to SCI based on meta-analysis method based on 27 sample journal papers. Results from the meta-analysis reveal that internal and customer integration can be a challenging task that requires integrative approach for achieving these types of integration in supply chain context.

Ganbold Odkhishig, Matsui Yoshiki

## SCM-28

### Competitive pressure and internal integration. An empirical approach

Research on competitive pressure plays an important part in understanding a firm's behavior in its changing environment. This paper provides an empirical contribution to the knowledge of the relationship between competitive pressure and supply chain integration in this area. It does this by focusing on internal integration. The findings show that the degree of integration and coordination of the internal functions of firms can be explained by the competitive strength of the main competitor in the industry. From a management point-of-view, the results indicate the need for viewing the competitive landscape as an additional lever of internal integration.

Moyano-Fuentes Jose, Martinez-Jurado Pedro J.



**SCM-29****Unexplored potential of modularisation: Revisited definition and ontology**

The paper proposes a literature-grounded revisited definition and ontology of modularisation, which highlight its five distinctive constituents – architecture breakdown, standardisation, interfaces, decision making, life cycle – inserted in an ontological framework also including barriers, enabling factors, methodologies, and effects. The discussion of a couple of dramatic examples shows the potential of the ontology, which provides a deductive approach to identify possible ways to modularisation, transforms modularisation into a fully operationalisable strategy, and contributes to a paradigm shift in the understanding of modularisation, from a mere design issue to a choice that by nature has consequences on the system whole lifespan.

Micheli Guido J.L., Mancini Mauro, Careri Nicola, Trucco Paolo

**SCM-30****The emergence of structural heterogeneity: an empirical analysis of auto-parts supply networks in Japan**

This study aims to investigate the structure and temporal transitions of automobile parts supply networks consisting of Japanese car assemblers and their direct suppliers in Japan. The unique data we collected provides who-supplies-whom information from 2002 onwards (for about 200 auto parts) as well as financial interdependencies amongst these assemblers and suppliers. This detailed empirical dataset allows us to obtain tangible insight into how various factors may result in the emergence of structural heterogeneity of real-world supply networks.

Kito Tomomi, New Steve

**SCM-31****Determining the total cost of reverse supply chain operations for original equipment manufacturers**

When original equipment manufacturers (OEM) examine whether or not to invest in a reverse supply chain (RSC), managers need insight into not only the cost savings and new revenue streams the RSC enables, but also the total cost of the RSC itself. Using case study research the study examines what cost parameters constitute the total cost (TC) of the RSC. The specific RSC that the study seeks the TC for consists of 1) endproduct refurbishing, 2) component refurbishing, and 3) sales of used materials back to original suppliers or independent recyclers for materials recycling.

Larsen Samuel B., Jacobsen Peter

**SCM-32****Achieving traceability in the fashion industry**

A complete supply chain traceability to keep records of suppliers and customers' activities and performance and share information along the entire supply chain is not an easy task to achieve. It requires involvement of all the supply chain stages and manufacturing, purchasing and distribution processes. This research aims to develop an articulated and innovative supply chain traceability system within the fashion industry. We conducted an in-depth case study using an interview protocol specifically designed for this research.

Macchion Laura, Da Giau Alessandro, Furlan Andrea, Vinelli Andrea

**SCM-34****Strategic factors and barriers for Sales and Operations Planning (S&OP): a multicase study in Brazilian companies**

S&OP process complexity may hinder its implementation and in Brazilian companies this subject has had little attention. Mapping of strategic success factors and barriers to S&OP is an important tool for managers to better drive S&OP implementation and ensure positive results. The purpose of this paper is to characterize the strategic factors for a successful S&OP implementation and the barriers that inhibit it in three Brazilian companies. The results show strategic factors consistent in the organizations investigated, which suggest that these particular factors are critical to a successful S&OP implementation. Likewise, barriers to a successful implementation should be acknowledged and carefully managed.

Belotti Pedroso Carolina, Da Silva Andrea L., Tate Wendy L., Pires Silvio

**SCM-35****Sustainable Procurement in HE Institutions: The Role of Local Buying**

This paper investigates local buying as one of the sustainable procurement practices implemented in HE institutions, employing institutional theory as a theoretical background. A single, in-depth case study method is adopted in order to examine the implementation of local buying in food procurement in a leading HE institution based in the UK. Key findings include: the presence of local buying as a key strategy, driven predominantly by social concerns and the ways in which this is extended to multiple supplier tiers; the influence exerted by the particular university under analysis upon local suppliers and the relationship with those local suppliers.

Sayed Maysara, Hendry Linda, Zorzini Marta

**SCM-36****Putting Principles into Practice – How SMEs Manage their Supply Chains for Sustainability**

Sustainable Supply Chain Management (SSCM) is a growing research field and has primarily focused on large organisations (Carter and Easton, 2011). Small and Medium Enterprises (SMEs) represent 99% of companies worldwide (Pedersen, 2009) and how their characteristics relate to sustainability in supply chains represents an underexplored research area (Walker and Jones, 2012). SME owner-managers typically do not run businesses to maximise profits (Simpson et al., 2011), whilst strong beliefs are likely to be embedded (Pedersen, 2009). They therefore offer a unique perspective, and issues they face in achieving sustainability can contribute to SSCM research and practice.

Ashby Alison, Hudson Smith Melanie

**SCM-37****Examining the effects of supply networks structural and relational properties on dynamic capabilities**

This research aims to explore how structural and relational properties of supply networks (SNs) in which an organisation is situated may interact with each other in affecting a firms' ability to sense, seize and transform new opportunities and needs for change (i.e., dynamic capabilities). Adopting a mechanism-centred and multi-case study based approach; propositions are built concerning the causal mechanisms by which a combination of SN configurational entities generates dynamic capabilities. Results suggest specific intrinsic and extrinsic conditions that accentuate these supply networks configuration relationships, both positive and negative, in the support of dynamic capabilities.

Alinaghian Leila S., Srai Jagjit

**SCM-38****An integrated approach to service network design**

In recent years, many global manufacturers have added a service dimension to their business model and have, therefore, introduced new challenges for network design. These 'service' networks often involve multiple 'primes' that need to be highly integrated to enable effective product-service delivery. In some cases, product-service activities may take place on a single customer site, which will require a shared 'concept of operations' (ConOps) to be established for the participating organisations. This paper presents an integrated approach to service network design where firms have moved from a complex product (equipment/spares) supply model to outcome-based service delivery.

Harrington Tomas S., Srai Jagjit

**SCM-39****A framework for sustainable supply networks: the role of indirect suppliers in a firm's pursuit of sustainability**

Existing Sustainable Supply Chain Management frameworks attempt to incorporate each tier of the end-to-end supply chain. However, the firm or buyer-supplier dyad is predominately used as a unit of analysis, leaving a gap regarding how indirect suppliers affect firm sustainability. To fill this gap we pose two research questions: What role do indirect suppliers play in firm sustainability? And; how can firms access innovations possessed by indirect suppliers? We conduct a literature review and utilize a conceptual theory building methodology. Using a network lens we explain how indirect suppliers affect firm sustainability and advance a framework for Sustainable Supply Networks.

Roscoe Samuel, Cousins Paul, Lamming Richard

**SOM-01****Balancing variety and efficiency in professional services by means of modularity**

*In professional services the trend of providing customized services against relative low costs is emerging. The aim of our research is to investigate how service modularity can contribute to balancing variety and efficiency. We conducted a multiple case-study research in eight professional service systems. The results show that professionals recognize three modularization designs: 1) Loosely specified, professional-oriented; 2) Medium specified, customer-oriented; 3) Tightly specified, professional-oriented. The contribution of the paper is to show how the shaping of and the interplay between the three design principles of modularity can complement each other in balancing variety and efficiency in professional service offerings.*

van der Laan Monique E., Broekhuis Manda, van Offenbeek Marjolein

**SOM-02****The influence of individuals' expertise on Expert Services delivery processes**

*Increasingly, empirical research calls into question the OM assumptions that Expert Services (or Professional Services) delivery processes are highly variable and difficult to standardize. Theoretical propositions suggest that one possible explanation lies in the way individuals use their expertise to manage the variation of ES processes. Therefore, in this paper, we set out to understand this relationship in more detail. Based on evidence of four cases, we show how individuals use their expertise to reduce process variation and difficulty levels. These outcomes contribute to refine OM models on ES process variation and give further meaning to the employee discretion concept.*

Santos Juliana B., Spring Martin

**SOM-03****The dynamics of service supply chains: the role of incentive alignment**

*This paper builds upon recent research integrating service delivery processes with contractual incentives by exploring the dynamics of service supply chains. A single, longitudinal case is used to explore how changes in customer requirements can instigate changes in service processes and contract payment mechanisms between successive dyads in the service supply chain. We find that the service provider, as the intermediate firm, transfers only some of the changes in requirements to sub-contractors 'upstream'. We suggest the need for theoretical development regarding alternative responses to changes in service process requirements and incentives in service supply chains, considering their inherently bi-directional nature.*

Selviaridis Kostas, Spring Martin

**SOM-04****Contingency operational challenges affecting a product-service-system business model**

*Companies are increasingly starting to provide product-service-systems (PSS). PSS may help companies to move beyond the company borders towards co-creation of a lifetime joint service operation with the customers and partners. However, this transition can create critical contingency challenges during the operation phase. Through a study of four geographically distributed cases, this research has identified sixteen operational challenges related to five areas: supply chain, organization and culture, maintenance, technical performance, and information and communication. Insights into these challenges might help companies to better prepare the PSS design and support effective management of the PSS operations.*

