

EurOMA 2011 – provisional programme

Monday 4 July 2011

Opening Session

Monday 4 July 09.00 - 09.30 West Road Concert Hall

Chair: Dr Matthias Holweg and Dr Jag Srai

Welcome to the University of Cambridge

Welcome to EuroMA - Professor Raffaella Cagliano, President,
EurOMA

Keynote Presentation

Monday 4 July 09.30 - 10.15 West Road Concert Hall

Chair: Jag Srai

Dr Ralf Speth, CEO Jaguar Land Rover and Nick Fell, Director and
Head, Tata Motors European Technical Centre

Refreshment Break

Monday 4 July 10.15 - 10.45 West Road Concert Hall

PARALLEL SESSIONS - Monday 4 July - 10.45 - 12.15

1.1 Managing the operations-strategy interface

Chair: Niraj Kumar

- STR1 Make to Order Manufacturing and Operational Management Strategies - A Case Study at Priorclave Ltd.
Sreejit Pillai^{1,2}, Raj Bhatti², Alan Arokiam², Tony Collins¹
¹Priroclave Ltd, London, UK, ²University of Greenwich, Kent, UK
- STR2 Integration themes in mergers and acquisitions in the Medical Technology Industry from a resource-based view
Tian Wei, Mike Gregory
Institute for Manufacturing, University of Cambridge, Cambridge, UK
- STR3 Exploring the influence of contractual and relational governance on the relationship between capability and collaboration
Niraj Kumar¹, Mickey Howard², Mike Lewis¹, Sinéad Carey¹
¹University of Bath, Bath, UK, ²University of Exeter Business School, Exeter, UK

1.2 Managing the operations-strategy interface

Chair: Mukesh Kumar

- STR4 Network configuration of global R&D networks: Extending OM configuration concepts
Zaza Nadja Lee Hansen¹, Jagjit Singh Sra²
¹The Technical University of Denmark, Denmark, Denmark, ²Institute for Manufacturing, University of Cambridge, Cambridge, UK
- STR5 Managing the Operations-Strategy Interface through Programme Management
Peter Meulengracht Jensen, John Johansen, Brian Vejrum Waehrens
Aalborg University, Aalborg, Denmark
- STR6 Risk Management in Global Manufacturing Investment: Dimensions and Process
Mukesh Kumar, Mike Gregory
Institute for Manufacturing, University of Cambridge, Cambridge, UK

1.3 Managing the operations-strategy interface

Chair: Raffaella Cagliano

- STR7 Cumulative capabilities of three industries in a developing economy
Chee Yew Wong¹, Sakun Boon-itt¹
¹Hull University Business School, Hull, UK, ²Thammasat Business School, Bangkok, Thailand
- STR8 The capabilities trade-off debate in operations strategy: An initial assessment of the airline industry in Australia.
Alka Singh, Prakash Singh, Damien Power
University of Melbourne, Melbourne, Victoria, Australia
- STR9 Sustainability strategies: the impact on manufacturing capabilities trade-offs
Raffaella Cagliano¹, Ruggero Golini², Annachiara Longoni¹
¹Politecnico di Milano, Milano, Italy, ²Università di Bergamo, Bergamo, Italy

1.4 Supply chain design

Chair: Roy Stratton

- SCD1 Company types between flexibility and stability strategies and their impact on innovativeness and performance - Evidence from a large-scale survey in German manufacturing industry
Steffen Kinkel
Fraunhofer Institute for Systems and Innovation Research ISI, Karlsruhe, Germany
- SCD2 Logistics as a framework for examining historical phenomena: The case of triangular trade
Gilles Pache¹, François Fulconis³, Nathalie Merminod², Thierry Godbile¹
¹*Aix-Marseille University, Aix-en-Provence, France*, ²*Grenoble University, Grenoble, France*, ³*Avignon University, Avignon, France*
- SCD3 The strategic management of demand uncertainty - a longitudinal study
Roy Stratton
Nottingham Trent University, Notts, UK

1.5 Global supply chain networks

Chair: Luiz Carlos Di Serio

- GSCN1 Processes of global sourcing decision-making practices
Christian Busse, Alina Stanczyk, Constantin Blome
EBS Business School, Supply Chain Management Institute, Wiesbaden, Germany
- GSCN2 Offshoring and nearshoring success: the importance of strategic reasons
Federico Caniato¹, Ruggero Golin², Matteo Kalchschmidt²
¹*Politecnico di Milano, Milano, Italy*, ²*Università degli Studi di Bergamo, Dalmine (BG), Italy*
- GSCN3 Strategic outsourcing? The Philips' case in the LCD TV Market
Luiz Carlos Di Serio¹, Robson Dantas Bento¹, Guilherme Silveira Martins¹, André Luis de Moura Castro Duarte²
¹*Getulio Vargas Foundation (FGV-EAESP), Brazil, Brazil*, ²*INSPER – Education and Research Institute, Brazil, Brazil*

1.6 Managing global operations: perspectives from emerging economies

Chair: Patrik Jonsson

- GO1 The Internationalization Process of Foreign Automotive Part Suppliers in China: Toward an Adaptive Capability Evolution Model
Joongsan Oh¹, Kyung-Tae Kim², Seung-Kyu Rhee³
¹*Sookmyung Women's University, Seoul, Republic of Korea*, ²*SK China Research Institute, Beijing, China*, ³*KAIST Graduate School of Management, Seoul, Republic of Korea*
- GO2 Exploring the Interface between Foreign Invested Manufacturing and R&D in Emerging Markets
Peder Veng Soeberg, Brian Vejrum Waehrens
Aalborg University, Aalborg, Denmark
- GO3 Effects from implementing advanced planning & scheduling systems for supply chain planning
Patrik Jonsson¹, Martin Rudberg²

¹Chalmers University of Technology, Gothenburg, Sweden,
²Linköping University, Linköping, Sweden

1.7 Capability and the resource based view

Chair: John Mills

- RBV1 Capabilities and Competencies in Humanitarian Operations
Aruna Apte¹, Keenan Yoho¹
¹Naval Postgraduate School, Monterey, California, USA, ²Naval Postgraduate School, Monterey, California, USA
- RBV2 The roles of resource coordination in the development of manufacturing competence: an exploratory case study
Yue Zhao, John Mills, Ken Platts
University of Cambridge, Cambridge, UK
- RBV3 Performance Improvement and Resource Co-ordination
John Mills, Ken Platts
Institute for Manufacturing, University of Cambridge, Cambridge, UK

1.8 Inventory management, planning and scheduling

Chair: Jaime Castañeda

- INV1 A theoretical and empirical investigation of inventory practices
Angel Diaz¹, Oswaldo Lorenzo¹, Bjorn Claes²
¹IE Business School, Madrid, Spain, ²Cranfield School of Management, Cranfield, UK
- INV2 Inventory Management in Closed Loop Supply Chains: a heuristic approach with safety stock on demand
Andrea Buccini, Massimiliano Schiraldi, Erica Segel
Tor Vergata University of Rome, Rome, Italy
- INV3 Influence of joint decisions and cognitive dissonance on newsvendor results
Jaime Castañeda, Paulo Gonçalves
University of Lugano, Lugano, Switzerland

1.9 NPD with suppliers

Chair: Antony Potter

- NPD1 Managing internal interactions in new product development operations
Burcu Felekoglu, James Moultrie
Institute for Manufacturing, University of Cambridge, Cambridge, UK
- NPD2 Relationships between supplier involvement, absorptive capacity and product innovation; a study of manufacturing industry in the UK
Saeed Najafi Tavani, Hossein Sharifi, Hossam Ismail
University of Liverpool, Liverpool, UK
- NPD3 The antecedents and consequences of glitches when suppliers are involved in new product development: the moderating effect of environmental turbulence
Antony Potter¹, Benn Lawson², Daniel Krause³
¹Queen's University, Belfast, UK, ²University of Cambridge, Cambridge, UK, ³Colorado State University, Fort Collins, USA

1.10 Supplier relationships: developing a country's perspective

Chair: Peter O'Neill

- SUPPLY1 Buyer-supplier relationships in a Sustainable Supply Chain: the Organic chain in Brazil
Luciana Vieira¹, Marcia Barcellos², Silvio Silva¹, Alexia Hoppe¹
¹UNISINOS, Sao Leopoldo, RS, Brazil, ²EA/PPGA/UFRGS, Porto Alegre, RS, Brazil
- SUPPLY2 A process for the prequalification of suppliers for a service organisation in a developing economy
Frank Ojadi¹, Dotun Adebajo²
¹Lagos Business School, Lagos, Nigeria, ²University of Liverpool, Liverpool, UK
- SUPPLY3 Supply chain management relationship structures: Chinese evidence compared to traditional frameworks
Peter O'Neill¹, Annibal Scavarda², Sisi Gao³, Booi Kam⁴
¹Monash University, Melbourne, Australia, ²American University of Sharjah, Sharjah, United Arab Emirates, ³RMIT University, Melbourne, Australia, ⁴RMIT University, Melbourne, Australia

1.11 Managing the operations-marketing interface

Chair: Lucio Lamberti

- MKT1 The application and evaluation of a framework for the sustainable alignment of operations strategy: exploring the marketing interface
Celeste Zanon, Alceu Alves Filho
Federal University of Sao Carlos, Sao Carlos, Sao Paulo, Brazil
- MKT2 Inter-functional integration between Marketing and Logistics: case study insights
Marcio L. Pimenta^{1,2}, Cinthia S. Brigante², Andrea L. Da Silva², Wendy L. Tate³
¹Uberlandia Federal University, Uberlândia, Brazil, ²Federal University of Sao Carlos, São Carlos, Brazil, ³University of Tennessee, Knoxville, USA
- MKT3 The supply chain management - marketing interface in dynamic contexts: an exploratory study
Margherita Pero, Lucio Lamberti
Politecnico di Milano, Milano, Italy

1.12 Operations and the environment

Chair: João Amato Neto

- ENV1 Sustainable Supply chains: New Challenges, New Governance
Samir Dani
Loughborough University, Loughborough, UK
- ENV2 Sustainable Supply Chain Management: Towards a Holistic Understanding of the Triple Bottom Line?
Alison Ashby, Mike Leat, Melanie Hudson-Smith
University of Plymouth, Plymouth, UK
- ENV3 A Study on Sustainability Common Topics in Operations Management and Industrial Ecology publication
Marcos Cesar Lopes Barros, João Amato Neto
University of São Paulo, São Paulo, Brazil

1.13 Operations and the environment

Chair: Helena Forslund

- ENV4 Environmental sustainability: drivers, practices and performance within the German third-party logistics industry

Steffen Maas^{1,2}, Tassilo Schuster²

¹Fraunhofer IIS, Nuremberg, Germany, ²Friedrich-Alexander-University, Erlangen-Nuremberg, Germany

- ENV5 Logistics strategy, transportation and environmental impacts - a causal systematic approach
Gerald Aschauer¹, Manfred Gronalt²
¹Upper Austria University of Applied Sciences, Steyr, Austria,
²University of Natural Resources and Life Sciences, Vienna, Austria
- ENV6 Environmental performance in transport contracts
Maria Björklund¹, Helena Forslund¹
¹Linköping University, Linköping, Sweden, ²Linnaeus University, Växjö, Sweden

1.14 The manufacturing-service interface

Chair: Andy Neely

- SERV1 New service development in capital goods manufacturers: empirical evidence from an Italian sample and proposal of a conceptual framework
Sylvie Roscio, Donatella Corti
Politecnico di Milano, Milano, Italy
- SERV2 Organizing servitization: A contingency perspective
Taija Turunen
Aalto University, Espoo, Finland
- SERV3 The Servitization of Manufacturing: Further Evidence
Andy Neely, Ornella Benedettini, Ivanka Visnjic
University of Cambridge, Cambridge, UK

