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 Pillai¹,², Raj Bhatti², Alan Arokiam², Tony Collins¹  
¹Priorclave 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 Srai²  
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 Longoni³  
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 Pache\textsuperscript{1}, François Fulconis\textsuperscript{3}, Nathalie Merminod\textsuperscript{2}, Thierry Godbile\textsuperscript{1}  
\textsuperscript{1}Aix-Marseille University, Aix-en-Provence, France, \textsuperscript{2}Grenoble University, Grenoble, France, \textsuperscript{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 Caniato\textsuperscript{1}, Ruggero Golini\textsuperscript{2}, Matteo Kalchschmidt\textsuperscript{2}  
\textsuperscript{1}Politecnico di Milano, Milano, Italy, \textsuperscript{2}Università degli Studi di Bergamo, Dalmine (BG), Italy

GSCN3  
Strategic outsourcing? The Philips’ case in the LCD TV Market  
Luiz Carlos Di Serio\textsuperscript{1}, Robson Dantas Bento\textsuperscript{1}, Guilherme Silveira Martins\textsuperscript{1}, André Luis de Moura Castro Duarte\textsuperscript{2}  
\textsuperscript{1}Getulio Vargas Foundation (FGV-EAESP), Brazil, Brazil, \textsuperscript{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 Oh\textsuperscript{1}, Kyung-Tae Kim\textsuperscript{2}, Seung-Kyu Rhee\textsuperscript{3}  
\textsuperscript{1}Sookmyung Women’s University, Seoul, Republic of Korea, \textsuperscript{2}SK China Research Institute, Beijing, China, \textsuperscript{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 Vejrums Waehrens  
Aalborg University, Aalborg, Denmark

GO3  
Effects from implementing advanced planning & scheduling systems for supply chain planning  
Patrik Jonsson\textsuperscript{1}, Martin Rudberg\textsuperscript{2}
1.7 Capability and the resource based view

Chair: John Mills

RBV1 Capabilities and Competencies in Humanitarian Operations
Aruna Apte, Keenan Yoho
Naval 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 Diaz, Oswaldo Lorenzo, Bjorn Claes
IE Business School, Madrid, Spain, Cranfield 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 Potter, Benn Lawson, Daniel Krause
Queen's University, Belfast, UK, University of Cambridge, Cambridge, UK, Colorado 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 Adebanjo²  
¹Lagos Business School, Lagos, Nigeria, ²University of Liverpool, Liverpool, UK

SUPPLY3  Supply chain management relationship structures: Chinese evidence compared to traditional frameworks  
Peter ONeill¹, 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. Pimenta¹,², 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
ENV5 Logistics strategy, transportation and environmental impacts - a causal systematic approach
Gerald Aschauer, Manfred Gronalt
1Upper Austria University of Applied Sciences, Steyr, Austria, 2University of Natural Resources and Life Sciences, Vienna, Austria

ENV6 Environmental performance in transport contracts
Maria Björklund, Helena Forslund
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 Ziengs, 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-López, Rafaela Alfalla-Luque, Juan A. Marin-Garcia
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 García, 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 Fränken⁴
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 Bradley⁵, 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 Radnor⁶, Amrik Sohal⁷, Nicola Burgess⁸, Peter O’Neill⁹
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 Thawesaengskulthai
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 Vineili, 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

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 Ferreira, Rosane Lucia Chicarelli Alcântara, Angela Cristina Marqui
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

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 Koizab1,2, Christoph Teller3, David Grant4
1University of Bremen, Bremen, Germany, 2Glasgow Caledonian University, Glasgow, UK, 3University of Stirling, Stirling, UK, 4Heriot-Watt University, Edinburgh, UK

GSCN6  Capability Requirements in Evolving Manufacturing Networks
Jan Stentoft Arlbjørn1, 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

GO4  Internationalization among emerging economies: insights from Brazilian-Russian beef network
Karim Marini Thomé1,2, 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

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*¹²

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 Ferreira*, Alceu Gomes Alves Filho*

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

*Bülut 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 Mansouri¹²*

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-itt\textsuperscript{1}, Chee Yew Wong\textsuperscript{2}, Christina W.Y. Wong\textsuperscript{3}
\textsuperscript{1}Thammasat University, Bangkok, Thailand, \textsuperscript{2}University of Hull Business School, Hull, UK, \textsuperscript{3}The 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 Staeblein\textsuperscript{1}, Katsuki Aoki\textsuperscript{2}, Takahiro Tomino\textsuperscript{3}
\textsuperscript{1}Technical University, Munich, Germany, \textsuperscript{2}Meiji University, Tokyo, Japan, \textsuperscript{3}Meiji University, Tokyo, Japan