Servati Mohsen, Johansson Glenn, Säfsten Kristina

**SOM-05****Operations-based dimensions for characterizing customer flows in multichannel services**

*Multi-Channel (MC) service providers have been adopting a wide diversity of front-office models to deliver services, i.e., different ways of employing channels to support the delivery of the service processes that involve customer interaction. Despite this, we still have a paucity of concepts to empirically characterize the variety of possible choices. This study develops operations-based dimensions to characterize MC front-office delivery models in terms of customer channel flows. The dimensions are important empirical tools that can be used by researchers and practitioners to start asking questions about the most effective way to design MC service delivery systems.*

Sousa Rui, Amorim Marlene

**SOM-06****Delving into sectorial and organizational contingencies on service recovery operations**

*This research exploits contingency theory to deepen the operational knowledge about SR operations. The business sector (banking vs. manufacturing) and organizational configuration (centralized vs. decentralized) contingencies are studied to observe how firms implement operational decisions within service recovery practices to fit their specific context. In particular, the paper addresses this research question: "how do the business sector and organizational configuration affect the implementation of the 7 structural dimensions of a SR system?". Findings from 4 case studies point out how performing firms adapt to the specific context defining their operational configuration depending on the proposed contingencies.*

Contiero Enrico, Vinelli Andrea

**SOM-07****Queue management with two distinct efficiency servers**

*This work sought to analyze a service system with two servers of distinct efficiency values. This is a contribution to the area of service systems since most studies that analyze a two server system assume that the servers are of equal efficiency. We reproduced scenarios of low, medium, and high traffic using computer simulation. The results clarified when it is necessary to open a second server. From this work emerged a practical rule that can be used to identify if it is necessary to substitute a second server for another who is more efficient.*

Favaretto Fabio, Pires Silvio

**SOM-08****Service design for customer experience: An empirical study**

*This research was undertaken to understand how organisations design their service delivery process for customer experience and how customers perceive the outcome. A new conceptual framework to demonstrate this relationship is proposed, combining existing service operations models with a synthesis of concepts from other fields of study. Exploratory research to investigate the nature of the constructs was conducted in a non-hedonic environment. The findings demonstrate the constructs were relevant in the design of the service delivery process and provide a deeper insight into the nature of customer experience in a context which has received limited attention.*

Low Nick, Smart Andi, Maddern Harry

**SOM-09****Development and validation of an instrument to measure perceived service quality of an academic library in Costa Rica**

*Service management involves the responsibility of ensuring the effectiveness of business operations in terms of meeting customer requirements. A good service is judged not only by meeting customer requirements but also by the way the customers perceive and interpret the received service. To know how effective the service is, the quality of the service can be measured. For this aim it is necessary to target actual service elements to improve and to weigh the evaluation of service elements relative to the importance that customers place on them. The literature shows that service quality outcome and measurement are dependent on the type of service setting, situation, needs and other factors. General instruments to measure perceived service were developed in the context of main dimensions proposed by general service quality models. However, it is important to develop new instruments which are directly targeted to the context reality. Based upon conceptual models the goal of this study is to target actual service elements that customers from an academic library in Costa Rica deem important. Using the identified elements the dimensions of service quality are developed and validated to measure user perceived service. It was discussed how appropriable knowledge on quality service can spurred the innovative capacity to improve library services.*

Meneses Guzman Marcela, Colosimo Bianca M.



**SOM-10****The voice of the client – improving service development in management consultancy services**

*This paper provides details of why and how organisations buy consultancy services. It identifies what matters to clients when they choose a consultancy firm. The paper explains how taken-for-granted aspects of consultancy influence and guide clients when seeking consultants and outlines key intangible drivers and their role in the selection process. It also highlights how having a customer-driven focus in service design and delivery influences customer satisfaction in the pre-experience stage and how this ultimately guides supplier selection. The paper then considers implications for the practice and future development of a structured approach to incorporate intangible client needs.*

**Matthias Olga, Breen Liz, Barber Kevin**

**SOM-11****Research opportunities in multi-channel services: a systematic review**

*The present study presents the results of a systematic review on multi-channel services, to synthesize the existing body of knowledge and propose avenues for further research. We present theories that are widely corroborated, as well as suggestions presented by scholars that represent research opportunities. Towards this aim, using a comprehensive review of 118 peer-reviewed articles, the results suggest that existing studies are mainly focused on the analysis of consumer interactions with multi-channel front-office services, whereas the management of back-office processes and control aspects remain largely undressed. These topics represent strategic challenges and opportunities for future research.*

**Reis João C.G., Amorim Marlene P.C., Melão Nuno F.R.**

**SOM-12****Procurement Professionals Involvement in Professional Services Sourcing: Does Size Matter?**

*This article aims to determine whether companies, depending on the composition of capital, nature of the industry and their revenue, have in their internal purchasing customers differing perceptions on how to involve the professionals of this area. Scales used in previous works have been validated, and the questionnaire was made available on the Internet for the internal customers of the Purchasing Department, in order to focus on the reasons for non-involvement of the department. The results indicate that from the perception of its internal customers, the involvement of the Purchasing department differs in the four dimensions of involvement proposed.*

**Pereira Gustavo M.C., Pereira Susana C.F.**

**SOM-13****Service Supply Chain Practices In Saudi Arabia: The case of the health care industry**

*Service supply chain combines the management of information, processes, capacity, service performance and funds from the earliest supplier to the ultimate customer. This study explores the need for supply chain coordination required to deliver services. Building on prior research, this study looks quantitatively at the interplay of supply chain coordination elements (i.e. access, affordability and awareness) and their influence on hospital performance. Hence, empirical research in an emerging economy such as the Kingdom of Saudi Arabia was selected to test the suggested relationship. The findings from this study show that from the three hypotheses tested, the awareness construct was rejected.*

**Ferrer Vasquez Mario A., Santa Ricardo, Alhakbani Haya, Sacavarda Annibal**

**SOM-14****Impact of firm characteristics on survival: an empirical analysis in the context of service strategies**

*This study uses secondary data pertaining to 80 bankrupted firms and 223 matched survivors to investigate the mediating role of firm characteristics on the relationship between service provision and manufacturing firm performance. We find that overall business diversification (as measured by unrelated entropy), availability of uncommitted slack resources, and degree of domain initiative have significant direct impact on the likelihood of firm survival. Furthermore, we observe that, without the support of other firm characteristics, the service strategy is important but insufficient to allow firms to escape from failure.*

**Benedettini Ornella, Swink Morgan, Neely Andy**

**SOM-15****The Bridge of Dreams: Operational Performance Alignment in IT-enabled Service Supply Chains**

*IT evolution has reshaped the business towards greater range and reach in service provisioning. Service operations rely more on IT or even become completely IT-enabled. The operational performance of IT-enabled service supply chain (SSC) deserves more research efforts, yet is still not understood well. This paper focuses on revealing the insights, discovering performance gaps in service operations that are strongly IT-enabled and on analysing the root causes for these gaps. Three longitudinal case studies are conducted in a telecom company. The findings are discussed in comparison with existing SSC works, as well as about the unique features recognized from IT-enablement.*

**Wang Yan, Akkermans Henk**

**SRV-01****Towards usage-oriented business models: an assessment of European capital goods manufacturers**

*This paper is part of the T-REX project, funded by the European Commission. An exploratory survey was carried out to analyse the business models of 95 companies, to assess the diffusion of service-oriented business models. We found that business models are in general still product-oriented. Revenue models are dominated by product sales, with a contribution of services close to 20% due to corrective maintenance and spare part sales. Rental or "Pay-per-x" contracts are an almost negligible revenue source. This paper has also defined a set of variables that can be used to describe the business model configuration in servitization contexts.*

**Adrodegari Federico, Alghisi Andrea, Saccani Nicola**

**SRV-02****Opportunities for servitization in food and retail supply chains**

*Servitized business models are common in capital goods industries but underexploited in food and grocery supply chains. This conceptual paper explores the possibilities to improve food and grocery supply chains with service-based collaborative approaches. It discusses the key logics of servitization and broadens its agenda beyond the manufacturing context. This study proposes that the performance of food and grocery supply chains could be improved with a wholesaler-led collaborative forecasting approach based on a servitized business model. The broadened conceptual framework of servitization is found useful in analyzing and innovating new solutions business models for food and grocery supply chains.*

**Brax Saara A., Kaipia Riikka**

**SRV-03****Topology and processes of dyadic servitization in innovation-centric supply chains**

*This paper examines and systematizes the topology of a set of a supply chain's strategic B2B dyads of a multinational high-tech corporation in which joint learning over time enables the customisation of products and services toward processual and technological innovation. We highlight the graphical representation of a dyadic inter-corporate interstice where the rich exchange in an immediate innovation supply chain takes place. This topology depicts the actors' joint alignment zone and its delimiting abstraction layers and thus visualises networking activities and outcomes scaffolded in a three-tier interaction interface. This value creation topology is consistent with and extends extant research.*

**Moehring Monika M.M., Finch John**

**SRV-04****Journeying through service: towards a competitive logic of servitization**

*This paper explores the competitive logic that shapes how servitization is leveraged for competitive advantage. In order to accomplish this, a multi-case logic will be applied to study transitions towards service-oriented strategies by ten major multi-national firms in the aerospace industry: Airbus, BAE system, Boeing, Bombardier, GE Aviation, Honeywell, Lockheed Martin, Rolls Royce, Safran and United Technologies. The study finds that transitions towards service-oriented strategies are encapsulated in tenets that reflect how safe, reliable and innovative solutions are delivered. It also became apparent that flow and value uncertainty posed challenges that contribute to an expanded model for servitization uncertainty.*

**Durugbo Christopher**

**SRV-05****Operational context: The determinant of servitization?**

Servitization strategy has been suggested for manufacturers in developed countries to compete with counterparts from low-cost countries: the manufacturer transforms towards a solution provider. We apply a critical view on servitization and attempt to take the research to the phase of systematically studying servitization's contextuality. The analysis proceeded from considerations of industry-specific effects of operational environment to more detailed-level focus on network position. The findings provide novel insights on how supplier position and six aspects of operational environment affect servitization. Also two cases are presented of manufacturing companies undergoing development paths contradictory to those in servitization literature, labelled "reversed servitization".

