

## Perspectives

The Newsletter for the Operations & Supply Chain Management Division

Vol. 48, No. 2

Fall 2021



This issue reports on the 2021 AOM meeting and honors our award winners. We interviewed them to learn more about their backgrounds.

Inside this issue you will also find the **2022 Calls for Papers and PDWs**.

Curious to stay up to date between newsletters? Check our Twitter ([@OSCM\\_AOM](https://twitter.com/OSCM_AOM)) and [Connect@AOM](mailto:Connect@AOM).

Enjoy this new edition and happy holiday season!

### Inside this issue...

**Page 2 — 2021 Virtual Scholarly Program Overview**

*"We greatly appreciate the efforts of all those who contributed to the 2021 OSCM Division program"*

**Page 3 — 2021 Professional Development Workshops**

*"We are confident that our division will continue to offer thought-provoking and professionally rewarding professional development workshops"*

**Page 4 and 5 — 2021 Joint Junior Faculty and Doctoral Consortium report**

*"We are grateful you were willing to contribute and in some cases even woke up before dawn (Arizona) or made a night of it (Australia)"*

**Page 6 — Interview with the 2021 OSCM Best Student Paper Award winners**

*"After all, you cannot expect an apple tree to bear fruit from a sapling and, even when the tree is established, without pollinators"*

**Page 7 — Interview with the winners of the 2021 Chan Hahn Best Paper Award**

*"One of the surprising results is that recently trained physicians are better in managing costs and avoiding duplication of testing"*

**Page 8 — Interview with the winners of the 2021 Best Supply Chain Paper Award**

*"We find that a high suppliers' ego-network churn (changes in suppliers' portfolio of clients) results in price penalties for suppliers"*

**Page 9 — Interview with 2021 OSCM Distinguished Scholar Prof. Lutz Kaufmann**

*"Invest in yourself! [...] That willingness to invest has to continue throughout our careers and not just be done early on"*

**Page 10 — NEW SECTION: Learning from Failure Stories featuring Prof. Barbara Flynn**

*"How boring it would be to have a job where nothing ever changed!"*

**Page 11 and 12 — Acknowledgement of the winners of the 2021 OSCM Division Service Award, Journal of Operations Management's Jack Meredith Best Paper Award, and Journal of Supply Chain Management Best Paper Award**

*"We sincerely and wholeheartedly thank Dave for his leadership and the can-do spirit!"*

**Page 12 and 13 — 2022 Call for PDWs and 2022 Call for papers**

*"The paper submission deadline is Tuesday, 11 January 2022 at 5pm ET (NY Time)"*

**Page 14 — Division sponsors: Thank you for your support!**

**Page 15 — Division officers contact information**

## 2021 Virtual Scholarly Program Overview

The 2021 Annual Conference marked the second time we ran a virtual AOM conference due to the pandemic travel restrictions. Despite the challenging format, we had a successful showing within the OSCM Division. This included 52 traditional papers, all of which were organized into synchronous, live-streamed sessions, and recorded for later viewing. We held three sessions for our division's best paper competitions – the OSCM Division Best Student Paper, OSCM Division Chan Hahn Best Paper, and Best Supply Chain Paper supported by the Institute of Supply Chain Management. Other paper sessions were organized around themes including sustainability, worker management, knowledge management, healthcare, technology, inter- and intra-organizational issues, policy, and functional interfaces. The acceptance rate for the 2021 conference was slightly higher than in previous years, at 65%.

We would like to extend our sincere gratitude to the 107 volunteers who provided reviews of the 80 paper submissions we received. Overall, we achieved an average of 1.95 reviews per submission. We recognized four reviewers this year, for their outstanding contributions to the review process. These reviewers each provided



*Winners of the 2021 Best Reviewer Awards, from left to right:*  
Jas Kalra (Newcastle Business School), Seongtae Kim (Aalto U. School of Business), Justin Kistler (U. of Tennessee), and Juri Matinheikki (Aalto U. School of Business)

three reviews for the division, the maximum number assigned, and their feedback was considered exceptionally valuable and constructive by the authors teams of the papers they reviewed. The recipients of these awards were Jas Kalra (Newcastle Business School), Seongtae Kim (Aalto U. School of Business), Justin Kistler (U. of Tennessee, Knoxville), and Juri Matinheikki (Aalto U. School of Business). Thank you for your dedication!

Our award sessions were well-attended. The finalists for each award were selected based on the reviewer ratings and comments. Then, finalist papers were sent to independent award committees who additionally reviewed and ranked the submissions. We extend thanks to the award committee members for 2021. Congratulations to all of the finalists and to the winners of these awards!

**OSCM Division Best Student Paper:** Gurpreet Muctor (Warwick Business School, University of Warwick) and Pietro Micheli (Warwick Business School, University of Warwick), *Developing and implementing business ecosystem strategies - A performance measurement perspective*

**OSCM Division Chan Hahn Best Paper:** Yingchao Lan (University of Nebraska, Lincoln), Deepa Wani (Georgia State University), Aravind Chandrasekaran (Ohio State University), *Ancillary Cost Implications of Multisiting and Organizational Boundary Spanning during Healthcare*

**Best Supply Chain Paper:** Pankaj Kumar (Virginia Tech U.), Agnieszka Nowinska (Aalborg U., Department of Business and Management), Hans-Joachim Schramm (Wirtschafts U. Wien), *Supplier's Network Churn, Buyer-Supplier Embeddedness, and Transaction Price Outcomes*

Once again, we greatly appreciate the efforts of all those who contributed to the 2021 OSCM Division program. It was yet another challenging year, but we continue to make the best of the situation and persevere despite Zoom fatigue, time zone differences, and a genuine desire to see our friends and colleagues in person again. The format for our 2022 Annual Conference promises to be hybrid, and it is our hope that many of us will be able to convene in Seattle together for some much-needed face time!