1.15 Service supply chains

Chair: Martin Spring and Scott Sampson

- The two presentations will be followed by discussion
- PANEL1 Service Supply Chain Structure, Incentives and Workflow: Case study insights from two-stage outsourcing of engineering services
Martin Spring
Lancaster University Management School, Lancaster, UK
- PANEL2 The Seven Customer Roles in Service Supply Chains
Scott Sampson
Brigham Young University, Provo, Utah, USA

1.16 Human resource management aspects in operations

Chair: Carmen Medina-López

- HRM1 Evaluating the relation between worker-oriented lean practices and operational performance using meta-analysis and path-analysis
Nick Ziegls, Jan Riezebos, Dirk Pieter Van Donk
University of Groningen, Groningen, The Netherlands
- HRM2 Fit of technical and socio subsystems in lean context, and its impact on operational performance indicators
Dávid Losonci
Corvinus University of Budapest, Budapest, Hungary
- HRM3 Analysis and validation of HRM and TQM scales in a multiple informant international sample
Carmen Medina-López¹, Rafaela Alfalla-Luque¹, Juan A. Marín-García²

¹University of Seville, Seville, Spain, ²Universidad Politécnica de Valencia, Valencia, Spain

1.17 Human resource management aspects in operations

Chair: Alessandro Ancarani

- HRM4 Human resource issues in the New Zealand pipfruit industry: some findings from a quality management study
Nigel Grigg, Hans Doevendans
Massey University, Palmerston North, Manwatu, New Zealand
- HRM5 Team results and team members' competence development in virtual and face-to-face teams
Cristina Garcia, Maria J. Oltra, M. Luisa Flor, Montserrat Boronat
Jaume I University, Castellon, Spain
- HRM6 Over-confidence in inventory management: insights from a human experiment
Alessandro Ancarani¹, Carmela Di Mauro², Diego D'Urso³
¹DICA - University of Catania, Catania, Italy, ²DAPPSI - University of Catania, Catania, Italy, ³DIIM - University of Catania, Catania, Italy

1.18 Operations in the public sector

Chair: Paul Coughlan

- PUB1 Adapting to the Future: The application of new approaches to business process improvement -initial findings from a study of five UK police forces.
Harry Barton
Nottingham Business School, Nottingham, UK
- PUB2 The implications of maturity of Improvement Methodologies in UK Public Services: A pilot study
Ann Esain, Sarah Lethbridge, Simon Elias, Barry Evans, Ceri Davies
Cardiff University, Cardiff, UK
- PUB3 Process Capability - towards an empirical basis for support of lean operations
Paul Coughlan¹, Brian Fynes², Frank Wiengarten³, Bastian Fränken¹
¹Trinity College Dublin, Dublin, Ireland, ²UCD Dublin, Dublin, Ireland, ³ESADE, Barcelona, Spain

1.19 Operations in the public sector

Chair: Zoe Radnor

- PUB4 What is lean culture - and how to measure it?
Noémi Imre, István Jenei, Dávid Losonci
Corvinus University of Budapest, Budapest, Hungary
- PUB5 The Impact of EMR Capability on Hospital Performance.
Bogdan Bichescu¹, Randy Bradley¹, Wei Wu¹, Terry Byrd²
¹The University of Tennessee, Knoxville, TN, USA, ²Auburn University, Auburn, AL, USA
- PUB6 Readiness for Lean in Healthcare: Views from the Executive
Zoe Radnor³, Amrik Sohal², Nicola Burgess², Peter O'Neill¹
¹Warwick Business School, Coventry, UK, ²Monash University, Victoria, Australia, ³Cardiff Business School, Cardiff, UK

1.20 Lean/process improvement

Chair: John Bicheno

- LEAN1 Kaizen implementation: A "best case" analysis
Kodo Yokozawa¹, Harm-Jan Steenhuis²
¹University of Twente, Enschede, The Netherlands, ²Eastern Washington University, Spokane/WA, USA
- LEAN2 Lean implementation within SMEs: a literature review
Qing Hu, Sharon Williams, Robert Mason, Pauline Found
Cardiff University, Cardiff, UK
- LEAN3 The 'Formula of Lean': Notes on the Kingman equation
Matthias Holweg¹, John Bicheno¹
¹Judge Business School, University of Cambridge, Cambridge, UK,
²Cardiff Business School, Cardiff, UK

Lunch

Monday 4 July 12.15 - 13.15

PARALLEL SESSIONS - Monday 4 July 13.15 - 14.45

2.1 Managing the operations-strategy interface

Chair: Atanu Chaudhuri

- STR10 Reflections on operations strategy development and execution
Alex Hill¹, Terry Hill²
¹Kingston University, Kingston-upon-Thames, UK, ²Oxford University, Oxford, UK
- STR11 Supply chain integration under resource dependence; How powerful buyers and suppliers shape integration as the value of the relationship rises
Boyana Petkova, Taco Van der Vaart, Eric Molleman
University of Groningen, Groningen, The Netherlands
- STR12 Utilizing constraints to identify opportunities for innovation: Findings from Indian industries and future research directions
Atanu Chaudhuri
Indian Institute of Management, Lucknow, Uttar Pradesh, India

2.2 Managing the operations-strategy interface

Chair: Jill MacBryde

- STR13 Developing a framework for servitization decision
Jassada Lertsaksereekun, Natcha Thawesaengkulthai
Chulalongkorn University, Bangkok, Thailand
- STR14 An exploratory study of the dynamic manufacturing strategy in start-up companies
Sirirat Lim, Ken Platts, Tim Minshall
University of Cambridge, Cambridge, UK
- STR15 Lost in Translation: bridging the gap between strategic management and operations strategy
Jill MacBryde, Steve Paton, George Burt
University of Strathclyde, Glasgow, UK

2.3 Managing the operations-strategy interface

Chair: Luiz Carpinetti

- STR16 Business models in fashion industry: an empirical analysis
Laura Macchion, Pamela Danese, Andrea Vinelli, Romano Cappellari
University of Padova, Vicenza, Italy
- STR17 Configuration of a global manufacturing system - a longitudinal case study.
René Taudal Poulsen³, Anders Paarup Nielsen¹, Brian Vejrum Waehrens²
¹Aalborg University, Copenhagen, Denmark, ²Aalborg University, Aalborg, Denmark, ³University of Southern Denmark, Esbjerg, Denmark
- STR18 Supplier selection criteria and techniques: a case research on the automotive supply chain
Vania Pela, Luiz Carpinetti
University of São Paulo, São Carlos, São Paulo, Brazil

2.4 Supply chain design

Chair: Alistair Brandon-Jones

- SCD4 Supply Chain Agility and Supply Chain Adaptability: Antecedents, Moderators and Performance Effects
Dominik Eckstein, Constantin Blome, Michael Henke
EBS Business School, Wiesbaden, Germany
- SCD5 Key factors for implementing postponement: case studies from the Brazilian food industry
Karine Araújo Ferreira², Rosane Lucia Chicarelli Alcântara¹, Angela Cristina Marqui¹
¹Federal University of São Carlos, São Carlos, SP, Brazil, ²Federal University of Ouro Preto, João Monlevade, MG, Brazil
- SCD6 An integrated model for enhancing supply chain visibility: an extended resource-based view
Shereen Nassar, Alistair Brandon-Jones, Nigel Caldwell, Mike Lewis
University of Bath, Bath, UK

2.5 Global supply chain networks

Chair: Jan Stentoft Arlbjörn

- GSCN4 Plant Roles in High Cost Countries - A Survey Analysis of Manufacturing Networks in the Northern Europe
Virpi Turkulainen, Marja Blomqvist
Aalto University, Espoo, Finland
- GSCN5 Factors affecting the execution of supply chain management - an international view
Herbert Kotzab^{1,2}, Christoph Teller³, David Grant⁴
¹University of Bremen, Bremen, Germany, ²Glasgow Caledonian University, Glasgow, UK, ³University of Stirling, Stirling, UK, ⁴Heriot-Watt University, Edinburg, UK
- GSCN6 Capability Requirements in Evolving Manufacturing Networks
Jan Stentoft Arlbjörn¹, Aki Laiho², Eero Eloranta¹, Mareike Kessels³
¹University of Southern Denmark, Kolding, Denmark, ²Aalto University, Espoo, Finland, ³RWTH Aachen University, Aachen, Germany

2.6 Managing global operations: Perspectives from emerging economies

Chair: Min Zhang

- GO4 Internationalization among emerging economies: insights from Brazilian-Russian beef network
Karim Marini Thomé^{1,3}, Rosa Teresa M. Machado¹, Luciana Vieira²
¹Universidade Federal de Lavras, Lavras - Minas Gerais, Brazil, ²Universidade do Vale do Rio dos Sinos, São Leopoldo - Rio Grande do Sul, Brazil, ³University of Brasília, Brasília - DF, Brazil
- GO5 Adjusting Process Implementation Activities to context-specific Requirements in Low-Cost-Countries
Hans-Georg Mundhenke, Ken Platts
Institute for Manufacturing, University of Cambridge, Cambridge, UK
- GO6 Outsourcing in the global pharmaceutical industry: Collaborative value delivery
Kulwant Pawar¹, Janat Shah², Ashrit Cheepirishetti¹, Peeyush Mehta³, Min Zhang¹, Johann Riedel¹
¹Nottingham University Business School, Nottingham, UK, ²Indian

2.7 Capability and the resource based view

Chair: Ken Platts

- RBV4 Configuring Competitive Advantages: Resources and Capabilities in Operations Networks
Johanna K. Jaskari^{1,2}
¹Aalto University School of Science and Technology, Espoo, Finland, ²BIT Research Centre, Espoo, Finland
- RBV5 Dynamic Capabilities in Sustainable Supply Chain Management - a conceptual framework and insights from the literature
Philip Beske, Stefan Seuring, Matthias Freise
University of Kassel, Kassel, Germany
- RBV6 Developing a Process for Identifying "Make Competences" in Small and Medium Manufacturers
Mohamed Khater, Ken Platts
University of Cambridge, Cambridge, UK

2.8 Inventory management

Chair: Afshin Mansouri

- INV4 The volatility of the airline industry and its effects on an aircraft manufacturer's purchasing function
João Henrique Lopes Guerra¹, Luís Miguel Domingues Fernandes Ferreira², Alceu Gomes Alves Filho¹
¹Universidade Federal de São Carlos, São Carlos, São Paulo, Brazil, ²Universidade de Aveiro, Aveiro, Portugal
- INV5 Investigating the Applicability and Impact of Enterprise Resource Planning (ERP) Systems: The Effect of Production Strategy
Bulut Aslan, Mark Stevenson, Linda Hendry
Lancaster University, Lancaster, UK
- INV6 A New Algorithm for Product Mix Problems for Job Shop Systems based on Theory of Constraints
Davood Golmohammadi¹, Afshin Mansouri^{1,2}
¹University of Massachusetts Boston, Boston, MA, USA, ²Brunel University, Uxbridge, UK