Finne Max

**SRV-06****Identifying limits of the Product Service System theory and the implications for innovation: International Video Entertainment Company**

Servitisation can be an attractive prospect to organisations looking to diversify, or add value to, existing products. Servitisation literature and theories of radical and sustained innovation were reviewed and six key areas of benefits of moving towards a service model were identified. Cross-case comparison was conducted over four international media entertainment companies, triangulated with an expert interview, to begin to identify limits of current trending theories in these domains and areas. One additional area of benefit was identified and areas for further research are scoped.

Macintyre Mairi, Wang Yuwei

**SRV-07****A diagnostic tool for servitization strategic planning and implementation**

Servitization is the shift of manufacturers to couple products with services to generate revenues, broadening their position in the value chain (Vandermerwe and Rada, 1988). This is linked to manufacturing companies becoming more oriented to the use of product-service offerings rather than pure product (Manzini, et al, 2001). To achieve this transformation, some critical aspects a manufacturer must consider before they 'servitize' revolve around three particular dimensions: Organisational Culture, Organisational Structure and Systems and Processes. This paper presents the development of an evaluation tool for organisations to position themselves in a servitization capability spectrum, based on these dimensions.

Albores-Barajas Pavel, Keen Patrick, Al-Azkari Al-Hamza, Das Pronoy, Matthews Thomas

**SRV-08****Servitization adoption: A Delphi study to gain insights into the transformation of manufacturing**

The study described in this paper has set out to build the evidence base underpinning servitization adoption. A Delphi research methodology has been applied to capture evidence and opinion from 33 senior executives, in 28 different sized organisations, from a cross section of British industry. The findings focus on five areas: (1) servitization and advanced services, (2) transformation: stimulus, drivers and organisational change, (3) services strategy benefits, (4) enablers and inhibitors and (5) potential for business and the economy. Six findings are presented and collectively these then contribute to our understanding of the broader change management processes that transform manufacturers to compete through servitization.

Baines Tim, Guang Shi Victor

**SRV-09****Key variables of organisation design in servitization**

Manufacturing companies offering additional service with their products need to change their organisation design to accommodate for the service business. Using the star model, this paper investigates organisation design in terms of strategy, structure, processes, rewards and people as a response to external environment to ensure performance. We present a case in the European renewable energy sector. The findings show three key variables: (i) processes need to enable information flow between business departments; (ii) servitization strategy needs to be translated into service-centred activities, and (iii) the parts of organisation design need to be aligned to prevent inconsistencies in service provision.

Kreye Melanie E., Jensen Per L.

**SRV-10****Gamification for Servitization**

Gamification design can create interactive, challenging, engaging and media rich environment to help many manufacturing and service operations (Werbach and Hunter, 2012). The purpose of this paper is to explore gamification from a servitization perspective to understand the opportunities and research challenges. We review the literature of gamification in a servitization context, and through this present a framework that captures key characteristics of differing forms of gamification processes. Through this research, we have prepared a foundation that future research can use to expand the understanding of how gamification is applied in servitization context.

Shi Victor G., Baines Tim, Petridis Panagiotis

**SRV-11****A comparative assessment of the service cultures of industrial businesses in the DACH1 region of Europe and their impact on business performance**

The objective of this paper is to compare the level of servitization and cultural topologies with the observed business performance of 24 industrial firms based in the DACH region. The majority of the firms evolved from product businesses serving a range of industrial market segments. The results identified that the best performing business had a service content in the range of 25-50%; those with more standardised tools/processes tended to outperform those with a more ad-hoc approach. This is important to know as the successful transition to services depends upon context (Neely 2011); including history, leadership, culture and tools/process.

West Shaun, Schmitt Philipp, Siepen Sven

**SRV-12****Enabling the transition from product provider to service provider**

The purpose of this study is to develop an appropriate supply chain configuration for a basic product provider that engages with customer in providing the service in terms of the demand requirements. The study uses a case study of a specific apparel manufacturing entity selected from the Sri Lankan apparel industry, that focuses on delivering a basic commodity product to a specific apparel retailer that demands a basic product at low cost. The study finds the specific supply chain configuration to deliver basic commodity product under four dimensions such as processes, organization design, governance and decision making structures and performance measurement systems.

Mataarachchi Rivini, Godsell Janet, Wickramasinghe Dharmasri

**STR-01****Dynamic capabilities: a research agenda**

The aim of this paper is to develop a comprehensive conceptual framework of dynamic capabilities and define a research agenda. The global market competition and rapidly changing business environment has increased the need for an extended model which can demonstrate how can firms successfully address these challenges and how to sustain competitive advantages (Barreto, 2010, Teece et al., 1997, O'Reilly and Tushman, 2008, Eisenhardt and Martin, 2000). The "dynamic capabilities" approach provides significant response to this critical question for both managers and researchers, even though most scholars emphasise the need for further explanation (Kuo-Feng et al., 2012, Barreto, 2010, Schreyögg and Liesch-Eberl, 2007).

Al-Hashmi Ali S., Mendibil Kepa

**STR-02****National culture and its implications for investments in unforeseen demand hedge practices**

Increased competitiveness has brought companies to leverage two (alternative) kind of unforeseen demand hedge practices, namely demand forecasting and flexible manufacturing. Although both approaches can lead to improved performance, understanding is lacking on when such practices should be leveraged the most. Thus, this article discusses how national culture could affect the relationship between investment in unforeseen demand hedge practices and cost performance. Data are gathered through the fourth round of the Global Manufacturing Research Group survey. Contingency theory provides the theoretical background for this study, which shows that national culture significantly moderates the effectiveness of unforeseen demand hedge practices.

Mazzoleni Andrea, Kalchschmidt Matteo, Gualandris Jury



**STR-03****Well played? Examining strategy and performance in off-field sporting operations**

Professional sport is in many ways a type of business. From an operations management perspective it is worthy of note that professional sport exhibits several specific features that require a customised set of practices to ensure effective operations (Smith and Stewart, 2010). In this paper we focus on developing four key constructs that exemplify the special characteristics of the sport industry: i) limited control of the sports product, ii) uncertainty of on-field outcome, iii) spectator co-creation and iv) enforced collaboration. We outline the development of a survey on stadium operations and share the next steps in the research.

Moxham Claire, Bamford David, Dehe Benjamin, Kauppi Katri

**STR-04****Trends in manufacturing strategies: A longitudinal investigation of the International Manufacturing Strategy Survey**

How have the competitive priorities of European manufacturers changed over the last 20 years? In this paper, we investigate this question. We perform a longitudinal analysis of the International Manufacturing Strategy Survey database, holding datasets from 1992, 1996, 2000, 2005, 2009, and 2013. We contribute to the literature with new evidence on the longstanding debate between the trade-off model and cumulative models of competitive capabilities. We find support for a hybrid model that integrates the two perspectives. Furthermore, we highlight and discuss five trends in the data.

Netland Torbjorn H., Frick Jan

**STR-05****Why do firms trade-off or accumulate capabilities? Testing the integrated model in the airline industry**

The manner in which capabilities are developed is critical for firms' competitiveness. Two competing views have been presented: "trade-off" and "cumulative capabilities". The circumstance in which firms decide to trade-off or accumulate capabilities is not well understood. Recent view, based on the performance frontier theory, is that trade-offs and accumulation could depend on firm's performance relative to the asset frontier, aka, the integrated model. This paper tests the veracity of the integrated model. This model was not supported and the paper provides possible reasons for this and suggests explanations for why firms use one or the other operations strategy models.

Nand Alka A., Singh Prakash J.

**STR-06****Diverse roles of sustainability in the innovation and evolution of industrial business models: Lessons from three Italian cases**

Emerging literature on industrial sustainability suggests that business model innovation may offer a means to facilitating enhanced sustainability. However, there is still a relatively limited understanding of how such innovation might be undertaken in practice. This paper presents preliminary findings from three case studies of Italian firms, and forms part of a larger project exploring business models for sustainability. Learning from the cases provides interesting insights into the drivers, enablers, and some unanticipated additional aspects of business model innovation for sustainability, and so contributes to extending the current body of knowledge.

Short Samuel W., Taticchi Paolo, Tonelli Flavio

**STR-07****Development of a manufacturing strategy framework for SMEs**

Small and medium-sized enterprises (SMEs) are very important to European industry, acting as suppliers to global companies, but also as OEMs. To keep up with competition from global sourcing, they however need to be pro-active and have clear ideas on how to compete. In this work, manufacturing strategies may constitute the necessary guidance. In this paper we present the development of a manufacturing strategy framework, easy to use and thus suitable to SMEs, who often lack resources in terms of competence or money.

Säfsen Kristina, Winroth Mats

**STR-08****Do best manufacturing practices depend on the plant role in international manufacturing networks?**

In the last decades several companies have become manufacturing networks of plants, usually in an international context. These plants can serve different purposes and have different level of competences. This diversity has to affect the use and pay off of various operations management practices. This paper investigates the relationship between plant roles and the "goodness" of manufacturing practices using the International Manufacturing Strategy Survey. According to our results plants with higher competence (leaders and contributors) have more best practices than less competent plants. Servers can build their competences through interplant networking activities, while offshore plants utilize servitization to improve performance.

Demeter Krisztina, Szász Levente, Boer Harry

**STR-09****The people dimension in manufacturing strategy: contextual factors influencing a joint view**

This paper explicates the contextual factors influencing the workers' perceptions of the MS, and hence, the possibilities for a joint view between workers and managers. The paper is based on in depth interviews with 16 workers in four metal working SMEs in Sweden. The contextual factors can be viewed at two levels: individual and organisational. This paper contributes to richer descriptions of what the individual and organisational contextual factors incorporate, and to the clarification of the important role communication channels plays for the possibilities of a joint view. Thereby, contributing to increased knowledge on the manufacturing strategy formation process.