As the deadline for the 2022 conference approaches, I encourage all of our members to submit their best work to the conference, and please remember to sign up to review! The continued quality of the program depends on your efforts!

Stephanie Eckerd  
2021 Program Chair

**Stephanie Eckerd**  
2021 Program Chair



## 2021 Professional Development Workshops

A sincere and hearty thank you to all of the professional development workshop (PDW) organizers, participants, and attendees for making the 2021 OSCM division PDW Virtual program a success! This year, we hosted three PDWs, and were very fortunate to be able to offer all of our PDWs in a synchronous format. All sessions were also recorded and available for asynchronous viewing during the conference and for several weeks thereafter.

As in previous years, we hosted the doctoral student and junior faculty consortium, led by Desirée van Dun (University of Twente) and John Aloysius (University of Arkansas): Additional details regarding the consortium can be found in this newsletter.

We held two additional PDWs focused on methodological issues in OSCM research:

### **Contemporary Challenges in Empirical Research Methods: Learnings from the ERM Department at JOM**

**Organizer:** Guangzhi Shang (Florida State University)

In the PDW, the department editors of the Journal of Operations Management discussed the role of the methods department and their current initiatives. The organizers also summarize the method-paper proposals that they would like to encourage. The department is seeking to expand its reviewer base, and we will share what is expected of a methods reviewer. Moreover, the department editors summarized this year's commonly encountered methodological issues and share the methods-check routine for manuscripts that have been submitted to JOM. Finally, the key methodological developments that are important for JOM authors to be aware of, and also offered pointers for successful implementation of that material.



Guangzhi Shang  
Florida State University

### **A Primer on Endogeneity and Instrumental Variable Regression**

**Organizer:** Xiaosong Peng (Lehigh University)



Xiaosong Peng  
Lehigh University

This workshop introduced the concept of endogeneity and outlines its causes, and provides an overview on how researchers may address endogeneity in both the research design phase and the data analysis phase. It also provided suggestions for reviewers when evaluating the endogeneity problems in submitted manuscripts. Lastly, the workshop provided a walkthrough of instrumental variable regression, the most widely used analysis technique to address endogeneity in empirical research in the field of operations and supply chain management. A publicly available dataset is used to demonstrate the instrumental variable regression technique step-by-step.

These PDW sessions provided tremendous insights and benefit to our community of scholars. Given these experiences, we are confident that our division will continue to offer thought-provoking and professionally rewarding professional development workshops during next year's conference, and we look forward to seeing the contributions you bring forward for 2022!

Thank you all again for making 2021 a success!



Kai Foerstl  
2021 PDW Chair



## 2021 Joint Junior Faculty and Doctoral Consortium

On the first and second day of the 2021 AOM conference a record number of 32 doctoral students and junior faculty members gathered online for the annual OSCM Division consortium. Learning from the very-first improvised virtual edition in 2020, we prepared two half-day sessions which included introductory talks from our OSCM executive team members, the traditional research incubator and a fascinating Learning from the Giants session with Prof. Lisa Ellram. On top of that the new outline included an ice-breaker Kahoot! quiz to get to know the other participants, an ethical dilemma game hosted by AOM's Ethics Committee, a job market panel and plenty of little informal social networking using sessions with break-out groups. All this resulted in very interactive sessions, with lots of room for exchange of ideas and building connections, resembling as much as possible the pre-corona 'old days'.

On behalf of the OSCM Division and participants, we would like to send a heartfelt thanks to each of our 12 excellent mentors, many of whom have served as mentors for many years now. We are grateful you were willing to contribute and in some cases even woke up before dawn (Arizona) or made a night of it (Australia):

- Christophe Bode (University of Mannheim)
- Christopher Craighead (U. of Tennessee Knoxville)
- Barb Flynn (Indiana U.)
- Brian Fugate (U. of Arkansas)
- John Gray (Ohio State U.)
- Mark Pagell (U. College Dublin)
- Sriram Narayanan (Michigan State U.)
- Dayna Simpson (Monash U.)
- Wendy Tate (U. of Tennessee Knoxville)
- Veronica Villena (Arizona State U.)
- Chee Yew Wong (Leeds U. Business School)
- Tingting Yan (Wayne State U.)

*Consortium group picture:*



## 2021 Joint Junior Faculty and Doctoral Consortium

The 22 doctoral student and 10 junior faculty participants also came from a wide variety of time zones, all over the globe. They included:

### Doctoral students:

Muhammad Ashraf, University of Rhode Island  
 Dustin Cole, Michigan State University  
 Rajib Dutta, University of Arkansas  
 José Franken, University of Twente  
 Robert Glew, University of Cambridge  
 Robert Jensen, University of Arkansas  
 Ines Julia Khadri, Uppsala University  
 Chitranshu Khandelwal, Indian Institute of Technology  
 Pritosh Kumar, University of Arkansas  
 Daniel Kwasnitschka, Swiss Fed. Institute of Technology  
 Shobhit Mashur, IITB-Monash Research Academy  
 Nicolò Masorgo, University of Arkansas  
 Mamorena Matsoso, University of Cape Town  
 Jan Ohmsted, University of Mannheim  
 Beverly Osborn, The Ohio State University  
 George Panas, Monash University  
 Luis Prato, Erasmus University Rotterdam  
 Dan Shin, Ivey Business School  
 Hao Su, University of Maryland  
 Nissa Syifa Puspani, University of Twente  
 Anqi Wu, University of Illinois  
 Zhenzhen Yan, Michigan State University

