

AGENDA | THURSDAY 29 SEPTEMBER

09.00 Registration and refreshments

09.30 **Welcome and introduction:** Dr Jagjit Singh Srai, Head, Centre for International Manufacturing, **IfM, University of Cambridge**

09.45 **Digital factories: new opportunities for managing uncertainty and variation**
Denis Malone, Global Advanced Manufacturing Manager, **ABB**

10.30 Refreshments

11.00 **Digital-technology enabled S&OP process for integrated manufacturing and supply networks**
Haydn J Powell, Global Supply Chain Manager, **Caterpillar inc**

11.45 **They picked it before you've clicked it**
Catherine McDermott, Operations Director, **Celesio UK**, formerly UK Supply Chain Director, **Amazon UK**

12.30 Lunch and networking

13.45 **IKEA Industry: supply chain of the future**
Per Berggren, Industrial Strategy Manager, **IKEA Industry**

14.30 **Wavin Group perspective on digitization**
Richard van Delden, Executive Director Supply Chain, **Wavin**

15.15 Refreshments

15.45 **Integrated supply chain in the cloud**
Mark Darbyshire, Vice President, **HANA Cloud Platform, SAP**

16.30 **Setting the future research agenda**

17.15 Wrap up and close of session

19.00 Symposium Dinner at St John's College

AGENDA | FRIDAY 30 SEPTEMBER

08.30	Registration and refreshments
09.00	Digitalizing the manufacturing enterprise of the future: insights from 20 years of technology research Ken Boyer, Professor of Operations Management, Fisher College of Business, Chair, Department of Management Sciences, Ohio State University
	Tool or toy? Generating economic value from additive manufacturing Matthias Holweg, Professor of Operations Management, Said Business School, University of Oxford
	Intelligent industrial automation in factories and elsewhere Professor Duncan McFarlane, Head, Distributed Information and Automation Laboratory, University of Cambridge
11.00	Refreshments
11.30	RESEARCH THEMES SESSION ONE Digital supply chains - special session Sustainability - special session Global manufacturing and China - special session
13.00	Lunch
14.00	RESEARCH THEMES SESSION TWO Network design I Digital transformation I Digital value networks I Sustainability I Global manufacturing and China I
15.30	Refreshments
15.45	RESEARCH THEMES SESSION THREE Network design II Digital transformation II Digital value networks II Sustainability II Global manufacturing and China II
17.00	Close

RESEARCH THEMES | SESSION ONE: 11.30

Digital supply chains (Chair: Bart MacCarthy)

Special session

Digitisation (or digitalisation), combined with changes such as the cloud, the internet of things and the availability of big data, will affect many aspects of future supply chain design, configuration and location. Supply chain relationship management, supply chain coordination and control, and order fulfilment processes will be equally affected. The panel session will explore these themes and present perspectives on how these changes will affect future supply chains.

Speakers:

Bart MacCarthy, Professor of Operations Management, Nottingham University Business School, Digitalisation and supply chain monitoring, Data rich supply chains present increased opportunities for prime supply chain entities to monitor both individual supplier performance and the performance of a supply network. The contribution will discuss how time compression in data transmission matched with appropriate methods, models and techniques will enhance the ability of the prime to detect poor performance, whether delivery or quality, identify routes for improvement and recovery and opportunities for development.

Jagjit Singh Srai, Head of Centre for International Manufacturing, IfM, Cambridge University, Contextualising digital supply chains – perspectives from academia and industry, Conceptualizing the digital supply chain, Experimentation in digital supply chains – some examples regarding patient centric Pharmaceuticals, Emerging digital scenarios – observations from industry

Steve New, Assoc. Prof of Operations Management, Said Business School, Oxford University, Digital Governance, Supply chains and provenance; supply chain transparency; right-to-know; privacy; supply chain security; big data; cloud computing. How much should organizations know about their extended supply base, and how much should they tell?

Constantin Blome, Professor of Operations Management, University of Sussex, Sustainability and digitisation

Antony Paulraj, Professor of Operations Management, University of Manchester, Supply chain contracts and finance

Nishikant Mishra, Assoc. Prof of Operations Management, University of East Anglia, Digital Product Design and Order Fulfilment

Sustainability (Chair: Arild Aspelund)

Special session

Speakers:

Professor Peter Ball, The University of York. Peter is professor in operations management and is an expert in how operations can be designed and improved. Application areas span manufacturing, supply chain and services.

Dr Mukesh Kumar, University of Cambridge. Mukesh is university lecturer in operations management and does his research on risk, resilience and sustainability in the area of manufacturing and supply network research.

Associate Professor Malena Ingemannsson Havenvid, Norwegian University of Science and Technology. Malena does research on technology development and innovation in manufacturing firms. Her main interests are how interaction in business networks affects the achievement of sustainable innovation.

Professor Arild Aspelund, NTNU. Arild is professor in International Marketing and is engaged in research on green innovation and sustainability among international manufacturers.

Through short presentations of experienced sustainability researchers and an open round table debate, we seek to set the future course for research in sustainable manufacturing and sustainable supply chains.

Global Manufacturing and China (Chair: Yongjiang Shi)

Special session

Speakers:

Mr. Jack Lyu - Incentive mechanisms to drive perpetual motion in enterprise development

Mr. Jack (Ke) Lyu is a Vice President of Human Resource Management Department, Executive Secretary of Human Resources Committee of Huawei Technologies Co., Ltd.