Edh Nina, Fredriksson Anna

**STR-10****Understanding the relationships between investment and business performance over time within service organisations**

This paper presents longitudinal exploratory research investigating the impact of investment on business performance over time within fifty service organisations. The findings suggest that firms should make 'process' investments if they want to improve performance quickly followed by investments in 'people', 'green initiatives' and 'product/service'. 'Product/service' investments led to the most significant increase in performance, but it took thirty to forty weeks for this to happen. Although 'process' investment had the most immediate impact on performance, it was only half as significant as 'product/service' investments and the benefits plateaued thirty weeks after the investment had been made.

Hill Alex, Laker Benjamin

**STR-11****The use of a manufacturing strategy tool and the role of national culture**

This paper presents findings from an empirical study of the use of a manufacturing strategy tool in seven companies in Sweden and Singapore. We investigated the influence of national culture when using a manufacturing strategy tool. Hofstede's national cultural dimensions and underlying factors model were applied. The findings show that it is possible to explain differences in the use of manufacturing strategy tools when considering national cultural dimensions. It was found that the factors of power distance, long-term orientation, and masculinity influence participation and decision-making when using a manufacturing strategy tool.

Löfving Malin, Säfsen Kristina, Winroth Mats, Lim Yan Guan Roland

**STR-12****Exploring the preliminary results of bibliometric research on Strategy as Practice using two different data sources**

This paper expands the bibliometric research about Strategy-as-Practice (SAP) presented in Maia and Alves Filho (2013). Results indicate: (1) SAP is still a young field; (2) Paula Jarzabkowsky and Richard Whittington are the most productive authors; (3) "Strategy" and "Practice" are the main terms in Web of Science(WOS), while Google Scholar(GS) indicates a large density of terms; (4) both studies indicate that SAP production has not been published in classic strategy journals; (5) GS generated a bigger (30 times) database; (6) GS generated a much more disperse base; (7) there are concerns in using Scholar as a source of information.

Maia Jonas L., Di Serio Luiz C., Alves Filho Alceu G.

## SUS-01

### The impact of used product quality on the firm's product acquisition decisions

The quality of returned product varies widely, based on their previous usage. Clearly, remanufacturing of used products in good condition is more economically attractive for firms. Firms can control the quality variation by offering quality-dependent incentives. In this study we investigate the impact of used product quality on firm's product acquisition decisions in a hybrid manufacturing-remanufacturing system. We develop economic models which trade off the relevant costs and investigate passive and proactive acquisition strategies. We derive analytical expressions for the optimal quality level that minimises the total cost and discuss which strategy is the most economically attractive for the firm.

Afshar Saman, Muyldermans Luc

## SUS-02

### Green supply chain management and performance achievement: the role of human resources

Green supply chain management (GSCM) and green human resource management (GHRM) practices are suggested to results in superior environmental performance. This study answers the call for more research on the relation between GSCM and GHRM by means of a multiple-respondent survey and a multi-industry sample in Italy. Results show that: different GSCM practices have different impacts on environmental and economic performance; the GHRM bundle acts as a powerful antecedent of GSCM practices; GSCM practices partially mediate the positive impact of GHRM on environmental and economic performance.

Luzzini Davide, Longoni Annachiara, Guerri Marco

## SUS-03

### The role of signalling to understand sustainability orientation and supply network engagement: a case in the UK food retail sector

A recent redefinition of sustainability sets the natural environment and society as external constraints to firms. The food sector, characterised by concentration of power within buying firms, is particularly pressured by supply scarcity, transparency and traceability. Firms need to consider their approach to supply chain management as reality has most starkly demonstrated the reputational damage through media exposure of unsatisfactory ethical or environmental performance by key suppliers. This paper draws upon stakeholder theory, resource-dependence theory, and signalling theory to explain impact of stakeholder groups to managerial perception of uncertainty and influence on firm's resource allocation, sustainability orientation and signalling efforts.

Marques Leonardo

## SUS-04

### Dynamic capabilities towards environmental sustainability: an exploratory case study

In luxury fashion industry, companies are under pressure to incorporate environmental goals in their traditional economic business models. Though, their business environment is changing and these firms, to maintain their acquired competitive advantage, have to rapidly address these new opportunities. Dynamic Capabilities are suitable to modify existing capabilities or create new ones, and so they support companies to align themselves with new market requirements. Our research aims at exploring the role and the application of the Dynamic Capabilities perspective in Corporate Environmental Management in the fashion industry.

Da Giau Alessandro, Furlan Andrea, Vinelli Andrea

## SUS-05

### Exploring a Natural Resource Based View of Closed Loop Supply Chain Management (CLSCM)

Sustainable supply chain management is a rapidly evolving field where management research is barely keeping up with the science, policy and business practices. This research reflects on recent company practices in the area of closed loop supply chains using a natural resource-based and dynamic capabilities perspective. Two empirical case studies are used to discuss the theoretical relevance of these views. The cases take a supply chain level overview in order to analyse how specific theoretical constructs can help explain practice. Finds support for, but also challenges, the application of these viewpoints.

Miemczyk Joe, Howard Mickey, Johnsen Thomas E.

## SUS-06

### Corporate social responsibility, organization strategy and organization performance: an empirical study

Corporate social responsibility (CSR) is a proactive business strategy and an effective tool to create and sustain a competitive advantage and improve business performance. There exist clear, concrete, market-driven benefits and competitive advantages for organizations that integrate their business policies with CSR (Ogrizek, 2002). Yet, results of empirical studies vary widely with the regards the impact of corporate social responsibility (CSR) and its effects on organization performance. This study examine the effects of economic and legal CRS practices on financial and non- financial performance and how environmental performance mediates this relationship.

Al-Balushi Zainab, Al-Barwani Nidaa

## SUS-07

### What are the performance implications of managing safety jointly with operations?

The literature suggests that worker safety is often sacrificed to achieve productivity. Yet safety researchers have developed a range of best safety practices that have many parallels with best operational practices. And Pagell et al (2013) propose that when these systems are combined into a joint management system (JMS) there is no need for trade-offs. The results, based on data from 198 manufacturing firms, show that safety and operational outcomes are indirectly related via practices and that plants that manage safety and operations using a JMS do not have to make trade-offs between safety and operational performance.

Pagell Mark, Klassen Robert, Johnston David, Shevchenko Anton, Sharma Sharvani

## SUS-08

### Entrepreneurial evidence and sustainability strategy as enablers for sustainable product development

We build on the premise that rather than only technological challenges, sustainable product development is especially an organizational adaptation challenge, extending the operational and strategic levels of the firm. Miles and Snow's organizational adaptation framework is used to frame the discussion. We present the preliminary results of a multiple case study and zoom in on the relationship between sustainability strategy and sustainable product development. Although sustainability strategy appears a pre-condition for sustainable product development, the traditional business case still prevails in decision-making regarding new projects. The results suggest to pay attention to the role of entrepreneurial evidence in future research.

Peters Kristian, Wortmann J.C.

## SUS-09

### Sustainable supplier development practices: drivers and enablers in a global environment

The objective of this paper is to study the impact of institutional pressures (i.e., coercive, regulatory, normative) on the adoption of sustainable supplier development practices. In addition, the paper aims to examine the enabling role of supply chain integration in the adoption of the abovementioned practices. To analyse these relationships we relied on data from IMSS-VI and used hierarchical linear modelling to test our hypotheses. The results show that only mimetic pressures influence the adoption of these practices and that this influence is moderated by the firm's level of supply chain integration.

Sancha Cristina, Longoni Annachiara, Gimenez Cristina

## SUS-10

### Time compression diseconomies in the assimilation of environmental management systems

This research addresses the relationship between an organisation's assimilation of its environmental management system (EMS), the experience it gains through it, and its environmental performance. We posit that the relationship between assimilation and environmental performance depends on experience. The attempt to obtain greater assimilation in a shorter time leads an organisation to record a poorer environmental outcome, which we shall refer to as time compression diseconomies in environmental management. We provide empirical evidence based on 154 plants pertaining to firms in Spain subject to the European Union's CO2 emissions trading system.

Lannelongue Gustavo, Gonzalez-Benito Javier, González-Benito Oscar, González-Zapatero Redondo Carmen



## SUS-11

### Achieving a socially responsible supply chain: extending sustainability to suppliers

Our study analyzes the effectiveness of supplier development practices (i.e., assessment and collaboration) on achieving a socially – responsible supply chain. Based on data from 120 Spanish manufacturers the paper investigates the impact that assessment and collaboration have on both the buying firm's and the supplier's social performances. SmartPLS was used to test the hypothesized relationships between practices and performance. Our results suggest that while assessment contributes to improve the buying firm's social performance, collaboration enhances the suppliers' social performance. In addition, the paper provides some additional insights on how to measure social performance.

Sancha Cristina, Gimenez Cristina, Sierra Vicenta

## SUS-12

### The sustainable operations management integrated to the core business: a case study

With the climate change focus, the discussion about sustainable (environmental and social) development is increasing. Sustainability is being established into the global agenda. The objective of this research is to develop an exploratory study about sustainability and its correlation with core business and supply chain management. A systematic literature search was conducted at the intersection of these topics, followed by a case study. A gap was observed at the junction of both areas of knowledge. Therefore the goal is to develop a Sustainable, Innovative, and Entrepreneurial Strategic Model on the core business of a company and in its supply chain.

Scavarda Annibal, Almeida Mariza, Diniz Cládice, Terra Branca

## SUS-13

### Reverse logistics of e-waste in developing countries: challenges and prospects for the Brazilian model

E-waste reverse logistics initiatives in important industrial economies like India, China and Brazil show that specific models of reverse logistics, adapted to local reality, are required. This paper discusses the main challenges and opportunities for the implementation of the reverse logistics Brazilian model for computers and cell phones. Methodological procedures included 21 in-depth interviews with multiple stakeholders including government, manufacturers, retailers, recycling companies, waste picker organizations and academics. Results show that technological gaps in recycling e-waste within the country, its continental dimension and conflicts between waste picker organizations and the industry are challenges for the Brazilian model success.