### Junior faculty members:

Bekki Brau, Brigham Young University  
 Siqi Ma, University of Akron  
 Mohammad Moshtari, Tampere University  
 Fernando Naranjo, Ivey Business School  
 Simon Owkir, Uppsala University  
 Liubuv Pakhomova, University of Maastricht  
 Iana Shaheen, University of Arkansas  
 Petchprakai Sirilertsuwan, Catholic University of Louvain  
 Park Synchrasi, UC Berkeley Haas  
 Ha Ta, Florida International University

### Thank you to the 2021 attendees, junior faculty members, and mentors!

The success of the consortium depends on volunteers from our OSCM community, so if you would like to be involved as a mentor or panelist in next year's program, please reach out to either John Aloysius ([jalloysius@walton.uark.edu](mailto:jalloysius@walton.uark.edu)) or Maricela Arrelano Caro ([maricela-connie.arellano-caro@hec.ca](mailto:maricela-connie.arellano-caro@hec.ca)). We will accept applications for participants starting early in 2022, so please watch for the announcements to go out (check our OSCM Division website, especially: <https://oscm.aom.org/events/consortium> and contact John or Maricela with any questions.

Thanks again and see you during next year's edition, which will certainly allow junior faculty and doctoral students from around the globe participate in this fruitful event!



**Desirée van Dun**  
 2020-2021  
 Coordinator



**John Aloysius**  
 2021-2022  
 Coordinator



**Maricela Arrelano Caro**  
 2022-2023  
 Coordinator

## OSCM Best Student Paper Award 2021

**Winner: Developing and implementing business ecosystem strategies - A performance measurement perspective** — Gurpreet Muctor and Pietro Micheli from Warwick Business School, University of Warwick

*Gurpreet and Pietro, congratulations to your award! Please give us a glimpse of the story behind your award-winning paper.*

### Gurpreet Muctor:

During the time of my research, I was studying for my MBA and at the same time working in industry as a technology professional helping to build new digital products and services in line with customer needs. I was aware of the significant importance organisations were placing on leveraging partners to provide capabilities and resources to co-create value through ecosystems. However, just like the natural world when observing biological ecosystems, they always appeared 'operational'. Also, while they are never static and continuously adapt to environmental conditions, when we think of ecosystems the images that come to mind relate to those that are thriving and not the journey to get established. I recognised that, for a lot of businesses, this was easier said than done! Moreover, there was a limited amount of empirical studies to help managers understand and navigate the complexity of developing an ecosystem and so I took the opportunity to explore this growing area of research. I started examining the topic as part of my MBA course and, after graduating, I decided to continue building on my initial research through an academic route.

Our research tracked the initial stages of developing a business ecosystem and the role that performance measurement and management systems (PMMS) play in guiding their establishment. We discovered that PMMS are a critical success factor in driving the development of a business ecosystem. The type of PMMS is also important as these systems can hinder or enable the success of the initiative depending on their purpose. For example, taking a financially dominant approach can initially help set direction, but it may end up hindering growth due to a focus on revenue at the expense of lowering costs for participation. After all, you cannot expect an apple tree to bear fruit from a sapling and, even when the tree is established, without pollinators. If you make it difficult for pollinators to reach the flowers through increased barriers to participation, then you get lower yields and run the risk that the insects move on to a competitor's orchid. This is a similar risk to the one organisations face when trying to cultivate a business ecosystem. The PMMS employed needs to be appropriate for the ecosystem life-cycle stage, flexible to ensure growth and adaptive.

Working on the paper after graduating was unexpected because most students finish their MBA and move back into industry to apply what they have learnt and become more effective managers. For me, this was not quite the case as I wanted to continue my research into business ecosystems. In hindsight it proved a great experience, because it allowed me to apply a lot more rigor to the enquiry, extend my time within an academic setting and allowed me to appreciate the depth and quality of effort required to pursue an academic path. When I first started the project, we did not expect to be nominated, let alone win the best paper award, by the OSCM division at the Academy of Management. Going through the process I can say that I thoroughly enjoyed the academic experience and developed a strong aspiration to continue with research to some degree while still pressuring an industry profession.



Gurpreet Muctor  
University of Warwick



Pietro Micheli  
University of Warwick

### ***We also congratulate the Runners-ups!***

#### **OSCM Best Student Paper Award 2021 Runner-ups:**

- *The Impact of the COVID-19 Pandemic on Shareholder Value*  
Maximilian Klöckner, ETH Zürich; Christoph Schmidt, ETH Zürich; Stephan Wagner, ETH Zürich
- *On Examining The Influence of Marquee Sellers in B2B Secondary Market Platforms for IT Products*  
Abdullah Alhauili, University of Maryland; Wedad Elmaghraby, University of Maryland; Anand Gopal, University of Maryland
- *Supply-Network Effects on Supplier Environmental Disclosure*  
William Diebel, Ivey Business School; Jury Gualandris, Ivey Business School; Robert D Klassen, University of Western Ontario



## Winners of the 2021 Chan Hahn Best Paper Award

**Winner: Ancillary Cost Implications of Multisiting and Organizational Boundary Spanning during Healthcare** — Yingchao Lan from University of Nebraska, Lincoln, Deepa Wani from Georgia State University, and Aravind Chandrasekaran from Ohio State University.

***Congratulations! Could each one of you tell us a bit more about your background?***



**Yingchao Lan:** I am an assistant professor at the Supply Chain Management and Analytics Department, University of Nebraska-Lincoln. Before academia, I worked as a supply chain coordinator at Lenovo. Ltd. This industry experience has been influential on my passion on research about collaborations. Healthcare industry is a great setting to study this topic, where healthcare delivery performance is significantly impacted by the effectiveness of collaboration among healthcare providers.