MKT5
Product Diversity Management within a supply chain perspective: lessons from an empirical study
Katja Klingebiel\textsuperscript{1,4}, Augusto da C. Reis\textsuperscript{2,3}, Luiz Felipe Scavarda\textsuperscript{2,5}, Jens Schaffer\textsuperscript{6,8}, Silvia Brafman\textsuperscript{2}
\textsuperscript{1}TU Dortmund, Dortmund, Germany, \textsuperscript{2}DEI / Pontificia Universidade Católica do Rio de Janeiro, Rio de Janeiro, Brazil, \textsuperscript{3}CEFET-Rio, Rio de Janeiro, Brazil, \textsuperscript{4}Fraunhofer IML, Dormund, Germany, \textsuperscript{5}University of Applied Sciences-Emden-Leer, Emden, Germany, \textsuperscript{6}YesCon 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 Micheli\textsuperscript{2}, Enrico Cagno\textsuperscript{2}, Marta Zorzini\textsuperscript{1}, Joseph Sarkis\textsuperscript{3}, Sara Perotti\textsuperscript{2}
\textsuperscript{1}Lancaster University, Lancaster, UK, \textsuperscript{2}Politecnico di Milano, Milano, Italy, \textsuperscript{3}Clark University, Worcester, MA, USA

ENV8
Improving sustainability performance in the supply chain: drivers and barriers to engaging SME suppliers
Osama Megdadi, 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 Ramos¹,³, Maria Isabel Gomes², Ana Paula Barbosa-Póvoa⁴
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 Beltagui², Mehmet Cakkol¹
¹Cranfield University, Cranfield, UK, ²Nottingham University, Nottingham, UK

SERV6 Successfully Implementing Service Business Model in a Manufacturing Firm
Ivanka Visnjic²,³, 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 Omran, Gholamreza Jamali
1Iran University of Science & Technology, Tehran, Iran
2Persian 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 Burgess, Zoe Radnor
1University of Warwick, Coventry, UK, 2University of Cardiff, Cardiff, UK
PUB11 Lessons from using the A3 structure in a multi-site lean healthcare experiment
Norman Faull, Chipo Mupure, Anton Grutter, Tony Booysen, Zameer Brey, Ruzivo Chigwedere, Rose Heathcote
PUB12 Lean and Safety in Healthcare: Methodologies for Practice and Research
Steve New¹, Simon Kreckler², Ken Cathpole², Peter McCulloch²

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

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 Salloum¹², 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 Marins³
¹Pontifical Catholic University of Rio de Janeiro, Rio de Janeiro,
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*
¹Cranfield University, Cranfield, UK, ²Heriot 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 Lillebrygdfjeld 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: Maike Scherrer-Rathje

ENV13
Greening the construction industry supply chain using - system dynamics approach
*Balan Sundarakani¹, Arijit Sikdar², Sreejith Balasubramanian², Stephan Wagner³*
¹University of Wollongong, Dubai, United Arab Emirates, ²University of Wollongong, Dubai, United Arab Emirates, ³ETH Zurich, Zurich, Switzerland

ENV14
Supply chain planning with sustainability considerations: an integrative framework
*Yang Wang¹, Renzo Akkerman¹, Morten Birkved¹, Martin Grunow²*
¹Technical University of Denmark, Kgs. Lyngby, Denmark, ²Technische 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, Maike Scherrer-Rathje, Saskia Guetter*
University of St Gallen, Institute of Technology Management, St Gallen, Switzerland
3.7 Purchasing management

Chair: Vikram Bhakoo

Purchasing Management (PURCH1)
Aligning operations strategy and purchasing strategy
Joakim Wikner, Jenny Bäckstrand
Jönköping University, Jönköping, Sweden

Purchasing Practices (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

Institutional Dynamics (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

Classification of Retailer-Supplier Partnerships with Different Levels of Partnership Performance
Canan Kocabasoglu-Hillmer, ManMohan Sodhi, Byung-Gak Son
Cass Business School, London, UK

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 Leipoldo, Brazil

Electronic Purchasing Tools and Purchasing Absorptive Capacity as Antecedents of Purchasing Category Performance
Katri Karjalainen², Alistair Brandon-Jones¹, Stefano Ronchi³, Erik van Raaij¹
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 Piboonrungroj

Virtuality of Organizations and Performance: A Quantitative Study in Brazilian Manufacturing Firms
Claudia Mattos¹, Fernando Laurindo¹
¹USP, Sao Paulo, Brazil, ²Centro Universitario FEI, Sao Paulo, Brazil