2.9 Innovation in inter-firm relationships

Chair: Lars Bengtsson

- INN1 An Empirical Investigation of Business Model Innovation on Inter- and Intra-Organisational Relationships
Mehmet Cakkol, Mark Johnson
Cranfield School of Management, Cranfield, UK
- INN2 Managing inter-firm relationships in open service innovation
Carolien de Blok, Wietze van der Aa, Pim den Hertog
University of Amsterdam, Amsterdam, The Netherlands
- INN3 Leveraging supplier innovativeness through knowledge integration
Lars Bengtsson¹, Nicolette Lakemond², Mandar Dabhilkar³
¹University of Gävle, Gävle, Sweden, ²Linköping University, Linköping, Sweden, ³KTH, Stockholm, Sweden

2.10 Supplier relationships: developing a country's perspective

Chair: Christopher Williams

- SUPPLY4 Patterns of supply chain integration: cluster analyses of three Thai industries
Sakun Boon-itt¹, Chee Yew Wong², Christina W.Y. Wong³
¹Thammasat University, Bangkok, Thailand, ²University of Hull Business School, Hull, UK, ³The Hong Kong Polytechnic University, Hong Kong, Hong Kong
- SUPPLY5 Exploring the Client-Vendor Interface in Offshore Outsourcing: A Longitudinal Study of a Project's Transition to India
Christopher Williams
Richard Ivey School of Business, London, Canada

2.11 Managing the operations-marketing interface

Chair: Nick Oliver

- MKT4 External product variety, mass customization and order fulfilment in the automotive industry: A comparison between German and Japanese cases
Thomas Staeblein¹, Katsuki Aoki², Takahiro Tomino³
¹Technical University, Munich, Germany, ²Meiji University, Tokyo, Japan, ³Meiji University, Tokyo, Japan
- MKT5 Product Diversity Management within a supply chain perspective: lessons from an empirical study
Katja Klingebiel^{1,4}, Augusto da C. Reis^{2,3}, Luiz Felipe Scavarda², Jens Schaffer^{6,5}, Silvia Brafman²
¹TU Dortmund, Dortmund, Germany, ²DEI / Pontifícia Universidade Católica do Rio de Janeiro, Rio de Janeiro, Brazil, ³CEFET-Rio, Rio de Janeiro, Brazil, ⁴Fraunhofer IML, Dortmund, Germany, ⁵University of Applied Sciences-Emden-Leer, Emden, Germany, ⁶YesCon Consulting, Bielefeld, Germany
- MKT6 Changing Patterns of Leanness: Stock Turns in the Japanese and Western Auto Industries 1975-2008
Nick Oliver, Nina Cuckow
University of Edinburgh Business School, Edinburgh, UK

2.12 Operations and the environment

Chair: Johann Meckenstock

- ENV7 Green Supply Chain Management in Italy: Pressures, Practices and Performance
Guido J.L. Michel², Enrico Cagno², Marta Zorzini¹, Joseph Sarkis³, Sara Perotti²
¹Lancaster University, Lancaster, UK, ²Politecnico di Milano, Milano, Italy, ³Clark University, Worcester, MA, USA
- ENV8 Improving sustainability performance in the supply chain: drivers and barriers to engaging SME suppliers
Osama Meqdadi, Rhona Johnsen, Thomas Johnsen, Joe Miemczyk, Thierry Sauvage
Audencia Nantes School of Management, Nantes, France
- ENV9 Understanding sustainable supply chains – Locally and globally
Johann Meckenstock, Ana Paula Barbosa-Póvoa
Instituto Superior Técnico, UTL, Lisboa, Portugal

2.13 Operations and the environment

Chair: Tânia Rodrigues Pereira Ramos

- ENV10 Challenges and Opportunities for Reverse Logistics Initiatives in the Automotive Industry
Breno Nunes¹, David Bennett¹, Duncan Shaw¹, João Quariguasi Frota Neto²
¹Aston University, Birmingham, UK, ²The University of Manchester, Manchester, UK
- ENV11 Reverse logistics systems for waste generated throughout vehicles life-cycle
Ruth Carrasco-Gallego, Joaquin Delgado-Hipolito, Eva Ponce-Cueto
Technical University of Madrid (UPM), Madrid, Spain
- ENV12 Restructuring service areas and vehicle routes in a recyclable waste collection system
Tânia Rodrigues Pereira Ramos^{1,3}, Maria Isabel Gomes², Ana Paula Barbosa-Póvoa³
¹Instituto Universitário de Lisboa (ISCTE-IUL), Lisbon, Portugal, ²CMA - FCT - Universidade Nova de Lisboa, Lisbon, Portugal, ³CEG - IST - Universidade Técnica de Lisboa, Lisbon, Portugal

2.14 The manufacturing-service interface

Chair: Ivanka Visnjic

- SERV4 Change Drivers for Transformation towards Product-Service Systems
Doroteya Vladimirova, Stephen Evans, Veronica Martinez
Cranfield University, Cranfield, UK
- SERV5 Organising for Servitization across Multiple Operating Environments: the constraining and enabling effects of path dependency
Jawwad Raja¹, Ahmad Beltagu², Mehmet Cakkol¹
¹Cranfield University, Cranfield, UK, ²Nottingham University, Nottingham, UK
- SERV6 Successfully Implementing Service Business Model in a Manufacturing Firm
Ivanka Visnjic^{2,3}, Bart Van Looy¹
¹Katholieke Universiteit Leuven, Leuven, Belgium, ²ESADE Business School, Barcelona, Spain, ³University of Cambridge, Cambridge, UK

2.15 The manufacturing-service interface

Chair: Saara Brax

- SERV7 New Industrial Product-Service Systems Development: The interface between innovation and operations
Juliana Santos, Martin Spring
Lancaster University Management School, Lancaster, UK
- SERV8 Untangling the emerging concept of service platforms: what are they? what do they consist of?
Martin Skold, Malin Schmidt
Stockholm School of Economics, Centre for Innovation and Operations Management, Stockholm, Sweden
- SERV9 Process modularity in service offerings - Conceptual analysis
Saara Brax, Maija Isotalus
Aalto University, Espoo, Finland

2.16 Human resource management aspects in operations

Chair: Richard Cooney

- HRM7 "Organisational agility" – A critical success factor in the introduction of High Performance Work Systems?
Martin Menrad, Thomas Wallner
Upper Austria University of Applied Sciences, Steyr, Austria
- HRM8 Developing a causal model of factors affecting labor productivity of construction operations: the case of Iran
Mohammad Mohammadpour Omrani¹, Gholamreza Jamal²
¹*Iran University of Science & Technology, Tehran, Tehran, Iran*,
²*Persian Gulf University, Bushehr, Iran*
- HRM9 Teamworking and Flexibility. Two Cases from the Australian Automotive Industry.
Richard Cooney
Monash University, Victoria, Australia

2.17 The good paper

Chair: Matthias Holweg

Panel

Matthias Holweg
Martin Christopher
Morgan Swink
Steve Brown

2.18 Operations in the public sector

Chair: Paul Walley

- PUB7 Collaborative sourcing of complex technologies in healthcare system: implications for strategies
Chiara Gobbi, Juliana Hsuan
CBS, Copenhagen, Denmark
- PUB8 Performance measurement utilisation in public organizations: the influence of political, cultural and rational factors.
Francesco Sole, Daniela Carlucci, Giovanni Schiuma
Università degli studi della Basilicata, Potenza, Italy
- PUB9 The content and process of a successful whole system improvement programme
Paul Walley
Warwick University, Coventry, UK

2.19 Operations in the public sector

Chair: Steve New

- PUB10 Trajectory of Lean implementation: the case of English hospitals
Nicola Burgess¹, Zoe Radnor²
¹*University of Warwick, Coventry, UK*, ²*University of Cardiff, Cardiff, UK*
- PUB11 Lessons from using the A3 structure in a multi-site lean healthcare experiment
Norman Faul^{1,2}, Chipu Mupure^{2,1}, Anton Grutter^{3,2}, Tony Booyesen⁴,
Zameer Brey¹, Ruzivo Chigwedere², Rose Heathcote⁵

¹University of Cape Town, Cape Town, South Africa, ²Lean Institute Africa, Cape Town, South Africa, ³University of the Western Cape, Bellville, South Africa, ⁴Lean Sigma Consulting, Cape Town, South Africa, ⁵ThinkingPeople, Johannesburg, South Africa

PUB12

Lean and Safety in Healthcare: Methodologies for Practice and Research

Steve New¹, Simon Kreckler², Ken Cathpole², Peter McCulloch²

¹University of Oxford, Oxford, UK, ²University of Oxford, Oxford, UK

2.20 Process improvement

Chair: Christine Welch

PI1

A Systematic approach for prioritizing lean practices using AHP

Magdy Khalaf, Mohamed El Mokadem

Arab Academy for Science and Technology, Alexandria, Egypt

PI2

Financial Performance indicators used in the analysis of the TQM,TPM, and JIT/Lean Manufacturing advanced productions practices: literature review and proposal

Bernabé Escobar Perez, José Antonio Domínguez Machuca, Darkys

Edith Lujan Garcia

Universidad de Sevilla, Seville, Spain

PI3

Value streams, effectiveness and the achievement of balance

Christine Welch, Tammi Sinha

University of Portsmouth, Portsmouth, UK

Refreshment Break

Monday 4 July 14.45 - 15.15 West Road Concert Hall

PARALLEL SESSIONS 15.15 - 16.45

3.1 Managing the operations-strategy interface

Chair: Dirk Pieter Van Donk

- STR19 Market Made: Manufacturing Capabilities and Export Markets for Developing Country Firms
Nigel Williams, Yongmei Bentley, David Owen, Elly Philpott
University of Bedfordshire, Luton, UK
- STR20 The Causal Relationships between Manufacturing Strategy Process, Manufacturing- Marketing Integration and Plant Performance
Joongsan Oh¹, Wonhee Lee², Seung-Kyu Rhee³
¹Sookmyung Women's University, Seoul, Republic of Korea, ²Ecofrontier, Inc., Seoul, Republic of Korea, ³Korea Advanced Institute of Science and Technology (KAIST), Seoul, Republic of Korea
- STR21 Dynamics of SKU classification: the production strategy in a dairy company
Tim Van Kampen, Dirk Pieter Van Donk
University of Groningen, Groningen, The Netherlands

3.2 Managing the operations-strategy interface

Chair: Saskia Gutter

- STR23 Dynamic abilities in performance measurement system: a case study on practice and strategies
Mohammed Salloum^{1,2}, Magnus Wiktorsson¹
¹Mälardalen University, Eskilstuna, Sweden, ²Volvo Construction Equipment, Eskilstuna, Sweden
- STR22 The role of continuous improvement programmes beyond operational excellence
Seamus O'Reilly, Lawrence Dooley
University College Cork, Cork, Ireland
- STR24 The influence of single lean principles on lean bundles
Saskia Gutter
University of St Gallen, St Gallen, Switzerland

3.3 Managing the operations-strategy interface

Chair: Paulo Roberto Dalcol

- STR25 Investigating the Effects of New Product Development Techniques on Mass Customisation Capability
Zu'bi Al-Zu'bi¹, Christos Tsinopoulos¹
¹University of Jordan, Amman, Jordan, ²Durham University, Durham, UK
- STR26 Organisational antecedents of mass customisation capability
Alessio Trentin, Cipriano Forza, Elisa Perin
Università di Padova, Vicenza, Italy
- STR27 Decision-making on manufacturing flexibility for the management of operational risks in the productive process of Brazilian automotive industries
Paulo Roberto Dalcol¹, Ualison Rebula de Oliveira², Fernando Augusto Marins²
¹Pontifical Catholic University of Rio de Janeiro, Rio de Janeiro,