**Deepa Goradia:** I am an assistant professor in the Department of Management at Georgia State University. I am interested in studying hospital and policy-level factors that enable efficiency and effectiveness in healthcare.

This year's proud winners of the Chan Hahn Best Paper Award. From left to right: Dr. Yingchao Lan, Dr. Deepa Wani, and Dr. Aravind Chandrasekaran

I also have a secondary research interest in supply chains, specifically in the challenges that impact firms' sustainability efforts. Prior to academia, I have worked in the areas of strategic sourcing and business planning.

**Aravind Chandrasekaran:** I am Fisher Distinguished Professor in Operations and Business Analytics at the Fisher College of Business, The Ohio State University. My research investigates innovation, learning and knowledge creation issues in a variety of industries including high-tech R&D, manufacturing and health-care delivery. In recent years, I have begun to study the challenges involved in developing patient-centric healthcare models by conducting field experiments in collaboration with several physician and nursing leaders in the United States.

***Looking back, what is the most interesting outcome or learning based on your awarded AOM paper?***

**Deepa Goradia:** This research started as a subsequent collaboration to another work wherein we examine the benefits of collaboration and the importance of hospitals and health systems sharing best practices. We wanted to investigate this issue using granular data in the form of physicians working across multiple sites. While there is abundant research done on performance such as quality and operating costs, we wanted to understand how good operational practices can help manage ancillary costs in the form of testing and labs. These are extremely high costs that can be reduced if one were to share information. One of the surprising results is that recently trained physicians are better in managing costs and avoiding duplication of testing. On the surface this may seem counterintuitive, while we can attribute this to the change in education and training for this group who are emphasized more on the collaborative aspects of medicine. Our post-hoc analysis reveals that the typically quality-cost trade-off does not exist here, which is quite encouraging to promote this physician arrangements in hospitals.

***Those are highly interesting findings, indeed. And what are your future academic plans?***

**Yingchao Lan:** I will definitely continue my healthcare operations research agenda. Moving forward, I am further explore how primary care and preventive care delivery can further be linked to inpatient care, particularly focusing on their accessibility.

**Deepa Goradia:** My plan is to continue working in the healthcare and supply chain areas. I am interested in investigating the role of public policy and caregivers in improving quality and efficiency outcomes and reducing disparities in healthcare.

***Thank you for making the time for this interview: We look forward to hearing from you in the future!***

**Chan Hahn Best Paper Award Runner-ups:**

- *Effects of Competition and Cooperation in Supplier Network on Buyer Innovation: An Ego Network View* Xiaotian Yang, Waseda University
- *The Root Causes of Servitization Challenges: An Organisational Boundary Perspective* Ali Ziaee Bigdeli, Aston Business School; Kawaljeet Kapoor, Aston Business School; Andreas Schroeder, Aston Business School; Omid Omidvarm Aston Business School
- *Integrating Machine Learning and Human Judgment: A Study on Demand Planning in the Field* Rebekah Brau, Brigham Young University; John Aloysius, University of Arkansas; Enno Siemsen, University of Wisconsin

## Winners of the 2021 Best Supply Chain Paper Award

**Winner: Supplier's network churn, buyer-supplier embeddedness, and transaction price outcomes —** Pankaj Kumar from Pamplin College of Business, Virginia Tech, Agnieszka Nowinska, Aalborg University Business School and Hans-Joachim Schramm from Vienna University of Economics and Business .

***Congratulations on winning this award! Could each one of you tell us a bit more about your background?***

**Pankaj:** "I am an assistant professor in management at the Pamplin College of Business, Virginia Tech. I earned my Ph.D. from the University of Minnesota. My research interests lie at the intersection of strategy and organization theory, with a focus on innovation, inter-firm relationships, and networks (buyer-supplier relations). My research methodology derives from the theory and the phenomena at hand, and uses econometric techniques suited for cross-section and panel data."

**Agnieszka:** "I am an Assistant Professor at the Aalborg University Business School in Denmark. I earned my Ph.D. from the Copenhagen Business School. I study network formation and persistence in different empirical contexts, such as labor markets, careers, but also firm relations (buyer-supplier relations). I am particularly interested in how networks change. I use not only quantitative methods but also interviews and ethnography to supplement my analyses."

**Hans-Joachim:** "I am a senior lecturer at Vienna University of Economics and Business and external lecturer at Copenhagen Business School. I earned my doctoral degree from Dresden University of Technology. Being a secretary general of Organization of Tariff and Transport Experts, the main focus of my research is on the management of transport and logistics companies, trade facilitation as well as economics and policy issues in sea, air, rail, and road transport markets."



This year's proud winners of the Best Supply Chain Paper Award.  
From left to right: Pankaj Kumar, Agnieszka Nowinska, Hans-Joachim Schramm

***What is the most interesting outcome of your awarded AOM paper?***

**Pankaj:** "We introduce a novel context, the container shipping chartering market, to examine buyer-supplier relations. We introduce and provide empirical support for a novel network-based signaling mechanism that buyers use to evaluate potential suppliers, given information asymmetries. We find that a high suppliers' ego-network churn (changes in suppliers' portfolio of clients) results in price penalties for suppliers in a buyer-supplier exchange because buyers view them as less trustworthy. A red flag for practitioners- relational turnover sends signals that can translate into money loss."

**Agnieszka:** "A fascinating finding from my viewpoint is that even in commoditized contexts, where price may seem to be the prime driver of buyer-supplier exchanges, we find that buyers pay premiums in terms of a higher price to suppliers with whom they have prior relationships in the chartering market in container shipping. In other words, there is a reward for prior, reliable relationships."