Demajorovic Jacques, Augusto Eryka E.F., Saraiva de Souza Maria T.

## SUS-14

### Sustainable business growth in SMEs: How may decision-making guide the transition journey?

The research aims at (1) exploring new theory at the interface of business growth and sustainable development while (2) providing managerial implications for growing firms. For this end, we propose typologies of decisions to be considered by growing firms; by means of a longitudinal case study of a Swiss family-owned SME wood construction company (that is in a process of intense growth), we identify, visually represent and analyze the sequences of selected managerial decisions. The empirical analysis and theory development pave novel ways for research and companies towards sustainable business growth.

Schwab Leila, Gold Stefan, Kunz Nathan, Reiner Gerald

## SUS-15

### Values and attributes as key decision making factors for delivering collective improvement in sustainable supply chain practices

The purpose of this research is to explore the nature of decision making processes related to sustainable supply chain management. An abductive approach is taken to consider Decision Theory models in case studies of companies transforming their supply chain management to sustainable supply chain management. Multiple case studies across different sectors help explore the contextual factors influencing strategy and organisational culture in relation to decision making and sustainable supply chain management. Empirical evidence helps build theory and preliminary findings show connections between maturity of sustainability policies and organisational values, with principles rather than rules more common in the mature companies.

Alexander Anthony, Walker Helen

## SUS-16

### Implementing sustainability in multi-tier supply chains: Extending agency theory

As firms are hold responsible for any non-sustainable actions in their supply chains by stake- holders, we explore how firms can most effectively accomplish sustainability implementation beyond the boundaries of their own firm. Building on the concept of multi-tier supply chains, we investigate how buying firms cope with this challenge and manage indirect supplier relations in the context of sustainability strategies. We analyze 10 cases of international, multi-tier supply chains in the food, pharmaceutical, and apparel industry. By identifying three arche- types of managing indirect supplier relations in the context of sustainability implementation, we contribute to an extension of agency theory.

Wihelm Miriam, Blome Constantin, Wieck Ellen, Paulraj Antony

## SUS-17

### Accomplishing Environmental Performance in Third Party Logistics (3PL) Providers

This study aims to investigate whether firms' operational performance, economic performance and internal green practices are the pre-requisites in accomplishing environmental performance. The data was collected from the 181 third party logistics providers in Turkey and the OLS analysis was applied to test the hypotheses. The findings confirmed that these variables have significant positive association towards firms' environmental performance. Prior literatures emphasized on how environmental performance is able to increase firms' competitiveness. Thus, this study becomes prominent as it complements those prior studies by introducing a distinct insight regarding the pre-requisites in accomplishing environmental performance.

Soetanto Krisna, Burki Umar, Öztürkoğlu Yücel

## SUS-18

### Manufacturing strategy: the missing link between sustainability in corporate strategy and sustainable production

This paper provides insights into integration of sustainability into manufacturing strategy definition and implementation process. While literature argues that manufacturing strategy can be defined via top-down or bottom-up processes, and implementation is conducted via manufacturing improvement programs, companies struggle to successfully implement sustainability as a part of manufacturing strategy. Based on explorative multi case study research, the study shows that (i) the competitive priority choices are not the distinguishing factor whether sustainability is included in the manufacturing strategy, (ii) there is a mismatch between what firms think about sustainability and what they actually do.

Stahl Bojan, Taghavi Naghmeh, Winroth Mats, Kjellsdotter Ivert Linea

## SUS-19

### Towards the drivers of value creation in the biogas industry; enablers and inhibitors in the Netherlands

The Dutch biogas industry is developing slowly and in many instances still unviable. Insights in the drivers of value creation may help to create viable biogas business networks. This research explores these related drivers and accordingly, proposes a new and comprehensive definition of a driver of value creation. This definition focuses on the enabling and inhibiting factors of value creation in a business network and forms the backbone of three case studies. The results suggest the presence of four specific drivers as necessary for a viable biogas business network: stability and certainty, partner alignment, local opportunities and economies of scale.

Van Der Burg Robbert-Jan H., D'Souza Austin, Huitema George B., Wortmann Hans

## SUS-20

### Collaborative competence in environmental practices adoption and its performance effects: A contingency perspective

The interdependencies in adopting environmental practices have been widely recognized in the literature. Much of the empirical studies, however, have largely ignored such interdependencies and their performance implications. In this study we conceptualize the adoption of environmental practices as a collective competence, examine its influence on environmental and economic performance, and test whether this influence is moderated by firm characteristics. Using the structural equation modelling of survey data collected from Omani manufacturing firms, we confirm the superior influence of the collective competence on performance. We also find partial support for the moderating effect of firm characteristics on this relationship.

Al Sheyadi Anwar, Muyldermans Luc, Kauppi Katri

**SUS-21****Sustainable public procurement of medical technology and green logistics: A modularity approach**

*This paper investigates design for remanufacture in terms of both detailed new product design and the environmental performance in which modularization and reversed production may operate. We examine the medical equipment industry and their potential contributions to the implementation of green supply chain in the healthcare sector. An exploratory case study of medical equipment supply chain is presented when considering the life cycle of the product can be managed through the modularization strategies. Preliminary findings indicate that design-for-disassembly of modules make equipment easier to disassemble increasing the chances of reuse of valuable components and a better final disposal of scrap.*

Vettorato Giovanna, Hsuan Juliana

**SUS-22****Characterisation and evaluation of a reverse logistics network for cellular devices**

*The objective of this study is to characterise the reverse logistics network of cellular devices based on the model by Lambert and Cooper (2000). Based on the focal company, a multi-criteria analysis is also proposed to select the best alternative to recycling and selecting the final destination of cellular devices. A survey was given to consumers, and interviews were performed with those that are primarily responsible for collection. The results showed that an effective connection between members located at the collection points is required. The multi-criteria model showed that selling the entire cellular device is better than selling individual parts.*

Vidal Vieira José G., Horta Lemos Paula

**SUS-23****The transactional and relational perspectives of environmental management practices and environmental governance on performance**

*Recognizing the inherent nature of governance mechanisms in environmental management in supply chain management context, this study examines the impact of various transactional and relational governance mechanisms on the environmental and business performance of buying firms. Using survey data collected from 170 responses from the garment trading firms in Hong Kong, we conducted multi-group analyses to test the moderating effects of specific investment, relationship stability, transaction frequency, and product complexity. This study reveals that different transactional and relational governance mechanisms have different impacts on the environmental and business performance outcomes of buying firms.*

Wong Christina W.Y., Wong Chee Y., Boon-Itt Sakun

**SUS-24****Sustainable practices at the exporting agribusiness industry**

*Considering agribusiness context plus the requirements regarding sustainable actions undertaken by exporting companies, there is a need to understand how these companies are working to reach the “required” sustainability – either by law, or even by consumers due to pressure of market competition. This paper aims to explore how is the sustainable action of exporting firms in developing countries. Based on the principal component analysis technique, we present a measurement of sustainability observed model in exporting companies in Brazil, from an examination of factors that influence its strategies.*

Farias S. L. De Queiroz Adriane A., de Sousa de Melo Mary F., Silva Willerson L.C., Pereira Luis H.

**SUS-25****The difficulties of managing supply base sustainability**

*Managing supply base sustainability seems difficult and has been hardly investigated. Our research summarizes five established challenges of supply base management and investigates further how sustainability may have impacted these challenges. Using the conceptual building approach, we find that due to its idiosyncratic features, sustainability has changed two out of these five established challenges of managing supply bases, i.e., the number of suppliers and the externalities of managing supply bases. We complement this study with an illustrative case, with the aim of understanding whether the dominant supply base management approaches such as purchasing portfolio models can handle these intensified/changed challenges.*

Xiao Chengyong, Van Donk Dirk P., Van Der Vaart Taco

**SUS-26****The motives and barriers of the remanufacturing industry in China: a survey**

*Realizing the importance of remanufacturing to the sustainable development due to the large scale of the economy and its increasing pressure on environment, Chinese government has been strongly promoting remanufacturing business since 2008. Through a survey among the Chinese remanufacturers, this study describes the important barriers and motives for them and compares the differences between the OEM/OES and the Independent Remanufacturers, the differences between car parts and the machinery remanufacturers. Suggestions of possible further policies are given according to such differences.*

Wei Shuoguo, Cheng Dongbo, Sundin Erik, Tang Ou

**SUS-27****Analysis of sustainable production requirements in the Brazilian manufacturing industry: multiple case studies**

*Our aim is to investigate the degree of relevance the theme represents for the strategies of large Brazilian companies operating in different industrial sectors (automotive, equipment, pharmaceutical, chemical), trying to identify some manifestations of these strategies in the set of elements composing the corporate governance of these companies.*

Amato Neto Joao

**SUS-28****Capabilities for Sustainable Innovation: An exploratory study in the Manufacturing Industry**

*This paper makes an early attempt to extend the capability perspective to the area of sustainable innovation (SI) development by conceptualizing SI capabilities developed by best practice companies. A qualitative in-depth multiple case study methodology has been used. Five leading companies in developing sustainable innovation projects adopting different SI approaches show that “sustainability” innovation firms possess high level of all three capabilities namely innovative, learning and networking, while “traditional” innovation firms have high capabilities more focused in traditional innovation and less on sustainable innovation. In addition, fundamental differences in specifically both employee and customers’ engagement different SI approaches are identified.*

Behnam Sarah, Cagliano Raffaella

**SUS-29****Enhancing performance: The moderating effect of environmental integration and environmental capabilities on the performance outcomes of pollution prevention**