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

Supply Chain Collaboration, Inter-Firm Trust and Logistics Performance: Evidence from the Tourism Sector
Pairach Piboonrungroj¹,², Stephen Disney¹,³
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 Wiengarten²
¹University of Ulster, Newtownabbey, UK, ²ESADE 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 Danese¹, Pietro Romano¹, Thomas Bortolotti³
¹University of Udine/DIEGM, Udine, Italy, ³University of Padova/DTG, Vicenza, Italy

3.12 Operations and the environment

Chair: Elicio Tachizawa

ENV16
Manufacturer-retailer collaboration on sustainability: An emerging agenda
Silvia Rossi¹, Marie Koulikoff-Souvion¹
¹Cranfield School of Management, Cranfield, UK, ²SKEMA 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
Elicio Tachizawa¹, Cristina Gimenez², Maria José Montes-Sancho³
¹Universidad Carlos III de Madrid, Getafe, Madrid, Spain, ²Universitat 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 Corti\textsuperscript{1}, Marco Taisch\textsuperscript{1}, Golboo Pourabdollahian\textsuperscript{1}, Luca Canetta\textsuperscript{2}, Andrea Bettoni\textsuperscript{2}, Paolo Pedrazzoli\textsuperscript{2}  
\textsuperscript{1}Politecnico di Milano, Milan, Italy, \textsuperscript{2}Scuola Universitaria Professionale della Svizzera Italian, 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-Romeggio\textsuperscript{1}, Diego Vega\textsuperscript{1}, Elodie Kacioui-Maurin\textsuperscript{1,2}  
\textsuperscript{1}Université de la Méditerranée, Aix-en-Provence, France, \textsuperscript{2}Université Jean Monnet, St-Etienne, France

SERV12  
An exploration of vertical integrations and facilities practices within servitized operations  
Tim Baines\textsuperscript{1}, Howard Lightfoot\textsuperscript{2}, Palie Smart\textsuperscript{2}  
\textsuperscript{1}Aston Business School, Birmingham, UK, \textsuperscript{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\textsuperscript{1,2}, Chris Backhouse\textsuperscript{1}, Samir Dani\textsuperscript{1}, Jeremy Lovell\textsuperscript{1}  
\textsuperscript{1}Loughborough University, Loughborough, UK, \textsuperscript{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 Kuula\textsuperscript{1}, Antero Putkiranta\textsuperscript{2,3}  
\textsuperscript{1}Aalto University, Helsinki, Finland, \textsuperscript{2}Metropolia University of Applied Sciences, Espoo, Finland, \textsuperscript{3}Lappeenranta University of Technology, Lapeenranta, Finland

3.16 Human resource management aspects in operations  
Chair: Jürgen Phil Wagner
HRM10  Behavioural Dynamics in High-Performing Continuous Improvement Teams
Desiree Van Dun¹,², 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 Harvie¹
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 Gref
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 Siverbo1,2, 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 Zhang¹,²  
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 Winroth¹,²  
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 Bennett³, 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 Saghiri, Alex Hill  
Kingston Business School, London, UK

STR35  Using manufacturing focus portfolios to assess product mix complexity in manufacturing footprint design  
Robert Schilling¹,², Joerg Schwartz²  
¹Katholische Universitat Eichstatt-Ingolstadt, Hamburg, Germany, ²Beiersdorf AG, Hamburg, Germany

STR36  Manufacturing competitive priorities and business performance - an importance-performance analysis approach
4.4 Supply chain design

Chair: Rhian Silvestro

SCD10  Low Cost Country Sourcing Complexities and Supply Chain Strategies
Nachiappan Subramanian, Shams Rahman, Chandra Lalwani
RMIT University, Melbourne, Australia, University of Hull, Hull, UK

SCD11  The Role of Functional Interdependencies in Global Operations Networks: From Delinking to Organizing Interfaces
Dmitrij Slepniov, Brian Vejrum Waehrens
Aalborg University, Aalborg, Denmark

SCD18  Managing the interface between physical and financial supply chains: implications for banks' payment services
Rhian Silvestro, Paola Lustrato
University of Warwick, Coventry, UK, IBM 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 Foropon, Ruth Seiple, Laoucine Kerbache
University of Manitoba, Winnipeg, Canada, University of Cincinnati, Cincinnati, USA, HEC 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
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 Srai
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 Brucoleri, 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 Fe²  
¹Universitat International 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. Jaskari¹,²  
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
4.14 The manufacturing-service interface