**Hans-Joachim:** "What surprised me the most was that even though suppliers emit negative signals vis-à-vis their relationships with other buyers, prior relationships with the focal buyer acts as a buffer. The penalty for not being reliable or trustworthy is mitigated if the focal buyer has a prior history of relations with the supplier in question."

***What are your future academic plans?***

**Pankaj:** "I aspire to contribute more to the understanding of buyer-supplier relations and engage more with operations management research. In so doing, I want to add value to both the strategic and operations management streams."

**Agnieszka:** "We aim to submit our work to a reputed journal in Operations Management. I plan to continue the work in this domain and understand better how buyer-supplier relations emerge and change."

**Hans-Joachim:** "I want to continue to work on different projects that help us understand better the shipping industry, broadly speaking, where buyer-suppliers relations hold the key."

***Thank you for the interview and congratulations again! We also congratulate the Runners-ups!***

- *Humanitarian Organizations in the Public Sphere: How Type of Funding Predicts Outcomes*  
Lea Rüscher, Maria Besiou
- *Implications of Temporal Orientation for Sustainability Risk*  
Alok Choudhary, Nouri Najjar, Robert Klassen



## 2021 Distinguished OSCM Scholar: Prof. Lutz Kaufmann

Lutz Kaufmann is a full professor at WHU – Otto Beisheim School of Management. He has taught at the school, located in Vallendar, Germany, since 2001. In addition, he was an Associate Fellow at the Said Business School, University of Oxford, UK, from 2010 to 2014. Lutz has served as the European Editor of the Journal of Supply Chain Management since 2007, and his peer-reviewed articles have appeared in a number of the premier journals in our discipline. In 2014 the Case Centre, in Cranfield, UK, recognized him as one of the 20 best-selling authors of case studies since its founding in 1973. His PhD students have won numerous national and international research awards, including four IPSERA Doctoral Dissertation Awards, four Emerald/EFMD Outstanding Doctoral Research Awards, and three CSCMP Doctoral Dissertation Awards. In addition to his scholarly work, Lutz worked in industry for many years. In the early 1990s, he spent several years at General Motors Europe, in Purchasing, and later he worked at the consulting company, Horváth AG. Lutz also served as Vice Chair of the supervisory board of a large German automotive supplier (€500 million in sales and 4,500 employees) from 2003 to 2008. For more details about his work and interests, see this [Link](#).



Lutz Kaufmann, WHU Otto Beisheim School of Management

***Our warmest congratulations Lutz on winning our division's Distinguished Scholar Award! What does winning the award mean to you?*** "Winning this award is a great honor! Frankly, like Dr. Pagell in 2020, I also have some cognitive dissonance in seeing my name next to the names of all the previous recipients. How is this possible? Of course, I'm also thrilled to be the first award winner at a continental European institution."

***What made you take a job in academia?*** "I once was told that the three best reasons were June, July, and August. More seriously, I was motivated by having the flexibility to engage in all three aspects of this work – teaching, research, and service. One benefit is that when you get frustrated with events or situations in one of the three, you can always turn your attention to the other two. That said, my biggest motivator probably is helping people to develop their own expertise, perspectives, and self-awareness – either directly, in my courses and my work with my doctoral students, or indirectly, through my research and by improving our journals or programs."

***What were the defining moments in your career?*** "The first one was in 1998, when Lisa Ellram and Phil Carter – who was heading CAPS, or the Center for Advanced Procurement Strategy, at the time – introduced me to Craig Carter at Arizona State University. The rest, as they say, is history. A second one was in 2001, when I joined WHU. WHU is probably the business school in Germany that most closely resembles business schools in the United States. A third crucial experience was touring factories in China in the early 2000s. That experience was made possible by Linda Sprague (RIP), who was among the first recipients of this Distinguished Scholar Award."

***What was your most important lesson you would like to share with younger faculty?*** "In good professorial style, I have three lessons to offer. Number one: Invest in yourself! I paid for that trip to Arizona to meet with Lisa and Phil out of my own pocket, instead of going on vacation that year. That willingness to invest has to continue throughout our careers and not just be done early on. Number two: Embrace uncertainty. Developing the willingness and the ability to tolerate uncertainty is crucial across many industries and professions – especially in this liminal time as the whole world is moving toward another epoch. On a more localized level, in research and in academia, our long feedback cycles mean that getting comfortable with uncertainty is particularly important for us. We don't often get immediate feedback about the significance of our work. Number three: Relationships matter. When we think about our accomplishments – whether publishing scholarly articles, mentoring doctoral students, or undertaking a service activity, or whatever it may be – we have to recognize that they were possible because we had mentors, collaborators, and friends. In this work, it's always 'we'; it's 'us.'"

***Any fun facts about yourself?*** "Not entirely sure if this is a fun fact, but it probably is unusual that, at this stage in life and in this country, I still have never been to Oktoberfest in Munich. I've also not been to Paris, Monte Carlo, Brussels, Florence, or Madrid. Although the Oktoberfest ship might have sailed, rest assured that I would love (and I intend) to visit all of these great cities in time."

***Thanks Lutz, for this interview. We wish you all the best for what's ahead of you!***

## NEW SECTION: Learning from Failure Stories

***In this new section, established scholars share a failure story — memorable, inspiring, funny, or odd — that is interesting to read and useful to others, especially junior scholars and PhD students. We are grateful that Barb Flynn provided the second contribution for this section!***

As I reflected on learning from failure, I realized that I do have a lot of material to choose from. What I've really enjoyed about my career as an academic is constantly learning about new things. How boring it would be to have a job where nothing ever changed! In that spirit, let me tell you about some of my failures and how I've learned from them.

