

# Giovani J. C. da Silveira

Professor of Operations and Supply Chain Management  
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## Education

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1997 Ph.D. Industrial and Business Studies, University of Warwick, UK.  
1994 M.Sc. Industrial Engineering, Federal Univ. of Rio Grande do Sul (UFRGS), Brazil.  
1992 Bachelor of Business Administration, UFRGS, Brazil.

## Further Studies

2000 Colloquium on Participant-Centered Learning, Harvard Business School, July 16-28.

## Fields of Interest

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Operations Strategy	Mass Customization
Supply Chain Management	Servitization

## Academic Positions

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### Haskayne School of Business, University of Calgary

2012-date Professor of Operations and Supply Chain Management  
2004-2012 Associate Professor of Operations Management  
2002-2004 Assistant Professor of Operations Management

### IAE Graduate School of Business and Management, Austral University, Argentina

2000-2002 Assistant Professor of Operations and Technology Management

### Pontiff Catholic University of Rio Grande do Sul (PUCRS), Brazil

1998-1999 Associate Professor of Operations Management

## Federal University of Rio Grande do Sul (UFRGS), Brazil

1997-1998 Post-Doctoral Fellow, School of Management  
1990 Research Assistant, School of Economics

## Visiting Positions

2019 NEOMA Business School, France, 05-29/11  
2013 Insper Institute of Education and Research, Brazil, 15/07-15/08  
2012 School of Engineering, Federal University of Rio Grande do Sul, Brazil, 06-25/08  
2006 School of Business, Catholic University of Portugal, 18-29/07

## Editorial Boards

2020-date Editorial Board, International Journal of Production Economics  
2017-date Associate Editor, International Journal of Operations & Production Management  
2012-date Editorial Board, Production (Brazil)  
2008-date Associate Editor, Journal of Operations Management  
2007-2008 Editorial Review Board, Journal of Operations Management  
2005-2017 Editorial Advisory Board, Int. Journal of Operations & Production Management  
2005-date Editorial Board, International Journal of Productivity and Quality Management  
2000-date Editorial Board, Produto & Produção (Brazil)

## Research Centres

2020-date Director, Canadian Centre for Advanced Supply Chain Management and Logistics (CASL), University of Calgary (also in 2013-2015)  
2020-date Academic Advisory Board, Center of Expertise in Operational Complexity and Business Transformation, NEOMA Business School, France

## Professional Societies

Production and Operations Management Society (POMS)  
European Operations Management Association (EurOMA)

## Awards and Honors

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2020 Finalist, *Operational Excellence College's Best Paper Competition*, Production and Operations Management Society (with R. Sousa, A. Camanho, C. Silva and B. Arabi)  
2017 Dedicated book chapter in: F. Piller and D. Walcher. *Leading Mass Customization and Personalization – 24 Expert Interviews*. Think Consult, Aachen, 2017  
2016-2020 *Warren Dyer Fellowship in Advanced Supply Chain Management and Logistics* Haskayne School of Business, CAN\$ 66,127.

- 2014-2017 *Haskayne Research Professorship in Operations Management*, Haskayne School of Business, course release, CAN\$ 60,000.
- 2014 *Honorable Mention* (second best paper), 2014 International Symposium on Supply Chain Management, Edmonton, Canada. (with F.S. Fogliatto and M.C.N. Gramani).
- 2012 Nominated, *Supervisory Excellence Award*, UofC Graduate Students Association.
- 2010 *International Journal of Operations & Production Management Outstanding Paper Award*. Best paper in vol. 29 (with B. Snider and J. Balakrishnan).
- 2009-2014 *Warren & Marline Dyer Faculty Fellowship in Operations Management*, Haskayne School of Business, CAN\$ 150,792.
- 2008 *The Chris Voss Highly Commended Award*. Second best paper at *15th International Annual EurOMA Conference*, Groningen, the Netherlands (with R. Sousa).
- 2007 *Best Reviewer Award*, Journal of Operations Management.
- 2006 *Emerald's Top-10 Noteworthy Article* (June, over 450 entries) in *International Journal of Operations & Production Management*, 26(3), 232-253 (with R. Cagliano).
- 2005 *Dean's Publication Award*, Haskayne School of Business, for publishing in FT-list journal, CAN\$ 5,000.
- 1991 *2<sup>nd</sup> Place, 1<sup>st</sup> National Prize for Essays on the Financial Sector*, Brazilian Insti. of Finance Managers: "New competitive strategies for the banking sector in the 1990s".