Brazil, ²Sao Paulo State University (UNESP), Guaratingueta, Brazil

3.4 Supply chain design

Chair: Robert van der Meer

- SCD7 A supply chain resilience assessment model
Helena Carvalho, Virgílio Cruz-Machado
UNIDEMI, Universidade Nova de Lisboa, Caparica, Portugal
- SCD8 Escaping the inescapable: inevitable disruptions and risk mitigation in supply networks
Philip Greening¹, Janet Godsell¹, Christine Rutherford²
¹*Cranfield University, Cranfield, UK*, ²*Heriot Watt University, Edinburgh, UK*
- SCD9 Modelling and managing systemic risks in supply chains
Kanogkan Leerojanaprapa, Lesley Walls, Robert van der Meer
University of Strathclyde, Glasgow, UK

3.5 Global supply chain networks

Chair: Marja Blomqvist

- GSCN7 Advances in Augmented reality for Operating Global manufacturing Value Chains
Wasim A. Khan, Amir Hussain
Institute of Business Administration, Karachi, Pakistan
- GSCN8 Governance and transformation of clusters: theoretical models and the case of the maritime cluster in Mid-West Norway
Lise Lillebrygfjeld Halse
Molde University College, Molde, Norway
- GSCN9 Managing global manufacturing networks - Uncovered plant roles of global manufacturing companies
Marja Blomqvist, Virpi Turkulainen
Aalto University, Espoo, Finland

3.6 Operations and the environment

Chair: Maïke Scherrer-Rathje

- ENV13 Greening the construction industry supply chain using - system dynamics approach
Balan Sundarakani¹, Arijit Sikdar², Sreejith Balasubramanian², Stephan Wagner⁴
¹*University of Wollongong, Dubai, United Arab Emirates*, ²*University of Wollongong, Dubai, United Arab Emirates*, ³*ETH Zurich, Zurich, Switzerland*
- ENV14 Supply chain planning with sustainability considerations: an integrative framework
Yang Wang¹, Renzo Akkerman¹, Morten Birkved¹, Martin Grunow²
¹*Technical University of Denmark, Kgs. Lyngby, Denmark*, ²*Technische Universität München, Munich, Germany*
- ENV15 Using Causal Loop Diagrams (CLD) as an organizational learning tool to raise management awareness of the eco-sustainability challenge and to facilitate operational problem solving
Andreas Hinz, Maïke Scherrer-Rathje, Saskia Guetter
University of St Gallen, Institute of Technology Management, St Gallen, Switzerland

3.7 Purchasing management

Chair: Vikram Bhakoo

- PURCH1 Aligning operations strategy and purchasing strategy
Joakim Wikner, Jenny Bäckstrand
Jönköping University, Jönköping, Sweden
- PURCH2 Outsourcing Practices in Canadian Organizations: The Experience of Purchasing Professionals
Harvey Millar¹, Suzana Russell²
¹Saint Mary's University, Halifax, Nova Scotia, Canada, ²University of Trinidad and Tobago, Arima, Trinidad and Tobago
- PURCH3 Institutional decoupling across the supply chain: The case of Information Technology implementation
Vikram Bhakoo¹, Thomas Choi¹
¹University of Melbourne, Melbourne, Australia, ²Arizona State University, Arizona, USA

3.8 Managing inter-firm relationships

Chair: Katri Karjalainen

- INTER1 Classification of Retailer-Supplier Partnerships with Different Levels of Partnership Performance
Canan Kocabasoglu-Hillmer, ManMohan Sodhi, Byung-Gak Son
Cass Business School, London, UK
- INTER2 The relationship between trust and supply chain partnership with operational performance: a cross-regional analysis
Andrew Finger², Ely Paiva¹, Luciana Vieira²
¹Fundacao Getulio Vargas, Sao Paulo, Brazil, ²Unisinos, Sao Leopoldo, Brazil
- INTER3 Electronic purchasing tools and purchasing absorptive capacity as antecedents of purchasing category performance
Katri Karjalainen², Alistair Brandon-Jones¹, Stefano Ronchi³, Erik van Raaij⁴
¹University of Bath, Bath, UK, ²The University of Manchester, Manchester, UK, ³Politecnico di Milano, Milano, Italy, ⁴Erasmus University, Rotterdam, The Netherlands

3.9 Performance management in inter-firm relationships

Chair: Pairach Piboonrungraj

- PERF1 Virtuality of organizations and performance: a quantitative study in Brazilian manufacturing firms
Claudia Mattos², Fernando Laurindo¹
¹USP, São Paulo, Brazil, ²Centro Universitario FEI, São Paulo, Brazil
- PERF2 The giant's dilemma: to dance or wrestle? Interdependence between large organisations and the effect on relationship performance
Donna Marshall¹, Mark Goh², Daniel Lynch³, Eamonn Ambrose¹
¹University College Dublin, Dublin, Ireland, ²National University of Singapore, Singapore, Singapore, ³Dalhousie University, Nova Scotia, Canada
- PERF3 Supply chain collaboration, inter-firm trust and logistics performance: Evidence from the tourism sector
Pairach Piboonrungraj^{1,2}, Stephen Disney^{1,3}
¹Cardiff Business School, Cardiff University, Cardiff, UK, ²Chiang Mai University, Chiang Mai, Thailand, ³Metropolitan College, Boston

3.10 Managing inter-firm relationships

Chair: Alan McKittrick

- INTER4 Supply Chain Rationality in Engineering-To-Order companies: similarities and differences in two cases
Frans Bakker, Dirk Pieter Van Donk
RijksUniversiteit Groningen, Groningen, The Netherlands
- INTER5 The Impact of Information Visibility on the Bullwhip Effect
Paulo Goncalves, Mohammad Moshtari
University of Lugano, Lugano, Switzerland
- INTER6 A Case Study of Management Control in a large Back-office BPO Arrangement
Alan McKittrick¹, Frank Wiengarten¹
¹*University of Ulster, Newtownabbey, UK*, ²*ESADE School of Business, Barcelona, Spain*

3.11 Managing the operations-marketing interface

Chair: Thomas Bortolotti

- MKT7 The strategic alignment of operations: case studies in the interface with marketing
Celeste Zanon, Alceu Alves Filho
Federal University of Sao Carlos, Sao Carlos, Sao Paulo, Brazil
- MKT8 Market Orientation, Performance Management and Strategic Integration of Purchasing and Supply Management - An Embedded Multiple Case Study
Matthias Goellner, Constantin Blome, Michael Henke
EBS Business School, Wiesbaden, Germany
- MKT9 Product modularity, supplier integration and operational performance: evidence from the high performance manufacturing project
Pamela Danese², Pietro Romano¹, Thomas Bortolotti¹
¹*University of Udine/DIEGM, Udine, Italy*, ²*University of Padova/DTG, Vicenza, Italy*

3.12 Operations and the environment

Chair: Elcio Tachizawa

- ENV16 Manufacturer-retailer collaboration on sustainability: An emerging agenda
Silvia Rossi¹, Marie Koulikoff-Souviron¹
¹*Cranfield School of Management, Cranfield, UK*, ²*SKEMA Business School, Sophia Antipolis, France*
- ENV17 Sustainable purchasing through inter and intra-firm collaboration
Davide Luzzini, Gianluca Spina, Raffaele Almici
Politecnico di Milano, Milan, Italy
- ENV18 Assessment or collaboration? An empirical study on Green Supply Chain Management
Elcio Tachizawa¹, Cristina Gimenez², Maria José Montes-Sancho¹
¹*Universidad Carlos III de Madrid, Getafe, Madrid, Spain*, ²*Universitat Ramon Llull, Sant Cugat del Valles, Catalunya, Spain*

3.13 Operations and the environment

Chair: Silvia Zilber

- ENV19 Low Carbon Emission Global Supply Networks: From measurement to Redesign - a case study in ICT industry
Jialun Hu, Yongjiang Shi, Dennis Lewis
Institute for Manufacturing, University of Cambridge, Cambridge, UK
- ENV20 Sustainability and mass customization: can they be integrated in a new production paradigm? Empirical test of a reference framework.
Donatella Corti¹, Marco Taisch¹, Golboo Pourabdollahian¹, Luca Canetta², Andrea Bettoni², Paolo Pedrazzoli²
¹*Politecnico di Milano, Milan, Italy*, ²*Scuola Universitaria Professionale della Svizzera Italiana, Lugano, Switzerland*
- ENV21 The Carbon Credits Market in Brazil: Supplying CDM Project Solutions
Silvia Zilber
UNINOVE University, Sao Paulo, Brazil

3.14 The manufacturing-service interface

Chair: Tim Baines

- SERV10 A location model proposal for collecting used batteries in Spain
Eva Ponce-Cueto, José A. González-Manteca, Ruth Carrasco-Gallego
Technical University of Madrid, Madrid, Spain
- SERV11 The importance of dynamic assembly for the management of operations in service supply chains
Frederic Pellegrin-Romeggio¹, Diego Vega¹, Elodie Kacioui-Maurin^{1,2}
¹*Université de la Méditerranée, Aix-en-Provence, France*, ²*Université Jean Monnet, St-Etienne, France*
- SERV12 An exploration of vertical integrations and facilities practices within servitized operations
Tim Baines¹, Howard Lightfoot², Palie Smart²
¹*Aston Business School, Birmingham, UK*, ²*Cranfield University, Cranfield, UK*

3.15 The manufacturing-service interface

Chair: Antero Putkiranta

- SERV13 A process model for developing integrated product-service offerings
Richard Clayton^{1,2}, Chris Backhouse¹, Samir Dani¹, Jeremy Lovell²
¹*Loughborough University, Loughborough, UK*, ²*RailCo, UK, UK*
- SERV14 Service Transition: A Path Dependence Approach
Max Finne, Mari Heikkilä
Aalto University, Helsinki, Finland
- SERV15 Applying the Ferdows's model 'the strategic role of plant' in service environment
Markku Kuula¹, Antero Putkiranta^{2,3}
¹*Aalto University, Helsinki, Finland*, ²*Metropolia University of Applied Sciences, Espoo, Finland*, ³*Lappeenranta University of Technology, Lappeenranta, Finland*

3.16 Human resource management aspects in operations

Chair: Jürgen Phil Wagner

- HRM10 Behavioural Dynamics in High-Performing Continuous Improvement Teams
Desiree Van Dun^{1,2}, Tim Van Eck¹, Mark Van Vuuren¹, Celeste Wilderom¹
¹University of Twente, Enschede, The Netherlands, ²House of Performance, Utrecht, The Netherlands
- HRM11 The joint effect of HRM and TQM practices on business competitive advantage
Rafaela Alfalla-Luque¹, Carmen Medina-López¹, Juan A. Marín-García²
¹University of Seville, Seville, Spain, ²ROGLE-Universidad Politecnica de Valencia, Valencia, Spain
- HRM12 Re-constructing Organisational Cultures of Continuous Improvement: Findings from International Case Studies
Jürgen Phil Wagner¹, Nigel Grigg¹, Robin Mann¹, Musli Mohammad¹, Warwick Harvie²
¹Massey University, Palmerston North, New Zealand, ²Toyota Global Knowledge Center, Torrance, CA, USA

3.17 Practice and theory building for managing complex performance

Chair: Nigel Caldwell

- MCP1 Complex Service Systems - Identifying Drivers, Characteristics and Success Factors
Andy Neely, Duncan McFarlane, Ivanka Visnjic
University of Cambridge, Cambridge, UK
- MCP2 Patient safety and Operational Complexity: a systemic approach
Maria Kapsali¹, John Bessant¹
¹Imperial College Business School, London, UK, ²University of Exeter Business School, Exeter, UK
- MCP3 A sales and operations planning configuration framework
Patrik Jonsson
Chalmers University of Technology, Gothenburg, Sweden