I'll start with a teaching example. Prior to my academic career, I was an elementary school teacher, teaching first through fourth graders for a total of five years. As a first grade teacher, you learn how to say things like, "Boys and girls, let's all pick up our pencils." When I taught college students for the first time, as a doctoral student, I was so excited at the prospect of being able to teach students who were hungry to learn. I assumed they would prepare the assigned material prior to class, so that I could build upon it during class, rather than repeating what was in the book. Well, you can imagine how that turned out... I learned a lot about not making assumptions about where others were.

I've also learned a lot about choosing my coauthors wisely. My coauthors over the years have been delightful to work with, for the most part. However, there have been a few who didn't pull their weight or were disappointing in other ways — I won't get into that, to avoid embarrassing anyone. Counterintuitively, the best coauthors I've worked with are people who are not like me. It's tempting to work with people who have very similar interests and skills to mine, but that doesn't lead to an interesting manuscript. It would be like an orchestra that was comprised only of bassoons — the sound would be boring at best, and perhaps terrible. The sound is much better when there is a variety of instruments and the orchestration includes harmony, as well as melody. Similarly, the best author teams I've worked with are those where we each bring something unique to the table; more importantly, we each realize this and are able to let go of areas where someone else can make a better contribution. This is something I constantly need to remind myself of when I'm tempted to try to do it all and shut out my coauthors.

The ultimate in learning from failures is dealing with reviewers' comments. I've never submitted a manuscript that I didn't think was wonderful at the time, so I take reviewers' comments personally — it feels like someone is criticizing one of my children. It's hard, but I've learned to do a quick read, then step back and ignore the reviewers' comments for a few weeks. Once I've calmed down, I've almost universally realized that most of their comments were indeed valid. Some of the most cited papers I've written went through what seemed like countless rounds of very substantial revisions and turned out to be much better than the original manuscript, thanks to the reviewers. The failure would have been sticking to my original manuscript and not listening to the reviewers (no matter how hard it was to do it).

I've tried to avoid failures by focusing on topics that I am passionate about. I can't imagine being stuck working on a topic that I thought was boring and unimportant. That can mean taking risks. Three or four years into my first academic position, I was cranking out simulation-based articles at a pretty good pace but feeling like I was a hack. As we ate our lunches, one of my colleagues who was a management professor asked me if I had heard about Total Quality Management (sorry for being so out of date, but this happened a long time ago) and why was nobody in operations management was doing survey research related to TQM. I ended up spending a year reading up on TQM and survey research. That conversation totally changed the trajectory of my career, and I've never regretted it, although my annual review was lousy that year because I hadn't published anything.

I'd like to close with a few words about what is NOT a failure. Getting insignificant or unexpected results isn't a failure. If your research is well designed and well supported with theory, finding results that are unexpected or insignificant is actually quite interesting — what a great way to make a contribution to the literature! The trick is to explain why. I learned this with my dissertation. Briefly, I had set out to "prove" that group technology was wonderful, using simulations of several factory setups. When my results indicated otherwise, I assumed that the problem was that I hadn't been able to find some strange bug in my simulation — basically that I was a bad programmer. I spent the summer learning a different simulation language; when I reran my simulations and got exactly the same findings, I finally realized that I needed to dig deeper and explain why. My counterintuitive results, combined with a good explanation for them, ended up making my resulting papers highly publishable. So, the moral of the story is that every failure is an opportunity to learn how to do better and grow as an academic. I hope I never stop having opportunities to learn and develop.



Professor Barb Flynn, Kelley School of Business, Indiana University

***Thank you so much for your contribution, Barb! This story truly has harmony, melody, and a great finale!***

## 2021 OSCM Division Service Award

The Executive Board of the Operations and Supply Chain Management (OSCM) Division recognizes David Cantor with the 2021 OSCM Division Service Award.



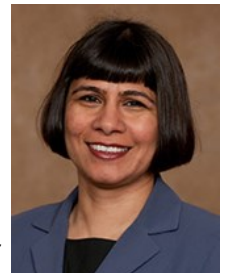
David Cantor, Iowa State University

The Executive Board of the Operations and Supply Chain Management (OSCM) Division would like to recognize David Cantor for his outstanding leadership at the Academy of Management. Dave has made significant contributions to the AOM OSCM division in many ways, over the last several years. His leadership is more noteworthy considering that his service tenure overlapped COVID-19, which turned out to be one of the most momentous disruptions of our lifetimes. Because of his hard work and intense efforts, OSCM was able to weather the shock without suffering as steep a loss as some other divisions in terms of paper submissions, PDW submissions, or funds raised. Dave helped to develop closer and deeper ties with the logistics community and external organizations such as ISM and JSCM, who continued to provide outstanding support for the OSCM division activities. Under Dave's leadership, OSCM increased the best paper and best reviewer awards amount, and funds for doctoral student travels.

One of the key characteristics of his leadership is that Dave always stepped up to help others when they were struggling with their roles at OSCM or if there was something that wasn't clearly defined as someone's role. He is a true team player who went above and beyond his defined responsibilities.