*Over the last two decades there has been ongoing debate about the impact of environmental practices on operational performance. In recent years, studies have started to move beyond assessing the direct impact of environmental management on different dimensions of performance to consider factors that might moderate or mediate this relationship. This study considers the extent to which environmental integration and environmental capabilities moderate the relationship between pollution prevention and environmental performance outcomes. The mediating influence of environmental performance on the relationship between pollution prevention and cost and flexibility performance is also considered.*

Graham Stephanie, Potter Antony

**SUS-30****The empirical evaluation on sustainable operations practices and performance in Swedish manufacturing industry**

*This study applies survey results in Swedish manufacturing companies to examine the relationships between sustainable practices and companies’ triple bottom line performances. The general relationships between specific operations practices and performance are also analysed. The results indicate that the economic, social, environmental practices have positive impacts on economic, social and environmental performances respectively. Though most social and environmental practices do not necessarily improve companies’ economic performance directly, some specific social and environmental practices, education, individual development and environmental health improvement have a positive impact on product and process innovation.*

Chen Lujie, Feldmann Andreas, Tang Ou



**SUS-31****Making the right decision: supplier self-assessment tools in the context of sustainable supply chains**

The paper investigates how corporate social sustainability objectives are utilised in the supplier selection process and the role of third party tools and services in managing the risk associated with engaging in a relationship with a new supplier. The driver for using the self-assessment tools of third party service providers (3PSPs) is to facilitate the information gathering and ensuring that useful information is being collected. The self-assessment questionnaires (SAQs) assist in the process element of the decision making, and as supply chain relationships become more collaborative, the 3PSPs are attempting to facilitate in the development of trust, collaboration, coordination, commitment, communication, transparency and education of suppliers.

Cole Rosanna, Aitken James

**SUS-32****Influence of Organisational Culture on green supply chain practices: a study of seven manufacturing firms**

Despite the increasing body of literature on sustainability, it has frequently been stated that the integrative nature of sustainability calls for more research. This especially refers to the role of cultural characteristics in environmental supply chains and the significance of employee allegiance. This article adopts an exploratory approach to the influence and role of organisational culture in supply chain practices in the UK manufacturing industry. This paper links two normally separate streams of research: cultural dimensions of organisations and environmentalism. The initial findings appear to support the view that green supply chain practices can be compromised by certain managerial approaches.

Murphy Eileen, Guimaraes da Costa Nuno

**SUS-33****Green supply chain management, traceability and biodiversity in seafood supply chain: the Vietnamese seafood industry example**

The public awareness about biodiversity loss in the global fisheries and lack of traceability in the seafood supply chain have pressured to companies in the industry. This paper attempted to offer a theoretical model integrating traceability and biodiversity into green supply chain management in seafood sector. We hypothesis that the GSCM practices implementation have a positive relationship with products traceability and biodiversity performance of the seafood firms. GSCM should be implemented in the green business era. This strategy can reduce ecological impacts, improve products traceability, satisfy customers and gain competitive advantage in the market.

Van Vo Dien, Mainetti Nicolas, Fenies Pierre

**SUS-34****Aligning Corporate Sustainability Strategies and Governance Mechanisms for Sustainable Supply Chain Management**

This research explores the linkages between governance mechanisms activated by companies and their wider approach to sustainability, a relevant issue from a sustainable supply chain management perspective. An empirical investigation is presented by analyzing seven case studies in the light of contingency theory, strategic alignment principles and the resource-based view. Findings include the characterization of three sustainability profiles, namely sustainability leaders, sustainability practitioners and traditionalists; a classification of the governance mechanisms on the basis of their level of collaboration and formalization; the identification of factors that enable governance mechanisms.

Formentini Marco, Taticchi Paolo

**SUS-35****Sustainable supply chain management: linking environmental assessment to operational planning**

Reverse supply chains can be defined as the management of products design, operations and end-of-life in order to maximize value creation over the entire lifecycle through value recovery of value after use either by the original product manufacturer or by a third party. This paper aims to provide a quantification of the benefits of reverse supply chains from an environmental assessment point of view. To this aim, through the application of a Life Cycle Analysis framework, two case studies (respectively, from the chemical products and food industries) will be analysed, for understanding environmental implications of the implementation of reverse supply chains.

Genovese Andrea, Acquaye Adolf, Kumar Niraj, Koh S.C. Lenny

**SUS-36****Studying sustainability process implementation through operations management lens**

Sustainable operations have developed a strategic role for enterprises' competitiveness, particularly when they are connected to product and/or process improvement, new markets, and risk management. Some companies are differentiating themselves through sustainability, showing innovative solutions for incorporating sustainable practices. This paper explores identifying patterns in sustainable practices adoption. Three Brazilian companies were studied for characterizing their sustainable operations management models. The results pointed that patterns are emerging but companies are still reaching difficulties to integrated sustainability to their competitive strategies, business models and value chain. Also the results contribute for identifying recommendations that can be followed to establish a sustainable operations management model.

Gonçalves Machado Carla, Pinheiro De Lima Edson, Gouvea Da Costa Sergio E., Angelis Jannis, Maoski Rocha Letícia

**SUS-37****Supply chain learning of sustainable practice: the role of MNCs' leadership**

Sustainable supply chain management (SSCM) has been a hot topic in recent years. However, very few research focus on studying SSCM from both leadership and learning perspectives. In this research we carry out a comprehensive literature review on Supply Chain leadership (SC leadership), Supply Chain Learning (SC learning) and SSCM and propose a conceptual framework on how focal companies assuming leadership implement sustainable practices in their supply chains. Three types of sustainable supply chain strategies are proposed as standard, active and proactive ones based on the dimensions of supply chain governance, SC learning and SC leadership and sustainability related performance.

Gong Yu, Gosling Jonathan, Jia Fu

**SUS-38****Environmental and social pressure as drivers of corporate social responsibility in a globalizing world**

Studies of drivers of corporate social responsibility (CSR) practices that also explore the influence of company size and location are rare. This paper fills this gap by showing the extent to which environmental and social pressures affect the efforts companies put into implementing internal and external CSR practices and how size and location affect this relationship. The paper is based on data collected in 2013 using the sixth release of the International Manufacturing Strategy Survey.

Haleem Fazli, Boer Harry, Farooq Sami

**SUS-39****Will knowledge management benefit supply chain sustainability? Comparison of perceptions of academics and practitioners**

The positive role of knowledge management (KM) in improving supply chain sustainable development has been frequently implied in previous theoretical works. Building on the questionnaire survey of academic experts and practitioners, this paper depicts the positive role of KM in the development of sustainable supply chain strategies and operations, and the subsequent gaining of sustainable competitive advantage by firms. The comparison between perceptions of academics and practitioners will allow future researchers to better understand the impetus for future research of KM and Sustainable Supply Chain Management (SSCM).

He Qile, Ghobadian Abby, Gallear David, Ramanathan Ram

**SUS-40****Social Sustainability implementation in the Bangladeshi Apparel Industry: Isomorphism, Diffusion, Decoupling and change in Institutional Logics due to Environmental Shocks**

Most social sustainability studies are from the developed country buying firm perspective and lack theoretical underpinning. We examine the implementation of social sustainability in the apparel industry of Bangladesh using institutional theory, investigating how institutional pressures exerted by actors, e.g. developing country suppliers, NGOs and trade bodies, impact the diffusion of socially sustainable practices; and, how changes in institutional logics affect implementation. Preliminary findings reveal, for example, that conflicts between the social and (traditionally dominant) economic logic impact implementation. Although the economic logic is still prevalent, the social logic is gaining in importance, leading to more effective diffusion of practices.

Huq Fahian A., Stevenson Mark, Zorzini Marta

**SUS-41****The role of network internal integration in the development of plant-level sustainable management initiatives**

*This paper explores the effect for a plant of belonging to a multinational network on the development of sustainable management initiatives. We hypothesize that a plant will adopt more sustainability if the level of external and internal pressures at the business unit level is higher. We also test whether internal integration has a direct effect on SM and a moderation effect over internal and external pressures. We test such hypotheses by means of the 2014 preliminary release of the International Manufacturing Strategy Survey. The results confirm our hypotheses, however, internal integration has a negative moderation effect on external pressures.*

**Golini Ruggero, Gualandris Jury, Kalchschmidt Matteo**

**SUS-42****Sustainable supply chain management and competitive advantage: The role of human capital**

*Sustainability is increasingly a key dimension in today's competition. Research widely investigates the relationship between sustainable supply chain management and competitive advantage but produces controversial results. This link is often theorized using the Resource Based View lenses. Therefore we focus on human capital, as rare, valuable and inimitable firm-specific resource. We investigate its role as mediator between sustainable supply chain management and competitive advantage. We show that social sustainable supply chain management practices and reverse logistics impact on human capital and through it on competitive advantage; instead green production directly impacts on competitive advantage.*

**Longoni Annachiara, Cagliano Raffaella**

**TCH-01****Enhancing the Appropriateness of Supply Network Decisions through System Dynamics Modeling – a Teaching Case Based on Multiple Cross-linked Supply Chain Parties**

*Under current volatile, dynamic and competitive conditions, the co-ordination of supply flows in an appropriate balance of customer requirements, a company's internal capabilities and the corresponding supplier relationships is a challenging task. Particular difficulties arise from strong mutual interdependencies, information lacks and diverging entrepreneurial ambitions. To improve the proficiency of managerial decision taking SCM/OM teaching need to provide system-based didactic approaches that allow, e.g., students to explore corresponding phenomena in a classroom situation beyond purely providing theoretic knowledge. In the following a supply network teaching case is presented that utilizes a complex virtual business setting composed of nine interrelated companies.*