## Grants and Scholarships

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- 2020-2021 *Operating Grant: COVID-19 Rapid Research Funding Opportunity*, Canadian Institutes of Health Research (CIHR). Application #443540. Project: "Development of an Implementation Framework to Advance Provincial and National Health System Supply Chain Management of the COVID-19 Pandemic", CAN\$ 1,380,000 ("Co-Applicant" in team with Anne Snowdon as Principal Investigator).
- 2013-2015 *Operating Grant*, Canadian Institutes of Health Research (CIHR). Application #302413. Project: "An evaluation of the organizational process of developing a provincial acute care discharge model in Alberta hospitals", CAN\$ 268,272 ("Principal Applicant" in team with Sachin Pendharkar as Principal Investigator).
- 2013-2015 *Research Grant, Call for Proposals 014/2013 – Universal*, MCTI/CNPq – Ministry of Science, Technology and Innovation (Brazil). Project (translated): "Influence of the value chain on the relationship between manufacturing investments and competitiveness: a longitudinal analysis", R\$ 40,000 ("Participant" in team with Flávio S. Fogliatto as Principal Applicant; grant extended to November 2017).
- 2004-2009 *Discovery Grant - Individual*, Natural Sciences and Engineering Research Council of Canada (NSERC). Grant # 283134-04. Project: "Supply chain integration for mass customization", CAN\$ 86,000 (grant extended to March 2011).
- 2003-2005 *Starter's Grant*, University of Calgary Research Committee (URGC). Project: "The electronic supply chain: an investigation of the adoption of interorganizational systems in supply collaboration", CAN\$ 5,882.48.
- 2002-2006 *Dean's Grant*, Haskayne S. of Business. Support to new faculty, CAN\$ 20,000.

- 2000-2001 *Research Grant*, Perez Companc Foundation, Argentina. Project: “Towards a framework for operations management in e-commerce”, US\$ 11,000.
- 1997-1998 *Research Fellowship*, CAPES Ministry of Education, Brazil (subsistence).
- 1994-1997 *Ph.D. Scholarship*, CAPES Ministry of Education, Brazil (tuition, travel, subsistence).
- 1992-1994 *M.Sc. Scholarship*, CNPq National Research Council, Brazil (tuition, subsistence).

## Publications

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### Refereed Journal Papers

- F. R. Lucini, M. A. dos Reis, G. J. C. da Silveira, F. S. Fogliatto, M. J. Anzanello, G. G. Andrioli, R. Nicolaidis, R. C. Beltrame, J. L. Neyeloff, and B. D. Schaan. Man vs. machine: Predicting hospital bed demand for an emergency department. *PLOS ONE*, in print, 2020
- R. S. Sousa and G. J. C. da Silveira. Advanced services and differentiation advantage: An empirical investigation. *International Journal of Operations & Production Management*, in print, 2020
- T. Zhu, J. Balakrishnan, and G. J. C. da Silveira. Bullwhip effect in the oil and gas supply chain: A multiple-case study. *International Journal of Production Economics*, 224(107548), 2020
- G. B. Benitez, G. J. C. da Silveira, and F. S. Fogliatto. Layout planning in healthcare facilities: a systematic review. *HERD: Health Environments Research & Design*, 12(3):31–44, 2019
- M. Lohmann, M. J. Anzanello, F. S. Fogliatto, and G. J. C. da Silveira. Grouping workers with similar learning profiles in mass customization production lines. *Computers & Industrial Engineering*, 131:542–551, 2019
- R. S. Sousa and G. J. C. da Silveira. The relationship between servitization and customization strategies. *International Journal of Operations & Production Management*, 39(3):454–474, 2019
- M. B. C. Menezes, G. J. C. da Silveira, and R. Guimarães. Estimating demand variability and capacity costs due to social network influence: The hidden cost of connection. *International Journal of Production Economics*, 197:317–329, 2018
- R. S. Sousa and G. J. C. da Silveira. Capability antecedents and performance outcomes of servitization: Differences between basic and advanced services. *International Journal of Operations & Production Management*, 37(4):444–467, 2017
- F. R. Lucini, F. S. Fogliatto, G. J. C. da Silveira, J. L. Neyeloff, M. J. Anzanello, R. de S. Kuchenbecker, and B. D. Schaan. Text mining approach to predict hospital admissions using early medical records from the emergency department. *International Journal of Medical Informatics*, 100:1–8, 2017
- M. B. C. Menezes, G. J. C. da Silveira, and Z. Drezner. Democratic elections and centralized decisions: Condorcet and approval voting compared with median and coverage locations. *European Journal of Operational Research*, 253(1):195 – 203, 2016