**We sincerely and wholeheartedly thank Dave for his leadership and the can-do spirit!**

Rachna Shah  
2021 Past Division Chair



## Journal of Operations Management: Jack Meredith Best Paper Award

The *Journal of Operations Management* traditionally hosts their annual awards session at the Academy of Management virtual Meeting. JOM honors the Best Paper and we would like to congratulate the authors of

### ***The value of process friction: The role of justification in reducing medical costs***

Jillian A. Berry Jaeker and Anita L. Tucker

Volume 66, Issues 1-2, January/March 2020 <https://doi.org/10.1002/joom.1024>

### **Runner-ups:**

- *Managing uncertain tasks in technology-intensive project environments: A multi-method study of task closure and capacity management decisions*  
Sriram Narayanan, Sridhar Balasubramanian, Jayashankar M. Swaminathan, and Ying Zhang  
Volume 66, Issue 3, April 2020 <https://doi.org/10.1002/joom.1062>
- *Improving customer routing in contact centers: An automated triage design based on text analytics*  
Noyan Ilk, Guangzhi Shang, and Paulo Goes  
Volume 66, Issue 5, July 2020 <https://doi.org/10.1002/joom.1084>
- *Buyer participation in outsourced new product development projects: The role of relationship multiplexity*  
Johanna H. Slot, Stefan Wuyts, and Inge Geyskens  
Volume 66, Issue 5, July 2020 <https://doi.org/10.1002/joom.1085>
- *Assessing Customer Return Behaviors Through Data Analytics*  
Michael E. Ketzenberg, James D. Abbey, Gregory R. Heim, and Subodha Kumar  
Volume 66, Issue 6, September 2020 <https://doi.org/10.1002/joom.1086>
- *Trading-off Innovation Novelty and Information Protection in Supplier Selection: Supplier Ties as Signals*  
Tingting Yan, Yang Yang, Kevin Dooley, and Sangho Chae  
Volume 66, Issue 7-8, October/December 2020 <https://doi.org/10.1002/joom.1079>

**We also congratulate the winners of the JOM Ambassador Award!**

- ***Resource Based Theory in Operations Management Research***  
Michael A. Hitt, Kai Xu, and Christina Matz Carnes



## Journal of Supply Chain Management Best Paper Award

The *Journal of Supply Chain Management* traditionally hosts their annual awards session at the Academy of Management virtual Meeting. JSCM honors the Best Empirical Paper and Best Conceptual Paper. We would like to congratulate the authors!

### Best Empirical Paper Award

Unraveling the Dimensions of Supplier Involvement and their Effect on NPD Performance: A Meta-Analysis  
Robert Suurmond, Finn Wynstra & Jan Dul ([Link to Spotlight Series](#))

**Honorable mention** for the Best Empirical Paper:

- *The Implications of Firm-Specific Policy Risk, Policy Uncertainty, and Industry Factors for Inventory: A Resource Dependent Perspective* by Jessica L. Darby, David J. Ketchen Jr., Brent D. Williams & Travis Tokar ([Link to Spotlight Series](#))
- *Managing Buyer-Supplier Conflicts: The Effect of Buyer Openness and Directness on a Supplier's Willingness to Adapt* by Niels J. Pulles & Raymond P.A. Loohuis ([Link to Spotlight Series](#))

### Best Conceptual Paper Award

*Reinvigorating the Study of Opportunism in Supply Chain Management* by Fabrice Lumineau & Nuno Oliveira ([Link to Spotlight Series](#))

Congratulations also go out to the **Best Reviewers**, Marko Bastl and David Grant, and the **Best Associate Editors**, Dayna Simpson and Steven Carnovale!

*Journal of*  
Supply Chain Management



### Best Empirical Paper Finalists

1. Robert Suurmond, Jan Dul, and Finn Wynstra, "Unraveling the Dimensions of Supplier Involvement and their Effect on ND Performance: A Meta-Analysis"
2. Niels J Pulles and Raymond Loohuis, "Managing Buyer-Supplier Conflicts: The Effect of Buyer Openness and Directness on a Supplier's Willingness to Adapt"
3. Jessica Darby, Dave Ketchen, Brent Williams, and Travis Tokar, "The Implications of Firm-Specific Policy Risk, Policy Uncertainty, and Industry Factors for Inventory: A Resource Dependent Perspective"

## 2022 Professional Development Workshops (PDW): Call for Proposals

The Operations and Supply Chain Management (OSCM) Division invites you to submit creative and innovative proposals for Professional Development Workshops (PDWs) for the 2022 Academy of Management Annual Meeting. Both PDW and Scholarly sessions may take place any day during the Annual Meeting, Friday, 5 August – Tuesday, 9 August.

The OSCM Division encourages PDWs that build knowledge and share expertise oriented towards emerging research themes and methods as well as management practice in the OSCM area. PDW sessions are also intended for professional development of the participants, so sessions around research and teaching development are called for. PDWs can take different formats, such as workshops, tutorials, debates, roundtable discussions, panel discussions, facility tours, etc.

We highly encourage PDW proposals that link to other divisions/interest groups with joint sponsorship as well as ones that reflect the conference theme – '[Creating a Better World Together](#)'. Acceptance will be based on (a) relevance to the interests of the Division's membership, (b) creativity and innovation, and (c) plan for creating an inclusive, interactive, and developmental session. (Note: Traditional presentations of research papers should be submitted to the Scholarly Program portion of the Annual Meeting).

Proposals must be submitted online via the AOM submission center <https://submit.aom.org/>. Please submit all proposals along with any joint-division "sponsorship" suggestions using this website. We certainly welcome proposals that are of interest to members of other divisions (e.g., OMT, SIM, ONE, STR, TIM).

**Deadline for Submissions is Tuesday, 11 January 2022 at 5:00 pm ET (NY Time).** Early submissions are highly encouraged. Please note that all PDW participants must commit to participation in advance.