**Engelhardt-Nowitzky Corinna, Aschauer Gerald J.**

**TCH-02****Benchmarking Operations Management education in the European Union**

*This research aimed at strategically positioning a masters targeting Operations Managers education, by pursuing a benchmarking exercise within the EdUniversal ranking. The literature review identified different roles and required skills for Industrial Engineers and Operations Managers, while the empirical study justified the choice of the other programs to be compared, confirmed the adequateness of the ranking category and the Bologna influence. The resulting SWOT analysis suggested a growth strategy based on internationalization and networking, as well as adjustments to the selection, divulgation and contents. Strategy implementation already produced as results the upgrade to the 21st position of the EdUniversal ranking.*

**Vilas-Boas Da Silva Joao M., Leandro Vanessa**

**TCH-03****Using Self and Peer Assessment in the Teaching of Supply Chain Management**

*Increased attention to employability of students, higher complexity of decision making, and student surveys indicate the need for the development of innovative teaching approaches for Operations and Supply Chain Management courses. In this paper we present one type of innovative teaching approach applied in a graduate supply chain management course: Self- and peer-assessment in combination with assignments as a part of the course continuous assessment. We discuss our preliminary empirical findings related to: 1) the effects of self- and peer-assessment on student performance and satisfaction 2) structure and nature of self- and peer-assessments.*

**Vlajic Jelena**

**TCH-04****Student Perceptions of the Course Corporate Social Responsibility in the Global Supply Chain**

*This paper outlines a 13 week elective course on corporate social responsibility in the global supply chain. Corporate social responsibility is a broad subject and this course illustrates those topics that are most relevant to supply chain managers. In order to assess the delivery of content and the learning outcomes from the course, a 31 question survey was administered to measure student perceptions in the areas of course structure, topics, content, graded components, and outcomes.*

**Visich John K.**

**TMO-01****Evaluation of Advanced Manufacturing Technology during New Product Development**

*The purpose of this paper is to identify factors that affect evaluation of advanced manufacturing technology (AMT) during new product development (NPD). Particular attention is given to the new product development process and how it has affected the acquisition and evaluation process of AMT. An embedded case study has been conducted at a large Swedish manufacturing company, consisting of semi structured interviews, document analysis, and passive observations. This paper identifies seven factors that affect the evaluation of AMT during NPD and which can be classified into three categories: NPD project, AMT acquisition project and the internal organization.*

**Ahlskog Mats, Bruch Jessica**

**TMO-02****Exploring manufacturing solutions for SMEs**

*This exploratory study provides an overview over current state of manufacturing solutions in small and medium sized enterprises (SMEs) in region of Southern Denmark. Building on manufacturing paradigms, this paper reveals relevant aspects for the development and implementation of improving SMEs' automation processes. The paper presents an embedded case study based on 10 low- and medium-tech Danish companies. Based on the development of production paradigms and the presented study, this research helps to understand key determinants and processes for SMEs' exploration of future directions of manufacturing solutions, which are required to increase their competitiveness and assure sustainable growth.*

**Radziwon Agnieszka, Blichfeldt Henrik, Bilberg Arne, Madsen Erik S., Bogers Marcel**

**TMO-03****Innovative collaboration in implementation of automation solutions in SMEs**

*Customization and flexible manufacturing are often considered as the main competitive advantage of SMEs. Implementing right automation concepts to increase productivity in manufacturing SMEs needs significantly more effort, due to their limited resources. That is why, it is strongly recommended for firms to interact through networks. The collaboration within an innovative ecosystem requires a certain level of smartness and integration in firms' value network. Therefore, this paper develops a guideline for systematic productivity improvement within an innovative collaboration in regards to automation in SMEs.*

**Shahabeddini Parizi Mohammad, Radziwon Agnieszka, Bilberg Arne**

**TMO-04****Firm technology investment and the development of technological capabilities in China's telecom sector**

*This paper examines the impact of technological investments and technological acquisition strategies on the development of dynamic technological capabilities (DTC) at firm level in the context of the Chinese telecommunication sector. We disaggregate DTC into four types (product, process, organisation, investment) across three levels (basic, intermediate, advanced). We investigate a set of 53 firms over six years and find that all types of investments influence DTC building, although differently depending on the type and level of DTC. Our findings show the benefit of using a finer level of granularity in analysing DCT to understand their development over time.*

**Cai Jing, Bunduchi Raluca**



**TMO-05****Exploring the evolution of investment pattern on advanced manufacturing technology: a longitudinal perspective**

*This paper explores the evolution of investment pattern on AMTs from a longitudinal perspective. Based on the data of investments in AMTs from 567 manufacturing companies, this paper develops a longitudinal taxonomy defined by the evolution of investment patterns on AMTs followed by companies over time; identifies the possible evolutionary features; and suggests the possible explanatory and outcome factors on the evolution of investment pattern on AMTs. By doing so, this study fills a void in the area of technology management, which is comprised primarily of cross-sectional studies that do not address the dynamic nature of investments in AMTs.*

Cheng Yang, Matthiesen Rikke V., Johansen John

**TMO-07****The role of mechanization and integration of manufacturing processes in achieving operational performance**

*Small manufacturing firms are the dominant organization type for most of the developed countries. However, these firms have not been the focus of research and their strategic and operational needs are not extensively addressed by the academic community. Therefore, this research aims at empirically finding the impact of mechanization and integration of manufacturing processes and systems on operational performance in small Danish manufacturing firms. We use data of 357 small Danish manufacturing firms and empirically found distinct impact of mechanization and integration of systems on operational performance in context of production to order (PTO) and production to stock (PTS) strategies.*

Naqvi Syed T.H., Farooq Sami, Johansen John, Vestergaard Matthiesen Rikke, Yang Cheng

**TMO-08****A framework for strategic action with technology roadmapping: an action research in converging automotive and consumer wireless technologies**

*This paper is about the Action Research project carried out by a leading Tier-1 automotive firm aiming to implement a customized Technology Roadmapping process to recognize and deal with a fast changing context, and to manage implications within the organization, in its decision making processes and strategic projects selection. In fact the penetration of wireless technologies in vehicles represents a trend of growing importance, with vast consequences. The convergence of such markets, namely the wireless consumer industry and the automotive connectivity and infotainment, brings research possibilities, on one hand, and both opportunities and threats for involved companies, on the other.*

Zamberlan Daniel, Battistella Cinzia, De Toni Alberto F.

**TMO-09****Additive manufacturing: towards a new operations management paradigm?**

*Additive manufacturing is a digital-based process technology that automates traditionally manual work, does not require tooling and works with little economies of scale. Additional manufacturing has the potential to radically reduce costs and lead times in the development and manufacturing of products, as well as improving their flexibility. To amount to a new industrial revolution, technological changes should go side by side with new managerial practices that allow the full leverage of the productivity improvements enabled by additive manufacturing. What will these practices be? The case study of a multinational manufacturer of industrial equipment adopting this technology offers preliminary answers.*

Bianchi Mattia, Åhlström Pär

**TQM-01****What makes a high performer within business excellence models in Spain?**

*This paper investigates the pattern of adoption of the European Foundation for Quality Management's Excellence Model by high performing organizations in Spain, which are "Recognized for Excellence" after an external assessment process. Its findings suggest that organizations interpret the EFQM model in a similar fashion and therefore a mimetic process seems to disseminate and legitimize the EFQM model in Spanish organizations. Our investigation further demonstrates that the people criterion is what makes the difference in attaining high results in the assessment process, thus emphasizing the relative importance of the softer dimension of Quality Management.*

Escrig Ana B., De Menezes Lilian M.

**TQM-02****Critical Success Factors for Six Sigma Projects**

*The goal of this article is to identify and understand the relationship between critical success factors for Six Sigma Programs and its projects performance, considering Six Sigma projects. This article explores those relationships through PLS (partial least squares) method, using a sample of 98 projects developed in Brazil. The variables were collected initially by a survey conducted with Black Belts, Green Belts, Program Managers and Company Executives. The results show that not all the claimed critical success factors are relevant for program or project performance, what could direct the effort of companies into working harder in the relevant ones.*

Marzagão Daniela S.L., Monteiro De Carvalho Marly

**TQM-03****Behavioral characteristics of project leaders and it's relation with project success: A quantitative research on six sigma projects**

*This article aims to characterize the behavioral skills of leaders of Six Sigma Projects in Latin America, as well as linking these competencies with their performance in conducting projects. 225 Six Sigma projects were studied in Brazil, Chile and Colombia, led by 191 project leaders. The projects were classified in according to its success and the project leaders had their behavioral characteristics mapped. With statistical tests of independence, it was identified that the success of projects depends on the innovation and direction skills by the project leaders.*

Marzagão Daniela S.L., Monteiro De Carvalho Marly

**TQM-04****The internalisation of Quality Management practices: Empirical evidences from manufacturing companies**

*The objective of this research is twofold. First, we try to describe how employees, perceive their internalisation of quality management practices (IQM). Second, the objective is to analyze the relationship between this "internalisation" and two measures of employee-level outcomes, job satisfaction and job performance from the perspective of production workers. For this purpose, our research uses data from a sample of 329 employees belonging to 11 Spanish companies in the automotive parts industry. The low perception is more accused in the following activities: documentation, internal audits and quality control. The results obtained clearly show that the IQM has a strong and positive impact on job satisfaction and job performance*

Bello-Pintado Alejandro, Heras - Saizarbitoria Iñaki, Merino Diaz De Cerio Javier

**TQM-05****The extent to which quality of service affects end-user satisfaction: a case of e-government system implementation in Saudi Arabia**

*User satisfaction plays a critical role in evaluating the success of e-Government applications. This paper studies the mediation effect of service quality offered by the technical support team in the post-implementation of e-Government applications in the public sector in Saudi Arabia. Different mediation models were evaluated using common standard structural equation modelling. The results showed that the value perceived from the system quality and information quality does impact the user satisfaction, but service quality was found to play a stronger role in mediating the relationship between user satisfaction and both the system quality and information quality.*

Kafaji Mohammed, Santa Ricardo

**TQM-06****The effects of quality and environmental management on competitiveness: a mixed methods study in hotels**

*The aim of this paper is to analyse quality management and environmental management simultaneously, by examining the influence of the two management systems on the competitiveness of tourist companies and the impact of quality management on environmental management. A mixed methods approach has been used. The results show that quality management influences competitive advantages regarding differentiation and costs. Moreover, environmental management also allows hotels to improve their competitive position in terms of costs and differentiation. Furthermore, hotels developing quality management find fewer obstacles for the implementation of environmental management*

Tarì Juan J., Molina-Azorín José F., López-Gamero María D., Pereira-Moliner Jorge, Pertusa-Ortega Eva

**TQM-07****Confirming total quality management principles in shipping: initiating the research agenda**

*Purpose:* The purpose of the study is to factor the TQM practices and the quality management results. *Design/methodology/approach:* A research was held in 87 Greek shipping companies, using a structured questionnaire. *Exploratory Factor Analyses* were applied to extract the factors of TQM practices and results and *Multiple Linear Regression* to determine their relationships. *Findings:* By implementing TQM practices, shipping companies can strengthen their internal quality performance, which leads to increased market benefits through customer satisfaction. *Relevance/contribution:* This paper describes a valid TQM model applied in the transport sector and a way for a shipping company to improve its business performance.