- G. J. C. da Silveira, F. S. Fogliatto, and A. Fendyur. Demographics of mass customization: A global study of manufacturing plants. *Production*, 26(1):1–11, 2016
- S. R. Pendharkar, J. Woiceshyn, G. J. C. da Silveira, D. Bischak, W. Flemons, F. McAlister, and W. A. Ghali. What happens when healthcare innovations collide? *BMJ Quality & Safety*, 25(1):9–13, 2015
- G. J. C. da Silveira. An empirical analysis of manufacturing competitive factors and offshoring. *International Journal of Production Economics*, 150:163–173, 2014
- K. L. U. Senarathne Tennakoon, G. J. C. da Silveira, and D. G. Taras. Drivers of context-specific ICT use across work and nonwork domains: A boundary theory perspective. *Information and Organization*, 23(2):107–128, 2013
- G. J. C. da Silveira, B. Snider, and J. Balakrishnan. Compensation-based incentives, ERP and delivery performance: Analysis from production and improvement perspectives. *International Journal of Operations & Production Management*, 33(4):415–441, 2013
- F. S. Fogliatto, G. J. C. da Silveira, and D. Borenstein. The mass customization decade: An updated review of the literature. *International Journal of Production Economics*, 138(1):14–25, 2012
- G. J. C. da Silveira. Our own translation box: Exploring proximity antecedents and performance implications of customer co-design in manufacturing. *International Journal of Production Research*, 49(13):3833–3854, 2011
- G. J. C. da Silveira and R. S. Sousa. Paradigms of choice in manufacturing strategy: Exploring performance relationships of fit, best practices, and capability-based approaches. *International Journal of Operations & Production Management*, 30(12):1219–1245, 2010
- E. A. Silver, D. P. Bischak, and G. J. C. da Silveira. An efficient method for calculating the minimum distance from an operating point to a specific (hyperbolic) efficient frontier. *IMA Journal of Management Mathematics*, 20(3):251–261, 2009
- B. Snider, G. J. C. da Silveira, and J. Balakrishnan. ERP implementation at SMEs: Analysis of five Canadian cases. *International Journal of Operations & Production Management*, 29(1):4–29, 2009
- F. S. Fogliatto and G. J. C. da Silveira. Mass customization: A method for market segmentation and choice menu design. *International Journal of Production Economics*, 111(2):606–622, 2008
- G. J. C. da Silveira and R. Arkader. The direct and mediated relationships between supply chain coordination investments and delivery performance. *International Journal of Operations & Production Management*, 27(2):140–158, 2007
- G. J. C. da Silveira. Effects of simplicity and discipline on operational flexibility: An empirical reexamination of the rigid flexibility model. *Journal of Operations Management*, 24(6):932–947, 2006
- G. J. C. da Silveira and R. Cagliano. The relationship between interorganizational information systems and operations performance. *International Journal of Operations & Production Management*, 26(3):232–253, 2006