**Veronica Villena**  
2021 PDW Chair



## Call for Papers: 2022 Scholarly Program



### Creating A Better World Together

82nd Annual Meeting of the Academy of Management  
5–9 August 2022 | Seattle, Washington, USA | A Hybrid Experience

The OSCM division invites scholarly papers and symposia submissions addressing any aspect of operations and supply chain management. We welcome submissions that consider the management of processes that create and deliver products and services. Research may focus on profit or non-profit organizations. Conceptual, empirical, and methodological contributions are encouraged, as are cross-functional linkages and perspectives.

The theme of the 2022 Academy of Management conference is Creating A Better World Together, and the OSCM division encourages papers and symposia focused on that theme. This is a fantastic opportunity for our division to showcase one of our key strengths – researching issues that are of practical importance to frontline, middle, or executive level managers. The 2022 theme is a call for research that can shape what managers do on a day-to-day basis. How can we help managers deal with the issues confronting them in the incredibly challenging period we are currently facing? How will firms' competitive and comparative advantages, core competencies, and dynamic capabilities change in order to create more meaningful and purposeful organizations? What will business operations and their supply chains look like in the new normal? Where will new competitors come from and how will operations & supply chain strategies change in the future? We invite you to explore this theme further at <https://aom.org/events/annual-meeting/annual-meeting-theme>, and take advantage of exciting opportunities it presents for our division.

Symposia proposals are particularly encouraged as they provide conference attendees a coherent, focused session of either a series of authored papers explicitly linked to a common theme, or a group of panelists engaged in a formal interactive discussion around particular issues or questions.

The OSCM division also encourages submissions from PhD students. Papers with a PhD student as the first or sole author should be clearly identified at the time of submission. We also encourage papers that are earlier in development that would benefit from collegial discussion and constructive feedback.

#### Division Awards:

- **Chan Hahn Best Paper Award:** All accepted papers are automatically entered into the competition. The finalists are selected before the conference, and the award is announced at the conference.
- **Best Student Paper Award:** An accepted paper lead-authored by a doctoral student will be recognized. To be considered, the paper must be identified as a "student authored" paper at the time of submission.

#### Submission Process:

All submissions must be made through the AOM Submission Center system website. The submission system is targeted to open in early December, 2021. The submission deadline is Tuesday, 11 January 2022 at 17:00 (5pm) ET (NY Time) (but earlier submissions are encouraged). Please carefully review the submission guidelines and formatting instructions before submitting. If any of the guidelines or formatting instructions are not met, the submission cannot be reviewed. Please note that there is limited space on the scholarly program; therefore, not all submissions will be accepted. All submissions will nevertheless make an important contribution to the OSCM division, as the number of submissions impacts future allocation of time on the program. If your paper is accepted, you are committing to attend the scholarly program, held August 5th (Friday) through August 9th (Friday),

**Please sign up to review for OSCM!**

See: <https://review.aom.org/>

**Kai Foerstl**  
2021 Program Chair



## Thank you to our 2021 OSCM Division Sponsors

Our sponsors that have pledged as of July 1, 2021:

### Platinum:



### Gold:



### Silver:



Neeley School  
of Business



UCD Lochlann Quinn School of Business

### Bronze:





## Officers



**Rachna Shah**  
**Past Division Chair (2021)**  
 University of Minnesota, USA  
 (612) 624-4432  
[shahx024@umn.edu](mailto:shahx024@umn.edu)



**Stephanie Eckerd**  
**Division Chair Elect & Sponsorship (2022)**  
 University of Tennessee  
[seckerd@utk.edu](mailto:seckerd@utk.edu)



**Veronica Villena**  
**PDW Chair (2022)**  
 Arizona State University, USA  
[vhvillena@asu.edu](mailto:vhvillena@asu.edu)



**Desirée van Dun**  
**Communications Coordinator and Doctoral and Junior Faculty Consortium Coordinator (2020-2021)**  
 University of Twente, the Netherlands  
 +316 5372 6754  
[d.h.vandun@utwente.nl](mailto:d.h.vandun@utwente.nl)



**John Aloysius**  
**Doctoral and Junior Faculty Consortium Coordinator (2021-2022)**  
 University of Arkansas  
 (479) 575-3003  
[jalloysius@walton.uark.edu](mailto:jalloysius@walton.uark.edu)



**Sherwat Ibrahim**  
**Membership Committee**  
 American University in Cairo (AUC), Egypt  
[sherwat@aucegypt.edu](mailto:sherwat@aucegypt.edu)



**Rachna Shah**  
**Division Chair (2022)**  
 University of Minnesota, USA  
 (612) 624-4432  
[shahx024@umn.edu](mailto:shahx024@umn.edu)



**Kai Foerstl**  
**Program Chair (2022)**  
 EBS University, Germany  
 +49 611 7102 2189  
[Kai.Foerstl@ebs.edu](mailto:Kai.Foerstl@ebs.edu)



**Ednilson Bernardes**  
**Treasurer**  
 West Virginia University, USA  
 (304) 293-7840  
[ednilson.bernardes@mail.wvu.edu](mailto:ednilson.bernardes@mail.wvu.edu)



**Iuri Gavronski**  
**Web Administrator & Listen to the Editors Podcast**  
 UNISINOS University, Brazil  
[igavronski@unisinos.br](mailto:igavronski@unisinos.br)



**David Cantor**  
**Former Past Division Chair**  
 Iowa State University, USA  
 (515) 294-8462  
[dcantor@iastate.edu](mailto:dcantor@iastate.edu)



**Henrik Franke**  
**Newsletter Editor**  
 Swiss Federal Institute of Technology (ETH)  
 Zurich, Switzerland  
[hfranke@ethz.ch](mailto:hfranke@ethz.ch)

Follow our [@OSCM\\_AOM](https://twitter.com/OSCM_AOM) Twitter account to stay up to date!