3.18 Operations in the public sector

Chair: Harry Barton

- PUB13 Lean Business Schools - A case study of Lean Implementation in Higher Education
Tammi Sinha, Jackie Seymour, Eric De Greef
University of Portsmouth, Portsmouth, UK
- PUB14 Total quality management in developing countries: a model for Pakistani Universities
Muhammad Usman Awan¹, Muhammad Khalid Khan¹, Niaz Ahmad²
¹University of the Punjab, Lahore, Pakistan, ²National Textile University, Faisalabad, Pakistan
- PUB15 Assessing the Impact of Lean Implementation within a UK University Business School : A Case Study in Action.
Harry Barton, Baback Yazdani, Colin Tivey
Nottingham Business School, Nottingham, UK

3.19 Operations in the public sector

Chair: Giovanni Radaelli

- PUB16 Innovating operations in healthcare: the (un)solved quest for making telemedicine-based services work

*Federica Segato, Laura Bartoli, Emanuele Lettieri, Cristina Masella
Politecnico di Milano, Milan, Italy*

- PUB17 The development and evaluation of an Innovation Engine for empowerment and change in healthcare
Kristian Siverbo^{1,2}, Henrik Eriksson¹, Helle Wijk³
¹Chalmers University of Technology, Göteborg, Sweden, ²Sahlgrenska University Hospital, Göteborg, Sweden, ³Göteborg University Institute of Health and Care Sciences, Göteborg, Sweden
- PUB18 The role of individual and group innovativeness to support the diffusion of a new Operations practice in Healthcare
*Giovanni Radaelli, Emanuele Lettieri, Cristina Masella
Politecnico di Milano, Milano, Italy*

3.20 Process improvement

Chair: Arumugam Velaayudan

- PI4 Randomness in processing times and its impact on a serial production process performance
*Yaghoub Khojasteh-Ghamari
Temple University, Japan Campus, Tokyo, Japan*
- PI5 A Matrix for identification and selection of appropriate quality improvement techniques for food SMEs: findings from empirical research
Manoj Dora¹, Maneesh Kumar², Dirk Van Goubergen¹, Adrienn Molnar¹, Xavier Gellynck¹
¹Ghent University, Ghent, Belgium, ²Edinburgh Napier University, Edinburgh, UK
- PI6 Organizational Learning mechanisms in Six Sigma Projects: An empirical study
Arumugam Velaayudan¹, Jiju Antony¹, Maneesh Kumar²
¹University of Strathclyde, Glasgow, UK, ²Edinburgh Napier University, Edinburgh, UK

EurOMA 2011 Annual General Meeting

Monday 4 July 16.50 - 17.50

Tuesday 5 July

PARALLEL SESSIONS - Tuesday 5 July - 08.45 - 10.15 hrs

4.1 Managing the operations-strategy interface

Chair: Yufeng Zhang

- STR28 Viewing engineering offshoring in a network perspective:
Challenges and key patterns
Zaza Hansen¹, Yufeng Zhang², Saeema Ahmed-Kristensen¹
¹Technical University of Denmark, Lyngby, Denmark, ²Birmingham Business School, Birmingham, UK
- STR29 Developing a SWOT roadmapping technique for managing
strategy, operations, and technology interfaces
Choy Leong Yee, Kenny Guan Cheng Teoh, Winnie Wei Yu Liaw
Universiti Putra Malaysia, Serdang, Selangor, Malaysia
- STR30 Engineering Strategies: An analytical framework and
implementation guidance
Yufeng Zhang^{1,2}
¹University of Birmingham, Birmingham, UK, ²University of Cambridge, Cambridge, UK

4.2 Managing the operations-strategy interface

Chair: Marcus Assarlind

- STR31 Manufacturing supporting strategies in SMME
Kristina Säfsten¹, Mats Winroth^{1,2}
¹Jönköping university, Jönköping, Sweden, ²Chalmers Institute of Technology, Göteborg, Sweden
- STR32 Sustaining local manufacturing: A longitudinal study of Swedish
companies
Mats Winroth¹, Muhammad Abid¹, Bengt Almgren², David Bennett^{3,4}, Breno Nunes³
¹Chalmers University, Gothenburg, Sweden, ²SolvingEfeso AB, Gothenburg, Sweden, ³Aston University, Birmingham, UK, ⁴University of South Australia, Adelaide, Australia
- STR33 Enabling Factors of Adaptive Capability in Small and Medium
Enterprises
Aylin Ates¹, Marcus Assarlind², Catherine Maguire¹, Umit Bititci¹, Jill MacBryde¹
¹University of Strathclyde, Glasgow, UK, ²Chalmers University of Technology, Gothenburg, Sweden

4.3 Managing the operations-strategy interface

Chair: Levente Szász

- STR34 Linking supplier relationship with postponement: an empirical
analysis
Soroosh Saghirji, Alex Hill
Kingston Business School, London, UK
- STR35 Using manufacturing focus portfolios to assess product mix
complexity in manufacturing footprint design
Robert Schilling^{1,2}, Joerg Schwartz²
¹Katholische Universität Eichstatt-Ingolstadt, Hamburg, Germany, ²Beiersdorf AG, Hamburg, Germany
- STR36 Manufacturing competitive priorities and business performance - an
importance-performance analysis approach

Levente Szász¹, Krisztina Demeter²

¹Babes-Bolyai University, Cluj-Napoca, Romania, ²Corvinus University of Budapest, Budapest, Hungary

4.4 Supply chain design

Chair: Rhian Silvestro

- SCD10 Low Cost Country Sourcing Complexities and Supply Chain Strategies
Nachiappan Subramanian¹, Shams Rahman¹, Chandra Lalwan²
¹RMIT University, Melbourne, Australia, ²University of Hull, Hull, UK
- SCD11 The Role of Functional Interdependencies in Global Operations Networks: From Delinking to Organizing Interfaces
Dmitrij Slepnirov, Brian Vejrum Waehrens
Aalborg University, Aalborg, Denmark
- SCD18 Managing the interface between physical and financial supply chains: implications for banks' payment services
Rhian Silvestro¹, Paola Lustrato²
¹University of Warwick, Coventry, UK, ²IBM Financial Services, Turin, Italy

4.5 Global supply chain networks

Chair: Bart MacCarthy

- GSCN10 The Configuration of the Outbound Supply Chain for the International Growth of Italian Fashion Companies
Antonella Moretto, Andrea Sianesi, Gianluca Spina
Politecnico di Milano, Milan, Italy
- GSCN11 Competing in the Global Aerospace Supply Chain: The Case of the Canadian Aerospace Industry
Isabelle Dostaler
Concordia University, Montreal, Quebec, Canada
- GSCN12 Global supply networks and responsiveness in the international clothing industry: Differences across different retailer types
Bart MacCarthy, Amila Jayarathne
University of Nottingham, Nottingham, UK

4.6 Teaching operations management

Chair: Kate Blackmon

- TOM1 Assessing the Service Quality of Higher Education in Operations Management: Two Servqual Gap Analyses.
Cyril Foropon¹, Ruth Seiple², Laoucine Kerbache³
¹University of Manitoba, Winnipeg, Canada, ²University of Cincinnati, Cincinnati, USA, ³HEC Paris, Paris, France
- TOM2 The design of a research methods module for a course in Major Programme Management
Kate Blackmon
University of Oxford, Oxford, Oxfordshire, UK

4.7 Understanding inter-firm relationships

Chair: Mervi Vuori

- UIFR1 Understanding inter-organizational relationships in programme management: a social network analysis study
Qing Li, Nicky Shaw, Tom Burgess

Leeds University Business School, Leeds, UK

- UIFR2 Reconceptualising inter-organisational supply chain behaviours
Mark M.J. Wilson¹, Clive Smallman², David L. Dean¹
¹Lincoln University, Canterbury, New Zealand, ²University of Western Sydney, New South Wales, Australia
- UIFR3 Domains and contextual factors of e-business systems utilization in inter-firm relationships: a case study
Mervi Vuori, Jouni Kauremaa, Aki Laiho
Aalto University, Espoo, Finland

4.8 Global supply chain networks

Chair: José Roberto Tálamo

- GSCN13 Interactions between R&D and production in globalisation: The implications for the Operations Management community
Yang Cheng¹, John Johansen¹, Yongjiang Shi²
¹Aalborg University, Aalborg, Denmark, ²University of Cambridge, Cambridge, UK
- GSCN14 Changing patterns of R&D relocation activities in the course of the global economic crisis
Steffen Kinkel
Fraunhofer Institute for Systems and Innovation Research ISI, Karlsruhe, Germany
- GSCN15 Confidence issue on network companies managing: an empirical study
José Roberto Tálamo
Universidade Federal do ABC, Santo André, Brazil

4.9 Innovation in inter-firm relationships

Chair: David Kirkwood

- INN4 The Effect of Product Complexity and Modularity on New Product Development and Supply Chain Management Integration
Federico Caniato¹, Luca Crippa¹, Andreas Größler²
¹Politecnico di Milano, Milano, Italy, ²Radboud University, Nijmegen, The Netherlands
- INN5 The effects of supplier-buyer integration on collaborations in sustainable environmental innovations: the case of automobile industry
Maria Cristina De Stefano
Universidad Carlos III De Madrid, Getafe, Madrid, Spain
- INN6 A Network Configuration Framework for the Transition of Nascent Technologies into Emerging Industries
David Kirkwood, Tomas Harrington, Jagjit Singh Srail
Institute for Manufacturing, University of Cambridge, Cambridge, UK

4.10 Networking strategy

Chair: Thomas Wallner

- NETSTR1 Networking strategy as a strategic management tool
Francesca Riccobono, Manfredi Bruccoleri, Giovanni Perrone
University of Palermo, Palermo, Italy
- NETSTR2 Integrating interfaces with logistics service providers: a literature review and future research

Chee Yew Wong, Ran Cao
University of Hull Business School, Hull, UK

NETSTR3 The Identification of Critical Supply Network Segments in Theory and Practice
Thomas Wallner, Markus Gerschberger
Upper Austrian University of Applied Sciences, Steyr, Upper Austria, Austria

4.11 Managing the operations-marketing interface

Chair: Rui Sousa

MKT10 Collaborative supply chain pricing: insights from a case study
Marco Formentini, Pietro Romano, Thomas Bortolotti
University of Udine, Udine, Italy

MKT11 E-Quality, Service Recovery and Loyalty relationship: the e-banking case
Frederic Marimon¹, Luc Honore Petnji Yaya², Marti Casadesus Fa²
¹Universitat Internacional de Catalunya, Barcelona, Spain,
²University of Girona, Girona, Spain

MKT12 Service Delivery across Multiple Direct Channels: Is More Better?
Rui Sousa¹, Marlene Amorim², Elliot Rabinovich³
¹Catholic University of Portugal, Porto, Portugal, ²University of Aveiro/IESE Business School, Aveiro/Barcelona, Portugal, ³Arizona State University, Arizona, USA

4.12 Operations and the environment

Chair: Cristina Gimenez

ENV22 Sustainability initiatives in fashion firms and their supply chains: a risk/ reward framework
Emma Brandon-Jones
University of Bath, Bath, UK

ENV23 Drivers and competitive priorities: implications for environmental strategies
Ambra Galeazzo¹, Robert Klassen²
¹Università degli Studi di Padova, Padova, Italy, ²University of Western Ontario, London (On), Canada