- G. J. C. da Silveira and R. Cagliano. Antecedents of inter-organisational systems adoption in manufacturing. *International Journal of Productivity and Quality Management*, 1(1/2):37–55, 2006
- G. J. C. da Silveira. Market priorities, manufacturing configuration, and business performance: an empirical analysis of the order-winners framework. *Journal of Operations Management*, 23(6):662–675, 2005
- G. J. C. da Silveira. Improving trade-offs in manufacturing: Method and illustration. *International Journal of Production Economics*, 95(1):27–38, 2005
- G. J. C. da Silveira and F. Fogliatto. Effects of technology adoption on mass customization ability of broad and narrow market firms. *Gestão & Produção*, 12(3):347–359, 2005
- F. S. Fogliatto, G. J. C. da Silveira, and R. Royer. Flexibility-driven index for measuring mass customization feasibility on industrialized products. *International Journal of Production Research*, 41(8):1811–1829, 2003
- G. J. C. da Silveira. Towards a framework for operations management in e-commerce. *International Journal of Operations & Production Management*, 23(2):200–212, 2003
- M. Paladino, H. Bates, and G. da Silveira. Using a customer-focused approach to improve quality across the value chain: The case of Siderar. *Total Quality Management*, 13(5):671–683, 2002
- G. da Silveira. Improvement trajectories in operations and technology management: Concept, process and content issues. *Technology Analysis & Strategic Management*, 14(2):227–240, 2002
- G. J. C. da Silveira and F. S. Fogliatto. Modelo acumulativo de prioridades competitivas: Validação teórica e impacto em performance. *Produto & Produção*, 6(2):1–11, 2002
- G. da Silveira. Innovation diffusion: Research agenda for developing economies. *Technovation*, 21(12):767–773, 2001
- G. da Silveira, D. Borenstein, and F. S. Fogliatto. Mass customization: Literature review and research directions. *International Journal of Production Economics*, 72(1):1–13, 2001
- G. da Silveira and N. Slack. Exploring the trade-off concept. *International Journal of Operations & Production Management*, 21(7):949–964, 2001
- G. J. C. da Silveira. A methodology of implementation of cellular manufacturing. *International Journal of Production Research*, 37(2):467–479, 1999
- G. J. C. da Silveira. Das prioridades estratégicas ao gerenciamento de trade-offs: três décadas de estratégia de produção. *Revista de Administração*, 33(3):40–46, 1998
- G. da Silveira. A framework for the management of product variety. *International Journal of Operations & Production Management*, 18(3):271–285, 1998

## Edited Book

- F. S. Fogliatto and G. J. C. da Silveira, editors. *Mass Customization: Engineering and Managing Global Operations (Springer Series in Advanced Manufacturing)*. Springer Verlag, London, 2011

## Book Chapter

- R. S. Sousa and G. J. C. da Silveira. Implementing servitization strategies: Trajectories of capability development and offering of basic and advanced services. In M. Kohtamäki, T. Baines, R. Rabetino, and A. Z. Bigdeli, editors, *Practices and Tools for Servitization: Managing Service Transition*, pages 201–212. Palgrave Macmillan, London, 2018

## Refereed Conferences

- R. S. Sousa and G. J. C. da Silveira. Servitization and differentiation advantage: an empirical investigation. In *Proceedings from the 26th International EurOMA Conference*, Helsinki, Finland, June 17-19 2019
- T. Zhu, J. Balakrishnan, and G. J. C. da Silveira. An empirical study of bullwhip effect in the oil and gas industry. In *POMS Annual Conference*, Washington, DC, May 2-6 (abstract) 2019
- M. Anzanello, F. S. Fogliatto, and G. J. C. da Silveira. Grouping workers with similar learning profiles in mass customization production lines. In *Proceedings of the 48th International Conference on Computers and Industrial Engineering (CIE 48)*, Auckland, New Zealand, December 2-5 (abstract) 2018
- R. S. Sousa, B. Arabi, C. Silva, A. Camanho, and G. J. C. da Silveira. Testing the theory of performance frontiers in the era of industry 4.0. In *Proceedings from the 25th International EurOMA Conference*, Budapest, Hungary, June 24-26 2018
- T. Zhu, J. Balakrishnan, and G. J. C. da Silveira. Case study of bullwhip effect in the oil and gas industry. In *POMS Annual Conference*, Houston, TX, May 4-7 (abstract) 2018
- T. Zhu, J. Balakrishnan, and G. J. C. da Silveira. Bullwhip effect in the oil and gas supply chain. In *Decision Sciences Institute Annual Meeting*, Washington, DC, November 18-20 (abstract) 2017
- R. S. Sousa and G. J. C. da Silveira. The relationship between servitization and customization strategies. In *Proceedings of the XXIV International Annual EurOMA Conference*, Edinburgh, July 1-5 2017
- G. J. C. da Silveira and R. Sousa. Does servitization influence manufacturing strategy and performance? In *15th International Research Symposium on Service Excellence in Management – QUIS15*, Porto, Portugal, June 12-15 (abstract) 2017
- R. S. Sousa and G. J. C. da Silveira. The impact of servitization on firm performance. In *Decision Sciences Institute Annual Meeting*, Seattle, WA, November 21-24 (abstract) 2015
- M. B. C. Menezes, G. J. C. da Silveira, and R. Guimarães. Social network influence on demand and its impact on forecast accuracy. In *XXII EURO Working Group on Locational Analysis Meeting*, Budapest, May 20-22 (abstract) 2015; M. B. C. Menezes, G. J. C. da Silveira, and R. Guimarães. Estimating demand variability due to social network influence: Hidden costs of a connected world. In *XXXVI International Sunbelt Social Network Conference*, Newport Beach, CA, April 5-10 (abstract) 2016