Chair: Jasna Prester

SERV16 Manufacturers becoming service providers - developing service business in an industrial context
Pasi Raikisto\textsuperscript{2}, Jaakko Kluukkonen\textsuperscript{2}, Ameer Shah\textsuperscript{1}, Jan Holmström\textsuperscript{1}
\textsuperscript{1}Aalto University, Espoo, Finland, \textsuperscript{2}Management 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 Böhme\textsuperscript{1}, Sharon Williams\textsuperscript{2}, Paul Childerhouse\textsuperscript{1}, Eric Deakin\textsuperscript{1}, Denis Towill\textsuperscript{2}
\textsuperscript{1}University of Waikato, Hamilton, New Zealand, \textsuperscript{2}Cardiff University, Cardiff, UK, \textsuperscript{3}University 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 Ancarani\textsuperscript{1}, Carmela Di Mauro\textsuperscript{2}, Maria Daniela Giammanco\textsuperscript{2}, Giuseppe Giammanco\textsuperscript{2}
\textsuperscript{1}DICA - University of Catania, Catania, Italy, \textsuperscript{2}DAPPSI - University of Catania, Catania, Italy

HRM14 Recognition and reward parties in employee participation systems.
An empirical study in Spanish companies
Arturo J. Fernandez-Gonzalez, Jesus Garcia-Arca, Jose Carlos Prado-Prado, Ana Mejias-Sacaluga
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
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-Dominguez², Teresa Leal-Linares³
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 Usserou
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 Matyusza, 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 Wiers², Maartje Smits¹, Celine Couwenberg³
¹VU University, Amsterdam, The Netherlands, ²Eindhoven
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

*David Barnes1, Alan Pilkington1*
University 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 Läättilä*
Lappeenranta University of Technology, Kouvol, 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 University 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 Abrahamsson²
¹Ashridge Business School, Berkhamsted, Herts, UK, ²Chalmers University of Technology, 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 Græsdal²
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 Srai
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 Lima¹², Sergio E. Gouvea da Costa¹², Pamela Mocelin Manfrin³
¹Pontifical Catholic University of Parana, Curitiba, Parana, Brazil, ²Federal University of Technology - Parana, Curitiba, Parana, Brazil, ³University of Curitiba, Brazil

ENV29 The Impact of Carbon Emission Considerations on Manufacturing Value Chain Relocation
Peng Wu¹², Ying Jin¹, Yongjiang Shi³
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
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

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

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

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

An operations strategy formulation methodology for manufacturing organisations seeking adopt informed product servitized solutions
Louis Redding¹, Tim Baines², Peter Ball²
¹Cranfield University, Cranfield, UK, ²Aston Business School, Birmingham, UK

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

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

Analysis of the interface among Knowledge, Competence and Leadership for improving organizations
Osmildo Santos³, Pedro Costa Neto¹, Oduvaldo Vendrametto¹, Marcelo Okano¹
¹Paulista University, Sao Paulo, SP, Brazil, ²CEETEPS-FATEC, Barueri, SP, Brazil, ³IFSP, Suzano, SP, Brazil

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 Bellos
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 Akkermans³, Annelore Buijs², Chris Voss³  

MCP8 Project Management Methodologies in SMEs: Are they relevant?  
Kurt Scott², 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 Matthesen³, Kim Hua Tan³, Chris Voss²  
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 Schipper¹, ⁴Bert Meijboom¹, Katrien Luijkx¹, Jos Schols¹  
¹Tilburg University, Tilburg, The Netherlands, ⁴Maastricht 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
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 Strohhecker**¹, Andreas Größler²
¹Frankfurt School of Finance & Management, Frankfurt am Main, Germany, ²Radboud University Nijmegen, Nijmegen, The Netherlands

**EMP5**
Operations Strategy under Environmental Uncertainty
**Baris Yalabik**¹, Mike Lewis¹, Gulsun Nakiboglu²
¹University of Bath, Bath, UK, ²Cukurova University, Adana, Turkey

6.2 Managing the operations-strategy interface

**Chair: Maike Scherrer-Rathje**

**STR43**
The Effect of Culture, Process and Structure on Exploration and Exploitation in Traditional Manufacturing Networks versus Lead Factory Networks
**Patricia Deflorin**¹, Maike 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?
**Maike Scherrer-Rathje**¹, 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 Szwejczewski

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 Szwejczewski¹, 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
PTNR2

Opposites attract: Organisational culture influences on high and low performing supply chains

Trevor Cadden¹, Donna Marshall⁶
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-Pôvoa
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 Jensen¹,²
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-Herrero³
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

SERV30
The importance of loyalty on online airplane tickets’ purchase
Josép 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 Humphreys2, Ronan McIvor3, Biao Yang2
1Newcastle University, Newcastle, UK, 2University of York, York, UK, 3University of Ulster, Belfast, UK

6.16 Methodologies Panel

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

6.17 Practice and theory building for managing complex performance

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

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 Lifvergren1,2, Susanne Gustavsson1,2
1Chalmers University of Technology, Gothenburg, Sweden,
2Skaraborg 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