ENV24 Sustainable Operations: The impact of environmental and social practices
Cristina Gimenez, Vicenta Sierra, Joan Rodon
ESADE Business School - Universitat Ramon Llull, Barcelona, Spain

4.13 Operations and the environment

Chair: Kalinga Jagoda

ENV25 Conceptualizing Climate Change: Constructed Practices in Operations Networks
Johanna K. Jaskari^{1,2}
¹Aalto University School of Science and Technology, Espoo, Finland, ²BIT Research Centre, Espoo, Finland

ENV26 Using multiple case studies to determine company attitudes to carbon emissions reduction in logistics operations
Jimmy Castro Boluarte¹, Yongmei Bentley¹, James Crabbe¹, Martin Christopher²
¹University of Bedfordshire, Luton, Bedfordshire, UK, ²Cranfield

University, Cranfield, UK

ENV27

National Innovation System Framework for Sustainable Development of the Canadian Oil Sands
Michael Luciuk, Kalinga Jagoda, Nathaniel Johnson
Mount Royal University, Calgary, Alberta, Canada

4.14 The manufacturing-service interface

Chair: Jasna Prester

SERV16

Manufacturers becoming service providers - developing service business in an industrial context
Pasi Raikisto², Jaakko Kiukkonen², Ameer Shah¹, Jan Holmström¹
¹Aalto University, Espoo, Finland, ²Management Systems, Savonlinna, Finland

SERV17

Services in Manufacturing - A Study of Product Orientation in the Product-service systems
Veridiana Rotondaro Pereira, Marly Monteiro de Carvalho, Roberto Gilioli Rotondaro
University of São Paulo, São Paulo, Brazil

SERV18

Servitization as a strategy for survival: evidence from a small European country
Jasna Prester
University of Zagreb, Zagreb, Croatia

4.15 The manufacturing-service interface

Chair: Sharon Williams

SERV19

Quality of service and operating efficiency in service industries: an analysis of Korean service driving industry
Srinivas Talluri, Myung Kyo Kim, Tobias Schoenherr
Michigan State University, East Lansing, Michigan, USA

SERV20

A holistic approach for building productivity metrics in services: two reports of using the adapted "house-of-quality metrics matrix"
Noel Torres Júnior, Cláudio Gelape, Mirian Braga, Fernanda Mello, Wesley Souza Junio, Mateus Azevedo
UFMG, Belo Horizonte/MG, Brazil

SERV21

Understanding System Uncertainty in Healthcare Supplies
Tillmann Böhme³, Sharon Williams², Paul Childerhouse¹, Eric Deakins¹, Denis Towill²
¹University of Waikato, Hamilton, New Zealand, ²Cardiff University, Cardiff, UK, ³University of Wollongong, Wollongong, Australia

4.16 Human resource management aspects in operations

Chair: Bozena Poksinska

HRM13

Relationship between safety climate and safety compliance in hospitals
Alessandro Ancarani¹, Carmela Di Mauro², Maria Daniela Giammanco², Giuseppe Giammanco³
¹DICA - University of Catania, Catania, Italy, ²DAPPSI - University of Catania, Catania, Italy, ³A.R.N.A.S Garibaldi, Catania, Italy

HRM14

Recognition and reward practices in employee participation systems. An empirical study in Spanish companies
Arturo J. Fernandez-Gonzalez, Jesus Garcia-Arca, Jose Carlos Prado-Prado, Ana Mejias-Sacaluga

University of Vigo, Vigo (Pontevedra), Spain

HRM15

Building capability for Employee-Driven Innovation
Bozena Poksinska, Dag Swartling
Linköping University, Linköping, Sweden

4.17 Practice and theory building for managing complex performance

Chair: Mickey Howard

MCP4

Procurement of complex performance in public infrastructure: A process perspective
Andreas Hartmann¹, Jens Roehrich², Andrew Davies², Lars Frederiksen³
¹University of Twente, Enschede, The Netherlands, ²Imperial College, London, UK, ³Aarhus University, Aarhus, Denmark

MCP5

Delivering integrated solutions: the unbundling paradox
Jens Roehrich, Nigel Caldwell
University of Bath, Bath, UK

MCP6

Materials flow mapping: a tool for describing and assessing performance of material flows in supply chains
Christian Finnsgård, Mats Johansson, Lars Medbo, Carl Wänström
Chalmers University of Technology, Göteborg, Sweden

4.18 Operations in the public sector

Chair: Manda Broekhuis

PUB19

Developing operational understanding of multi-channel service delivery systems through computer simulation.
Isabella Porcelli, Mario Rapaccini, Filippo Visintin
Florence University, FIRENZE, Italy

PUB20

Long-Term Care services: A simulation model to predict future demand and utilization
Teresa Cardoso¹, Mónica Oliveira¹, Ana Póvoa¹, Stefan Nickel²
¹Technical University of Lisbon, Lisboa, Portugal, ²Karlsruhe Institute of Technology, Karlsruhe, Germany

PUB21

Task division and coordination in multi-channel healthcare system designs
Manda Broekhuis, Marjolein van Offenbeek
Faculty of Economics and Business, Groningen, The Netherlands

4.19 Operations in the public sector

Chair: Jane Davies

PUB22

The role of physicians in the implementation of process flow solutions in healthcare
Torbjörn Jacobsson¹, Pär Åhlström²
¹Chalmers University of Technology, Gothenburg, Sweden, ²Stockholm School of Economics, Stockholm, Sweden

PUB23

Decision support by process-oriented cost accounting for the healthcare industry, PFC - patient flow costing
Malin Wiger, Håkan Aronsson
Dept. of Management and Engineering, Linköping, Sweden

PUB24

Leveraging Boundary Objects to Enable Knowledge Management: a Case Study on Operating and Hosting Planning Centralisation in Health Care
Agnès Lancini, Nathalie Sampieri Teissier

University Aix Marseille II, Aix en Provence, France

Refreshment break

Tuesday 5 July - 10.15 - 10.45 West Road Concert Hall

PARALLEL SESSIONS - Tuesday 5 July - 10.45 - 12.15 hrs

5.1 Empirical modelling and simulation

Chair: Professor Jurgen Strohhecker

- EMP1 Automotive crash repair reverse logistics operations: An analysis of the inventory-service trade-off
James Aitken¹, Hartanto Wong²
¹University of Surrey, Guildford, UK, ²Aarhus University, Aarhus, Denmark
- EMP2 The assumption of exponential interarrival times in hospital emergency departments: right or wrong?
Francisco Aguado-Correa¹, Nuria Padilla-Garrido¹, Maria Isabel Rengel-Domínguez², Teresa Leal-Linares¹
¹University of Huelva, Huelva, Spain, ²Hospital Juan Ramon Jimenez, Huelva, Spain
- EMP3 Airport services to passengers with reduced mobility: a case for adoption of Auto ID technologies?
Maurizio Tomasella, Alan Thorne, Duncan McFarlane, Guillaume Febvay, Laetitia Usseau
University of Cambridge, Cambridge, UK

5.2 Managing the operations-strategy interface

Chair: Andreas Feldmann

- STR37 The interface between "strategy-as-practice" theory in strategy and operations management: Towards a "practice-as-strategy" theory
Kate Blackmon
University of Oxford, Oxford, UK
- STR38 Visual management and shopfloor teams - linking action to strategy
Nicola Bateman¹, Lee Philp², Harry Warrender³
¹Loughborough University, Loughborough, UK, ²Assa Abloy, Willenhall, UK, ³SMMT Industry Forum, Birmingham, UK
- STR39 Distribution of Manufacturing Strategy Decision-Making in Manufacturing Networks
Andreas Feldmann, Jan Olhager
Linköping University, Linköping, Sweden

5.3 Managing the operations-strategy interface

Chair: Sander de Leeuw

- STR40 The 'Reduction-Retention conundrum': Managing organisational capabilities at times of large-scale economic crises
Matthias Holweg¹, Mats Johansson², Patrik Jonsson²
¹Judge Business School, University of Cambridge, Cambridge, UK, ²Chalmers University of Technology, Gothenburg, Sweden
- STR41 The effect of contingencies on manufacturing strategy and operations performance
Zsolt Matyusz, Krisztina Demeter
Corvinus University of Budapest, Budapest, Hungary
- STR42 Manpower planning strategies in times of financial crisis: evidence from logistics service providers and retailers in the Netherlands.
Sander de Leeuw¹, Vincent Wiers^{2,3}, Maartje Smits¹, Celine Couwenberg¹
¹VU University, Amsterdam, The Netherlands, ²Eindhoven

University of Technology, Eindhoven, The Netherlands, ³Twinlog,
Eindhoven, The Netherlands

5.4 Supply chain design

Chair: Hendrik Schellmann

- SCD13 A meta-model for choosing a supplier selection technique within an EPC company
Donato Masi, Guido J L Micheli, Enrico Cagno
Politecnico di Milano, Milano, Italy
- SCD14 Modelling supply networks: a structural analysis of the Toyota supply chain
Tomomi Kito, Alexandra Brintrup, Steve New, Felix Reed-Tsochas
University of Oxford, Oxford, UK
- SCD15 A simulation based approach to evaluate customer-specific volume flexibility of a manufacturing company
Gunther Reinhart, Hendrik Schellmann
Technische Universität München, Munich, Germany

5.5 Global supply chain networks

Chair: Aydin Inemek

- GSCN16 Improvement programs in multinational manufacturing enterprises: A proposed theoretical framework and literature review
Torbjorn Netland
NTNU, Trondheim, Norway
- GSCN17 Adoption of global spare parts management practices within a network of local autonomous units
Jouni Kauremaa
Aalto University, Aalto, Finland
- GSCN18 Enhancing supplier performance in buyer - supplier relationships: The roles of supplier assessment, buyer assistance, and supplier involvement in product development
Aydin Inemek, Paul Matthyssens
University of Antwerp, Antwerp, Belgium

5.6 Teaching operations management

Chair: Olli-Pekka Hilmola

- TOM3 Thirty Years of OM Research Published in IJOPM: Insights Using Latent Semantic Analysis
Shailesh Kulkarni¹, Uday Apte², Nicholas Evangelopoulos¹
¹University of North Texas, Texas, USA, ²Naval Postgraduate School, Monterey, USA
- TOM4 International operations management: a bibliometric analysis of published research 1998 to 2008
David Barnes¹, Alan Pilkington¹
¹University of Westminster, London, UK, ²Royal Holloway, University of London, London, UK
- TOM5 System Dynamics Course at University Level: Review of Student Simulation Models
Olli-Pekka Hilmola, Lauri Lättilä
Lappeenranta University of Technology, Kouvola, Finland

5.7 Understanding inter-firm relationships

Chair: Mesbahuddin Chowdhury

- UIFR4 Assessing the influence of information sharing and information quality on customer integration
Roberto Chavez¹, Cristina Gimenez¹, Brian Fynes¹, Frank Wiengarten¹
¹ESADE Business School, Barcelona, Spain, ²UCD Graduate Business School, Dublin, Ireland
- UIFR5 How strategic needs influence alliance formation and their governance modes: An empirical study in the Italian biopharmaceutical industry
Erica Mazzola, Giovanni Perrone
Università di Palermo, Palermo, Italy
- UIFR6 Antecedents and impacts of social capital in buyer supplier relationship: A study of Australian manufacturing industry
Mesbahuddin Chowdhury, Daniel Prajogo, Quamrul Alam
Monash University, Melbourne, Victoria, Australia