- L. Gomes and G. J. C. da Silveira. Application of simulation techniques supporting decision making in supply chain management: a systematic review. In *2015 Industrial and Systems Engineering Research Conference, Institute of Industrial Engineers (IIE)*, Nashville, May 30-June 2 (abstract) 2015
- G. J. C. da Silveira, F. S. Fogliatto, and M. C. N. Gramani. Exploring relationships between human capital and internationalization of supply chains: an empirical analysis of manufacturers from Latin America and the Caribbean. In *2014 International Symposium on Supply Chain Management*, Edmonton, June 10-11 2014
- N. Southin and G. J. C. da Silveira. Return policy composition: content analysis of e-retailer return policies. In *Proceedings of the 24th Annual Production and Operations Management Conference*, Denver, CO, May 3-6 (abstract) 2013
- G. J. C. da Silveira, F. S. Fogliatto, and A. Fendyur. Is mass customization a global phenomenon? Empirical evidence from an exploratory study. In *Proceedings of the 4th Production & Operations Management World Conference*, Amsterdam, June 1-5 2012
- A. Fendyur and G. J. C. da Silveira. Statistical detection of moderation and mediation effects among predictors in industrial productivity research. In *Proceedings of the Annual Meeting of the Statistical Society of Canada*, Wolfville NS, Canada, June 12-15 (abstract) 2011
- B. Snider, J. Balakrishnan, and G. J. C. da Silveira. Lessons learned from running “The Beer Distribution Game” for large classes. In *Proceedings of 41st Decision Sciences Institute Annual Meeting*, San Diego CA, November, Vol. 3, 3251-3258 2010
- K. L. U. Senarathne-Tennakoon, D. G. Taras, and G. J. C. da Silveira. Predicting ICT usage in work and nonwork domains: Examining the adequacy of existing models. In *Academy of Management Annual Meeting Proceedings*, Montreal, Canada, August (abstract) 2010
- G. J. C. da Silveira. A path-analytic model of product customization, production offshoring, and manufacturing investment. In *Proceedings of the 17th International Annual EurOMA Conference*, Porto, Portugal, June (in CD-ROM) 2010
- G. J. C. da Silveira and R. S. Sousa. Analysis of the relationships between operations strategy paradigms and performance. In *Proceedings of the 15th International Annual EurOMA Conference*, Groningen, the Netherlands, June (in CD-ROM) 2008
- G. J. C. da Silveira and F. S. Fogliatto. A study of the relationship between work outsourcing and manufacturing performance. In *Proceedings of the Fifth Annual Symposium on Supply Chain Management*, Toronto, October (in CD-ROM) 2007
- F. S. Fogliatto and G. J. C. da Silveira. Designing choice menus for mass customization. In *Proceedings of the XII International Conference on Industrial Engineering and Operations Management*, Fortaleza, Brazil, October (in CD-ROM) 2006
- G. J. C. da Silveira. A comparative review of trade-off frameworks in operations strategy. In *Proceedings of the 34th Annual Conference of the Administrative Sciences Association of Canada*, Banff, Alberta, June, 64-76 2006
- B. Snider, G. J. C. da Silveira, and J. Balakrishnan. ERP implementations at SMEs: an empirical study of success factors. In *Proceedings of the 35th Annual Meeting of the Western DSI*, Waikoloa, Hawaii, April 2006