Pantouvakis Angelos, Psomas Evangelos, Patsiouras Christos, Burgos Silva Zamira

**TQM-08****Using management practices in welfare**

We use a well-established measure of management practices to assess management quality in 500 nursing homes. 19 individual management practices are assessed, clustered into the three areas operations, targets, and incentives. We find that overall and area specific management scores vary greatly among nursing homes. On average, private homes score higher than public homes, in particular when it comes to incentives and reallocation of low performing staff.

Angelis Jannis, Jordahl Henrik

**TQM-09****The impact of Quality Management practices and Advanced Manufacturing Technologies on Manufacturing Performance: Evidence from the Southern Cone of Latin America**

This paper aims at providing new evidence on the relationship between advanced manufacturing technologies (AMTs) and quality management (QM) practices on manufacturing performance in a developing context. The study uses data from a unique sample conducted in 2009 in 301 industrial industries from Argentina (151) and Uruguay (150), de River Plate region in the southern cone of Latin America. Results provide evidence on the interdependence between QM practices and AMTs adoption to improve performance of manufacturing companies in the RP region. While QM practices have direct effect on manufacturing performance, the effects of AMTs is significant only in the presence of QM practices directed to train and involve workers.

Bello-Pintado Alejandro, Kaufmann Ricardo, Merino Diaz De Cerio Javier

**TQM-10****The effect of HRM on the relationship between quality management techniques and performance**

This study analyzes the effect of HRM approaches (control versus commitment) on the relationship between quality management techniques and operational performance. The research model and hypotheses devised are tested using data collected from 250 Brazilian and Danish manufacturing companies. The study shows that the relationship between quality management techniques and performance is influenced by HRM approaches, but provides counterevidence to the prevailing assumption that commitment-oriented HRM is generally more appropriate to increase performance than a control-oriented approach. Rather, the paper demonstrates that control-oriented HRM enhances the positive effects of quality management techniques on performance, irrespective of the core characteristics of these techniques.

Gambi Lillian D., Jørgensen Frances, Gerolamo Mateus C., Boer Harry, Carpinetti Luiz C.R.

**TQM-11****Improving performance with Six Sigma. A case study of an aeronautics SME**

Although continuous improvement methodologies to enhance quality are virtually indispensable in aeronautics, Six Sigma implementations are scarce and all too often unsatisfactory. The literature shows that not having a model for achieving the targets may doom 6-sigma to failure. Our objective is to study the applicability of 6-sigma in aeronautics SMEs and identify the main success factors and obstacles to its implementation. Action Research is followed in an aeronautical SME supplier, where DMAIC is applied to a 6-sigma project. The findings suggest that success/failure depends on key factors, such as team commitment, the availability of resources and previous training.

Garrido Vega Pedro, Sacristán-Díaz Macarena, Magaña Ramírez Luis M.

**TQM-12****New Product Development and Strategic Flexibility: The Role of Human Resource-Related Quality Management Practices**

In this paper, the relationships among human resource management (HRM) practices proposed in Quality Management (QM), two dynamic capabilities' enablers (knowledge integration and learning orientation), a dynamic capability (new product development), and a dynamic capability outcome (strategic flexibility) are analyzed. To empirically test the relationships, we used data from 236 European firms and performed Structural Equation Modeling (SEM). Our results indicate that QM HRM-related practices have direct and indirect effects on a DC generation process. Furthermore, significant relationships between knowledge integration, learning orientation, new product development and strategic flexibility have also been supported.

Gutierrez Gutierrez Leopoldo, Barrales-Molina Vanesa, Kaynak Hale

**TQM-13****A comparison and discussion of industrial practices of tolerance engineering – Approaching the root cause of deviations?**

Tolerances are limits of product/process parameters. They are normally determined by engineers within product development. Suboptimal tolerances can lead to undesired effects within manufacturing, inspection, measurement and loss of functional performance. The intrinsic and complex nature of tolerance engineering (TE) requires management attention but few tools specifically support this activity. We present broad and current empirical survey findings from various industrial engineering; functions, companies and perspectives. This data provided input for statistical factor and regression analyses against engineering functions and output variables. Novel understanding of industrial TE practice for researchers and managers is provided.

Krogstie Lars, Olsen Inge C.

**TQM-14****Organizational culture for the implementation of the EFQM.**

The EFQM Excellence Model is a non-prescriptive management framework that is widely used in the world. This model can be used to gain a holistic overview of any organization and helps managers to identify the main aspect to be improved for attaining excellence. Despite its relevance, there are few studies that analyse the suitability of the model empirically and there is not yet an integrated framework that links organizational culture and the EFQM Excellence Model. In this paper, we empirically analyse what kind of culture better fit EFQM and organizational performance.

Gimenez Espin Juan-Antonio, Martinez-Costa Micaela, Jimenez-Jimenez Daniel



# Index by Programme Code

## Index by Programme Code

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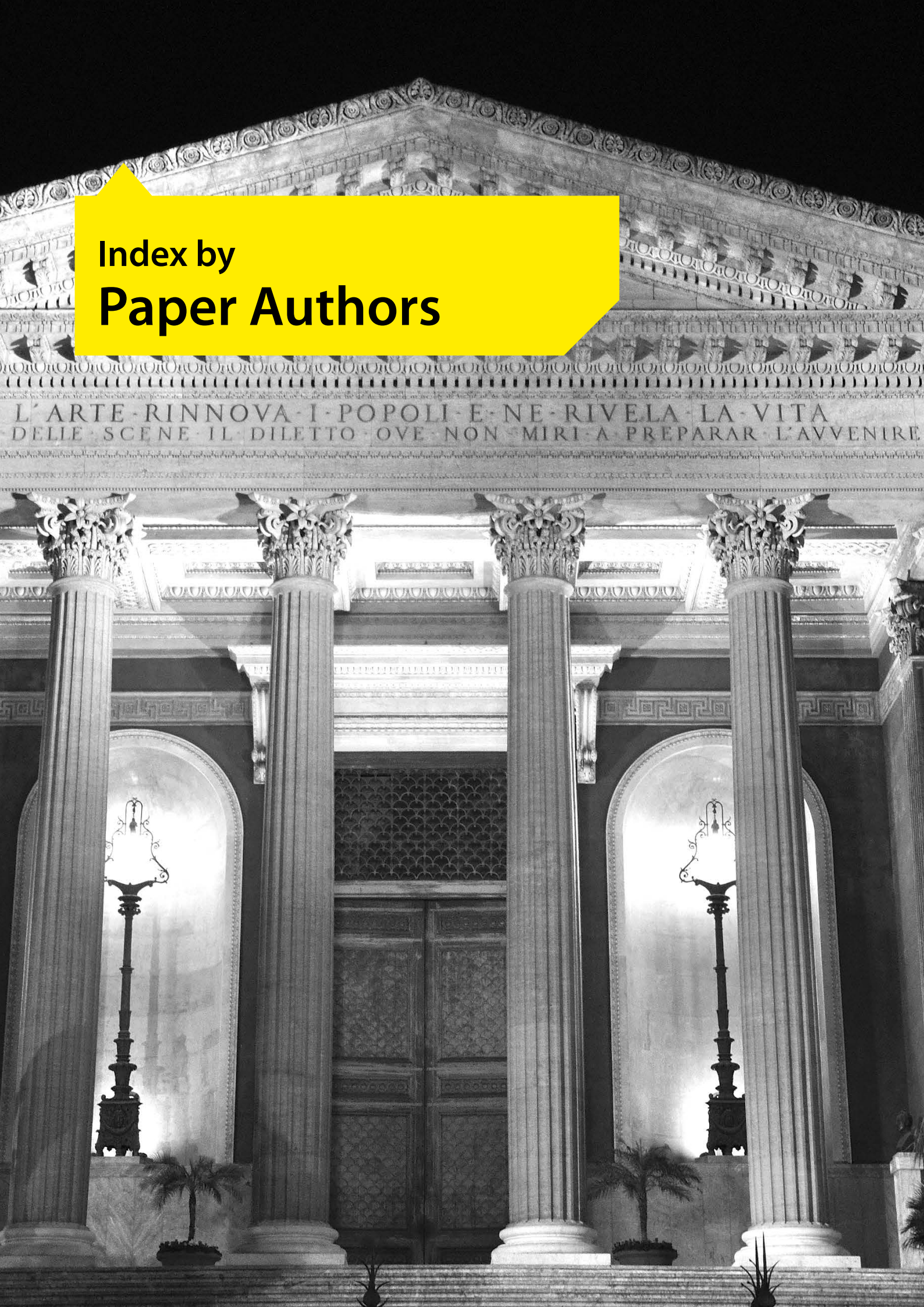
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