5.8 Managing the operations-finance interface

Chair: Björn Söderberg

- FIN1 Implications of e-Purchasing systems for managing the Operations-Finance interface: a survey of finance and accounting managers
Adrian Done, Ching Liao, Markus Maedler
IESE Business School, Barcelona, Spain
- FIN2 An Approach to Evaluate a Portfolio of Technologies for Licensing Out
Leonardo Santiago¹, Daniel Eloi-Santos², Marcela Martinelli³, Luciana Hashiba Horta³
¹Federal Univeristy of Minas Gerais, Belo Horizonte, MG, Brazil, ²Pris Tecnologia, Belo Horizonte, MG, Brazil, ³Natura Inovação e Tecnologia de Produtos, Cajamar, SP, Brazil
- FIN3 Challenges of implementing lean principles in product development – the case of visual planning
Björn Söderberg, Ludvig Alfredson
Chalmers University of Technology, Gothenburg, Sweden

5.9 Risk management

Chair: Per Engelseth

- RISK1 Managing risk in Complex and Business Critical Outsourcing of Services
Mikael Malmgren¹, Dan Andersson², Mats Abrahamsson³
¹Ashridge Business School, Berkhamsted, Herts, UK, ²Chalmers University of Techology, Gothenburg, Sweden, ³Linköping University, Linköping, Sweden
- RISK2 Risk Management Parity in Energy Industry Service Relationships
Ross Ritchie, Jannis Angelis
Warwick Business School, Coventry, UK
- RISK3 Managing Risk in Individual Supply Relationships and in the Complete Supply Network -A case study from the maritime industry
Per Engelseth¹, Terje Græsda²
¹Aalesund University College, Aalesund, Norway, ²Admit AS, Aalesund, Norway

5.10 Managing inter-firm relationships

Chair: Anita Romsdal

- INTER7 The role of scenario planning in developing supply network configuration options: A case study of the pharmaceutical value chain
Leila Alinaghian, Jagjit Singh Srari
Institute for Manufacturing, University of Cambridge, Cambridge, UK
- INTER8 From Transaction Cost Economics to Food Webs: A Multi-disciplinary Discussion on the Length of Supply Chains
Alexandra Brintrup, Tomomi Kito, Steve New, Felix Reed-Tsochas
University of Oxford, Oxford, UK
- INTER9 Fresh food supply chains; characteristics and supply chain requirements
Anita Romsdal¹, Maria Kollberg Thomassen¹, Heidi Carin Dreyer², Jan Ola Strandhagen¹
¹Norwegian University of Science and Technology, Trondheim, Norway, ²SINTEF Technology & Society, Trondheim, Norway

5.11 Managing the operations-marketing interface

Chair: Patrik Jonsson

- MKT13 Models on interval lead time quotation: analysis and insights
Banu Yuksel-Ozkaya
Hacettepe University, Ankara, Turkey
- MKT14 Optimizing the Services and Lifetime of Complex Capital Equipment
Monika Moehring¹, John Finch¹, Ralf Gitzel²
¹Strathclyde University, Glasgow, UK, ²ABB AG, Ladenberg, Germany
- MKT15 Linking master production scheduling performance to planning methods
Linea Kjellsdotter Ivert, Patrik Jonsson
Chalmers University of Technology, Gothenburg, Sweden

5.12 Operations and the environment

Chair: Sinéad Carey

- ENV28 Researching sustainability in OM community
Edson Pinheiro de Lima^{1,2}, Sergio E. Gouvea da Costa^{1,2}, Pamela Mocelin Manfrin¹
¹Pontifical Catholic University of Parana, Curitiba, Parana, Brazil, ²Federal University of Technology - Parana, Curitiba, Parana, Brazil
- ENV29 The Impact of Carbon Emission Considerations on Manufacturing Value Chain Relocation
Peng Wu^{2,1}, Ying Jin¹, Yongjiang Shi¹
¹University of Cambridge, Cambridge, UK, ²South China University of Technology, Guangzhou, China
- ENV30 Sustainability in supply chain relationships: Managing relational risk
Sinéad Carey, Emma Brandon-Jones
University of Bath, Bath, UK

5.13 Operations and the environment

Chair: María D López-Gamero

- ENV31 The moderating role of operations efficiency on the link between environmental performance and financial performance: Evidence from the UK using three independent datasets
Ramakrishnan Ramanathan, Adewole Akanni
Nottingham University Business School, Nottingham, UK
- ENV32 Achieving competitive advantage by addressing the dimensions of eco-sustainability and innovation in manufacturing processes
Andreas Hinz, Maike Scherrer-Rathje, Michèle Neumann
University of St Gallen, St Gallen, Switzerland
- ENV33 Perceived environmental uncertainty, environmental management and firm performance in the hotel sector
María D. López-Gamero, Enrique Claver-Cortés, José F. Molina-Azorín
University of Alicante, Alicante, Spain

5.14 The manufacturing-service interface

Chair: Tomas Harrington

- SERV22 A framework for understanding governance and location distance choice in the services outsourcing decision
Martina Gerbl¹, Ronan McIvor¹, Paul Humphreys²
¹University of Ulster, Derry, UK, ²University of Ulster, Newtownabbey, UK
- SERV23 An operations strategy formulation methodology for manufacturing organisations seeking adopt informed product servitized solutions
Louis Redding¹, Tim Baines², Peter Ball¹
¹Cranfield University, Cranfield, UK, ²Aston Business School, Birmingham, UK
- SERV24 Defining Engineering Service Network Location Roles in Global Operations
Tomas Harrington, Jagjit Singh Srai
Institute for Manufacturing, University of Cambridge, Cambridge, UK

5.15 The manufacturing-service interface

Chair: Maria Oltra

- SERV25 An Indicator-based Management Model for Service Levels in Shared Services Centers
Renata Coelho¹, Ricardo Martins¹, Débora Lobo²
¹School of Business Administration/Federal University of Minas Gerais (UFMG), Belo Horizonte/MG, Brazil, ²State University of Western Paraná (Unioeste), Toledo/PR, Brazil
- SERV26 Analysis of the interface among Knowledge, Competence and Leadership for improving organizations
Osmildo Santos¹, Pedro Costa Neto¹, Oduvaldo Vendrametto¹, Marcelo Okano³
¹Paulista University, Sao Paulo, SP, Brazil, ²CEETEPS-FATEC, Barueri, SP, Brazil, ³IFSP, Suzano, SP, Brazil
- SERV27 The influence of quality and frequency of use on e-services performance. An analysis of the information service in a university.
Maria J. Oltra, M. Luisa Flor, Mariola Belloso
Jaume I University, Castellón, Spain

5.16 OM Theory

Chair: Peter Marzec

- OMT1 Theory Borrowing in Operations Management: are scholars aligning theory and measures?
Pinar Martin, Mark Johnson, Janet Godsell
Cranfield School of Management, Cranfield, UK
- OMT2 Unpacking operations activities; process, practice and routine perspectives.
Stephen Kelly¹, Martin Spring²
¹Staffordshire University, Stoke-on-Trent, UK, ²Lancaster University Management School, Lancaster, UK
- OMT3 A knowledge-based view of process improvement: Examining the role of networks and knowledge acquisition
Peter Marzec, Kim Tan
Nottingham University Business School, Nottingham, UK

5.17 Practice and theory building for managing complex performance

Chair: Jens Roehrich

- MCP7 Seeing the forest and the trees: Managing ramp-ups in complex, IT-enabled service supply chains
Henk Akkermans¹, Annelore Buijs², Chris Voss³
¹Tilburg University, Tilburg, The Netherlands, ²KPN Telecom, The Hague, The Netherlands, ³London Business School, London, UK
- MCP8 Project Management Methodologies in SMEs: Are they relevant?
Kurt Scott^{2,1}, Oliver Vogt², Christos Tsinopoulos²
¹Microbac Ltd, County Durham, UK, ²Durham Business School, County Durham, UK
- MCP9 How to audit a Business Process Excellence Implementation ?
Niels Gorm Malý Rytter¹, Torben Knudby², Rikke Vestergaard Matthiesen³, Kim Hua Tan⁴, Chris Voss⁵
¹Aalborg University, Ballerup, Denmark, ²Copenhagen University College of Engineering, Ballerup, Denmark, ³Aalborg University, Aalborg, Denmark, ⁴Nottingham University, Business School, Nottingham, UK, ⁵London Business School, London, UK

5.18 Operations in the public sector

Chair: Nicola Spiller

- PUB25 Process orientation in healthcare services: tracking the patient's journey through the healthcare system
Mattias Elg¹, Jan Lindmark², Andreas Hellström³
¹Linköping University, Linköping, Sweden, ²Swedish Association of County Councils and Regions, Stockholm, Sweden, ³Chalmers University of Technology, Gothenburg, Sweden
- PUB26 Front/back office considerations in improving patient orientation: Empirical findings on the operational access to long-term care
Lisette Schipper^{1,4}, Bert Meijboom¹, Katrien Luijkx¹, Jos Schols^{1,3}
¹Tilburg University, Tilburg, The Netherlands, ²Maastricht University, Maastricht, The Netherlands, ³Surplus, Zevenbergen, The Netherlands
- PUB27 Organisation level drivers that promote innovative work behaviour in healthcare delivery: a micro-level perspective
Nicola Spiller¹, Giovanni Radaelli¹, Emanuele Lettieri¹, Matteo

*Mura*²

¹*Politecnico di Milano, Milan, Italy,* ²*Università di Bologna, Bologna, Italy*

5.19 Operations in the public sector

Chair: Paul Lillrank

- PUB28 Identification of key operational factors and barriers in supply chain integration for New Zealand public hospitals
Nevan Wright, Kamrul Ahsan, Kabossa Msimangira
Auckland University of Technology, Auckland, New Zealand
- PUB29 The English Patient Experience: Does Healthcare Quality Matter?
Mel Hudson Smith¹, Dave Smith², Andy Phippen¹
¹University of Plymouth, Plymouth, UK, ²University of Exeter, Exeter, UK
- PUB30 Organising a maternity care network
Julia Venesmaa, Paul Lillrank
Aalto University, Helsinki, Finland

5.20 Panel discussion: theory in Operations Management

Professor Martin Kilduff
Professor Roger Schmenner
Dr Matthias Holweg

Lunch

Tuesday 5 July - 12.15 - 13.15

PARALLEL SESSIONS - Tuesday 5 July - 13.15 - 14.45

6.1 Empirical modelling and simulation

Chair: Andreas Größler

- EMP4 Intelligence, personality, and interests – Determinants of Individual Inventory Management Performance?
Jürgen Strohhecker¹, Andreas Größler²
¹Frankfurt School of Finance & Management, Frankfurt am Main, Germany, ²Radboud University Nijmegen, Nijmegen, The Netherlands
- EMP5 Operations Strategy under Environmental Uncertainty
Baris Yalabik¹, Mike Lewis¹, Gulsun Nakiboglu²
¹University of Bath, Bath, UK, ²Cukurova University, Adana, Turkey

6.2 Managing the operations-strategy interface

Chair: Maïke Scherrer-Rathje

- STR43 The Effect of Culture, Process and Structure on Exploration and Exploitation in Traditional Manufacturing Networks versus Lead Factory Networks
Patricia Deflorin¹, Maïke Scherrer-Rathje², Philippe Walliman¹, Helmut Dietl¹
¹University of Zurich, Zurich, Switzerland, ²University of St Gallen, Zurich, Switzerland
- STR44 Coordination in intra-company manufacturing networks - a multidimensional perspective
Andreas Mundt
University of St Gallen, St Gallen, Switzerland
- STR45 Establishing a Lead Factory - when can an intra-firm network benefit the most?
Maïke Scherrer-Rathje¹, Patricia Deflorin², Thomas Friedli¹
¹University of St Gallen, St Gallen, Switzerland, ²University of Zurich, Zurich, Switzerland