Mr. Tian Tao - The third road: an institutional experiment from a Chinese company

Mr. TIAN Tao is an advisor of the Huawei International Advisory Council, Co-Director of the Huawei Management Research Institute at Zhejiang University, and a tutor at the New Hua Du Business School

RESEARCH THEMES | SESSION TWO: 14.00

Network Design I (Chair: Harri Lorentz) Situation awareness as a building block of purchasing and supply management capability Harri Lorentz
Skills design of home delivery operations by tricycle: For improving service quality in last mile stage Koichi Murata, Hiroshi Katayama
Linking government policy and supply network capabilities for design and transformation of supply chains - an investigation into interventions, configuration and influences Arsalan Ghani, Jagjit Singh Srai
Digital Transformation I (Chair: Laird Burns) Mastering the digital transformation requires excellence in fundamentals: Partial effectiveness in supply chain design can be expensive Laird Burns & Fan Tseng
How is Big Data Transforming Operations Models in the Automotive Industry: A Preliminary Investigation Gary Graham, Patrick Hennelly, Bethany Tew, Royston Meriton
A decision support model for the market development process for emerging markets in the automotive industry Thillai Sivakumaran, Lia Heyne, Michael Toth
Digital Value Networks I (Chair: Ettore Settanni) Assessing the economic connectedness of the UK pharmaceutical and digital sectors by Input-Output Analysis Ettore Settanni, Jagjit Singh Srai
The role of digital technologies in the innovation of collaborative networks: the case of the ornamental stones in Portugal Agostinho M. Antunes da Silva. J. M. Vilas-Boas da Silva, Isabel Duarte de Almeida
Digital Global Value Chains and the alternative upgrading path: innovation with end-user Evodio Kaltenecker and Afonso Fleury
Sustainability I (Chair: Arild Aspelund) Sustainable manufacturing: steps for leading organisational change Peter Ball
CEO's Motivation and Leadership Style: Effects on Sustainability Practices in Manufacturing Firms Ann Elida Eide, Erik Andreas Saether, and Arild Aspelund
Can Life Cycle Product Communication Contribute to Greener Business Models? Marit Moe Bjørnbet
Global Manufacturing and China I (Chair: Yongjiang Shi) How Huawei Transformed R&D Management: A Process-based Model Lanhua, Li & Bin Guo
Someone Rises Someone Falls: Exercise of Dynamic Capability vs ad hoc Problem Solving when Facing Similar Challenge from Intellectual Properties Haoyu Zhang, Xiaobo Wu, Hongqi Xu
Financial management transformation in Huawei Xiao Chen & Can Huang
Collaboration behaviors in the development of telecommunication standards: a perspective of patent network analysis Haoyu Zhang, Huijun Shen

RESEARCH THEMES | SESSION THREE: 15.45

Network Design II (Chair: Naoum Tsolakis)

Modelling 'Green' Paracetamol Supply Chain Operations Defined by Renewable Chemical Feedstocks in England: A System Dynamics Analysis

Naoum Tsolakis, Jagjit Singh Srai

Exploring Interdependence and Industrial Dynamics in the Business Ecosystem of the Chinese Rare Earth Industry

Yinjie Zhou & Yongjiang Shi

International Operations Management (IOM) of Multinational Corporations (MNCs): to pursue a holographic understanding for their IOM network systems

Xingkun Liang, Yongjiang Shi

Digital Transformation II (Chair: Mukesh Kumar)

Big Data and Supply Chain Management: A Marriage of Convenience?

Royston Meriton and Gary Graham

Digitalisation of Supply Chains: A dynamic capabilities perspective

Denis Niedenzu, Mukesh Kumar, Rengarajan Srinivasan

Towards the development of cyber-resilient supply chains

Sunil Sarferaz, Mukesh Kumar

Transfer Activities of Lean Management to Other Industries -Transplanting Heijunka Concept for Leanised Operations

Hiroshi Katayama

Digital Value Networks II (Chair: Mark Phillips)

Convergence in health and medical technologies: the development of new value networks

Mark A Phillips, Jagjit Singh Srai

Developing a model to conceptualise a more digitally connected pharma/healthcare value network

Tom Burge, Tomas Harrington

Customer Value Assessment in Pharmaceutical Industry

Leda T Todorova-Aleksieva

Sustainability II (Chair: Arild Aspelund)

Understanding the role of Sustainability in Mergers & Acquisitions from the perspective of Supply Chain Management – How green is the deal?

Pavan Manocha, Jagjit Singh Srai and Mukesh Kumar

The Emerging Market Manufacturing Business Groups (EMBGs) and the Interplay between Innovation in Environmental Sustainability, Digitalization, Internationalization and Corporate Governance Structures: The Case of Turkish Holding Companies

Anil Yasin Ar, Aysun Ficici

Bridging the gap between theory and implementation for new business models for sustainability

Annik Magerholm, Haley Knudson, Sunniva Bratt Slette

Global Manufacturing and China II (Chair: Yongjiang Shi)

Partner Selection, Legitimacy and the Growth: A Case Study of the Social Enterprise

Ning Cai, Yuting Zhang , Yong Li, Jing Chen

Internationalization through business model innovation: A perspective of legitimacy

Ziyi Zhao

To License or Sell: A Study on the Patent Transaction Modes in China

Huijun Shen, Can Huang

How do Chinese Firms Benefit from R&D Internationalization in Europe Developed Economies? Exploring the moderating roles of Absorptive Capacity and Entry

Jiang Wei Yang Yang Qiyu Zhao