6.3 Managing the operations-strategy interface

Chair: Andrea Furlan

- STR46 A Risk Management Approach to Improving Information Quality for Operational and Strategic Management
Alexander Borek, Philip Woodall, Ajith Parlikad
University of Cambridge, Cambridge, UK
- STR47 Multiple stakeholder Performance Measurement and Management in third sector organisations: An exploratory study of the implementation of an IT system
Sara Hajnassiri, Margaret Taylor, Andrew Taylor
University of Bradford, Bradford, West Yorkshire, UK
- STR48 Contextual Ambidexterity and Just-in-Time as nurtures of Continuous Improvement and Innovation
Andrea Furlan, Andrea Vinelli
University of Padova, Padova, Italy

6.4 Supply chain design

Chair: Karen Li

- SCD16 The Contribution of Supply Chain Management to Face the World Crisis in the Fashion Luxury Industry
Federico Caniato, Maria Caridi, Antonella Moretto
Politecnico di Milano, Milano, Italy
- SCD17 The impact of experience on total cycle time reduction in supply chains
Jonathan Gosling¹, Mohamed Naim¹, Denis Towill¹, Brian Moone²
¹Cardiff University, Cardiff, UK, ²Mace Group, London, UK
- SCD12 Relationship Exploration between Products and Outsourcings in Mobile Handset Industry
Karen Li¹, Yongjiang Shi²
¹Centrica, Slough, UK, ²University of Cambridge, Cambridge, UK

6.5 Global supply chain networks

Chair: Rosane N Faria

- GSCN19 An empirical study on the container terminals integration in supply chains: insights from the Italian scenario
Antonio Palmieri¹, Enzo Baglieri²
¹University of Bergamo, Bergamo, Italy, ²Bocconi University and SDA Bocconi School of Management, Milan, Italy
- GSCN20 Socially Responsible Supplier Development and Organizational Performance
Xiaoang Lu, Peter K C Lee, T.C. Edwin Cheng, Andy C.L. Yeung
Hong Kong Polytechnic University, Hong Kong, Hong Kong
- GSCN21 Evaluation of logistic performance indicators of Brazil in the international trade
Rosane N Faria, Caio S Souza, Jose GV Vieira
Federal University of São Carlos, Sorocaba/São Paulo, Brazil

6.6 New operations management

Chair: Marek Szwajkowski

- NEWOP1 The Future of Supply Chain Security - A Delphi Consensus
Christoph Markmann, Tobias Gnatzy, Heiko von der Gracht, Inga-Lena Darkow
EBS Business School, Supply Chain Management Institute, Wiesbaden, Germany
- NEWOP2 Managing Production Ramp-up: The Impact of Co-operation
Marek Szwajkowski¹, Alan Cousens²
¹Cranfield School of Management, Cranfield, UK, ²IfM Education and Consultancy Services, Cambridge, UK

6.7 Understanding inter-firm relationships

Chair: Magdy Khalaf

- UIFR7 Increasing buyer's absorptive capacity by creating social capital in inter-organizational relationships
Judith Whipple¹, Evelyne Vanpoucke², Kenneth Boyer³
¹Michigan State University, Michigan, USA, ²Maastricht University, Maastricht, The Netherlands, ³Ohio State University,

Ohio, USA

- UIFR8 Exploring the effect of lean manufacturing on collaborative relations sustainability
Mohamed El Mokadem, Magdy Khalaf
Arab Academy for Science and Technology, Alexandria, Egypt

6.8 Managing the operations-finance interface

Chair: Antonios Karatzas

- FIN4 Managing the Operations-Risks interface: A Proposal for Protocol Analysis of the Operational Risk Management
Luiz Carlos Di Serio, Luciel Henrique de Oliveira, Luiz Marcelo Siegert Schuch
EAESP - Fundação Getúlio Vargas - FGV, São Paulo / SP, Brazil
- FIN5 Servitization of manufacturing; An event study to examine how public announcements of different types of offerings affect shareholder value
Antonios Karatzas, Mark Johnson, Marko Bastl
Cranfield University, Cranfield, UK

6.9 Risk management

Chair: Roger Schmenner

- RISK4 The importance of risk for the success of outsourcing contracts: Identifying the complementary role of enforcement practices
Frank Wiengarten¹, Mark Pagell², Brian Fynes³
¹ESADE School of Business, Ramon Llull University, Barcelona, Spain, ²Schulich School of Business, York University, Toronto, Canada, ³Smurfit Graduate School of Business, University College Dublin, Dublin, Ireland
- RISK5 Supply chain integration under uncertainty: The role of asset specific investment with suppliers
Taco Van der Vaart¹, Damien Power², Dirk Pieter Van Donk¹
¹The University of Groningen, Groningen, The Netherlands, ²The University of Melbourne, Melbourne, Australia

6.10 Governing inter-firm relationships

Chair: Barbara Resta

- GOV1 Improved Collaboration to link manufacturing strategies with order winners in Thai industries
Pongpak Banchuen, Ian Sadler, Himanshu Shee
Victoria University, Melbourne, Victoria, Australia
- GOV2 Configure the service network managing inter-firm relationships
Barbara Resta¹, Paolo Gaiardelli¹, Giuditta Pezzotta¹, Lucrezia Songini²
¹University of Bergamo, Dalmine, Italy, ²Università Commerciale Luigi Bocconi, Milano, Italy

6.11 Partnership development

Chair: Donna Marshall

- PTNR1 Mutual dependence and supplier innovation, the moderating role of power asymmetry: An empirical study from the Arabian Gulf Countries

Zainab Al-Balushi, Damien Power
The University of Melbourne, Melbourne/Victoria, Australia

- PTNR2 Opposites attract: Organisational culture influences on high and low performing supply chains
Trevor Cadden¹, Donna Marshall¹
¹University of Ulster, Jordanstown, UK, ²University College Dublin, Dublin, Ireland

6.12 Operations and the environment

Chair: Kate Thirlaway

- ENV34 Social Indicators for Supply Chain Analysis
Ana Carvalho, Ana Paula Barbosa-Póvoa
Instituto Superior Técnico, Lisbon, Portugal
- ENV35 Sustainable services: A conceptual framework
Emma Brandon-Jones¹, Alistair Brandon-Jones¹, Helen Walker²
¹University of Bath, Bath, UK, ²Cardiff Business School, Cardiff, UK
- ENV36 Environmental management programmes in the UK information technology (IT) industry
Kate Thirlaway
University of Bath, Bath, UK

6.13 Operations and the environment

Chair: Ely Paiva

- ENV37 Product Carbon Footprint - A case of measuring in a food supply chain
Jesper Kronborg Jensen^{1,2}
¹Entrepreneurship and Relationship Management, Kolding, Denmark, ²Kohberg Bakery Group A/S, Bolderslev, Denmark
- ENV38 The Potential of Inter-organisational Product Tracking Systems in a "Sustainable" Supply Chain - Observations from the Wild Seafood Supply Network
Ola Bø
Molde University College, Molde, Norway
- ENV39 ISO14001 certification in an emerging economy: a taxonomy proposal
Iuri Gavronski², Ely Paiva¹, Rafael Teixeira²
¹Fundacao Getulio Vargas, Sao Paulo - SP, Brazil, ²UNISINOS, Sao Leopoldo - RS, Brazil

6.14 The manufacturing-service interface

Chair: Tim Baines

- SERV28 Servitisation and Value Co-production in the UK Music Industry
Glenn C. Parry¹, Oscar F. Bustinza², Ferran Vendrell-Herrero¹
¹UWE, Bristol, UK, ²University of Granada, Granada, Spain
- SERV29 Servitization in action: findings from a study of the extended Caterpillar enterprise
Tim Baines¹, Howard Lightfoot², Morgan Swink³
¹Aston Business School, Birmingham, UK, ²Cranfield University, Cranfield, UK, ³Neeley School of Business, Forthworth, USA

6.15 The manufacturing-service interface

Chair: Biao Yang

- SERV30 The importance of loyalty on online airplane tickets' purchase
Josep Llach¹, María del Mar Alonso-Almeida², Frederic Marimon³, Mercè Bernardo⁴
¹Universitat de Girona, Girona, Spain, ²Universidad Autónoma de Madrid, Madrid, Spain, ³Universitat Internacional de Catalunya, Barcelona, Spain, ⁴Universitat de Barcelona, Barcelona, Spain
- SERV31 E-business Service in the UK Telecommunication industry
Ying Yang¹, Paul Humphreys³, Ronan McIvor⁴, Biao Yang²
¹Newcastle University, Newcastle, UK, ²University of York, York, UK, ³University of Ulster, Belfast, UK, ⁴University of Ulster, Belfast, UK

6.16 Methodologies Panel

Chair: Bart MacCarthy and Mike Lewis

- PANEL3 The same old methodologies? - a panel debate
Bart MacCarthy¹, Mike Lewis¹
¹University of Nottingham, Nottingham, UK, ²University of Bath, Bath, UK

6.17 Practice and theory building for managing complex performance

Chair: Nigel Caldwell and Mickey Howard

- MCP10 Lean: insights into SMEs ability to sustain improvement
Jane Goodyer¹, Yashwant Murti¹, Nigel Grigg¹, Aruna Shekar²
¹Massey University, Palmerston North, New Zealand, ²Massey University, Albany, New Zealand
- MCP11 Visualisation of service performance information: insights for management decisions
Jasser Al-Kassab¹, Zied Ouertani¹, Giovanni Schiuma¹, Andy Neely¹
¹University of Cambridge, Cambridge, UK, ²Università degli studi di Basilicata, Potenza, Italy

6.18 Operations in the public sector

Chair: Justin Drupsteen

- PUB31 Examining the applicability of demand and capacity management strategies to an NHS Urology department
Jane Guinery, Emrah Kok
University of Nottingham, Nottingham, UK
- PUB32 A Universal Appointment Rule for Different Patient-Types, No-Shows and Walk-ins
Tugba Cayirli¹, Kum Khiong Yang¹
¹Ozyegin University, Istanbul, Turkey, ²Singapore Management University, Singapore, Singapore
- PUB33 Integrative practices in hospitals and their impact on patient flow
Justin Drupsteen, Taco Van der Vaart, Dirk Pieter Van Donk
University of Groningen, Groningen, The Netherlands

6.19 Operations in the public sector

Chair: Svante Lifvergren

- PUB34 Is Organisational Culture the Answer to Performance Improvement in Healthcare? A Case Study of New Zealand's District Health Boards (DHBs)
Evelyn S. Y. Looi, Richard Greatbanks, André M. Everett
University of Otago, Dunedin, New Zealand
- PUB35 Transforming a healthcare organization so that it is capable of continual improvement - the integration of improvement knowledge
Andreas Hellström¹, Svante Lifvergren^{1,2}, Susanne Gustavsson^{1,2}
¹*Chalmers University of Technology, Gothenburg, Sweden,*
²*Skaraborg Hospital Group, Skövde, Sweden*

Refreshment break

Tuesday 5 July - 14.45 - 15.15 West Road Concert Hall

Plenary Session

Tuesday 5 July 15.15 - 16.30 hrs

Keynote Presentations

Professor David Upton, University of Oxford
Kell Ryan, co-founder RyanAir

Closing session

Tuesday 5 July 16.30 - 17.00 hrs

Harry Boer Award and Chris Voss Award
Introduction to EurOMA 2012