- G. J. C. da Silveira. Effects of simplicity and discipline on operational flexibility: an empirical re-examination of the rigid flexibility model. In *Proceedings of the 12th International Annual EurOMA Conference*, Budapest, June, 1323-1332 2005
- G. J. C. da Silveira and R. Arkader. Supply chain integration mechanisms as determinants of delivery performance in manufacturing. In *Proceedings of the 12th International Annual EurOMA Conference*, Budapest, June, 1789-1978 2005
- G. J. C. da Silveira and F. S. Fogliatto. Mass customization in manufacturing: exploring the role of technology and market scope. In *Proceedings of the 11th International Annual EurOMA Conference, Vol. II*, Fontainebleau, June, 737-746 2004
- G. J. C. da Silveira. An empirical examination of the order-winners manufacturing strategy framework. In *Proceedings of the EurOMA/POMS Joint International Conference, Vol. 1*, Lake Como, Italy, June, 73-82 2003
- G. J. C. da Silveira and R. Cagliano. The electronic supply chain: an investigation of the adoption of interorganizational systems in supply collaboration. In *Proceedings of the EurOMA/POMS Joint International Conference, Vol. 3*, Lake Como, Italy, June, 77-86 2003
- F. Fogliatto, G. da Silveira, and R. Royer. Feasibility index for mass customization. In *Proceedings of the World Congress on Mass Customization and Personalization*, Hong Kong, October (in CD-ROM) 2001
- G. da Silveira. Towards a framework for operations management in e-commerce. In *Proceedings of the VIII International Annual EurOMA Conference*, Bath, UK, June, 788-796 2001
- G. da Silveira, D. Borenstein, and F. Fogliatto. A review of strategic and operational aspects of mass customization systems. In *Proceedings of the VI International Conference on Industrial Engineering and Operations Management*, São Paulo, Brazil, October, 370-387 2000
- R. Luchi, G. da Silveira, and F. Garcia. Operations strategy content and capability development in emergent economies: The Argentine case. In *Proceedings of the First World Conference on Production and Operations Management*, Seville, Spain, August (in CD-ROM) 2000
- G. da Silveira and F. Fogliatto. Competitive priorities in manufacturing: an empirical analysis of the cumulative model. In *Proceedings of the VII International Annual EurOMA Conference*, Gent, June, 139-146 2000
- G. da Silveira and M. Paladino. Analysis of the content of improvement trajectories in Argentina. In *Proceedings of the VI International Annual EurOMA Conference*, Venice, June, 387-393 1999
- M. Paladino and G. da Silveira. A longitudinal study of the process of improvement of Siderar's value chain. In *Proceedings of the VI International Annual EurOMA Conference*, Venice, June, 621-628 1999
- G. da Silveira. Competing in Mercosur: the role of manufacturing trade-offs. In *Proceedings of the 17th Production Engineering National Meeting (ENEGEP)*, Gramado, Brazil, October (in CD-ROM) 1997

# Knowledge Dissemination

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## Trade Magazine

- G. J. C. da Silveira and M. B. C. Menezes. Deciphering social network influence. *Industrial Management*, in print, 2020
- G. J. C. da Silveira and R. S. Sousa. Choosing the right manufacturing paradigm. *Industrial Management*, 53(3):14–18, 2011

## Popular Magazine

- G. J. C. da Silveira. Coronavirus hoarding: Why you can stop amassing toilet paper. *The Conversation*. <https://theconversation.com/>, April 4, 2020. Republished in Magazine L'actualité, Retail Insider (Canada), Winnipeg Free Press, National Interest, Inside Logistics, and SupplyPro, among other outlets.

## Invited Talks

- Mass customization: processes, technologies and applications in the 21st century*. At NEOMA Business School, Paris, November 22, 2019 (research with F.S. Fogliatto and D. Borenstein).
- Longitudinal analysis with the World Bank Enterprise Survey*. At School of Business, Catholic University of Portugal, Porto, October 3, 2019.
- Theory development and contribution in management research*. Workshop, The Associates of the Asper School of Business Speakers Series, University of Manitoba, Canada, March 9, 2018.
- Analyzing the links between manufacturing strategy and servitization*. The Associates of the Asper School of Business Speakers Series (Inaugural Event), University of Manitoba, Canada, March 8, 2018 (research with Rui S. Sousa).
- The View from the Committee Room: SSHRC IG Evaluation Committee Panel Discussion*. University of Calgary, June 28, 2016.
- FDI and exports from Brazilian companies. *Economic Opps. and Infrastructure Challenges in Brazil*, Breakfast Panel, Calgary, October 3, 2014. (res. with M.C.N. Gramani and F.S. Fogliatto).
- An exploratory model of manufacturing capabilities, contingency barriers, and export propensity*. At Insper, São Paulo, Brazil, Aug 14, 2013 (research with M.C.N. Gramani and F.S. Fogliatto).
- Design and production for mass customization*. At (i) School of Engineering, UFRGS, Porto Alegre, Brazil, August 22, 2012; (ii) Insper, São Paulo, Brazil, August 13, 2013.
- Exploring the moderating role of incentives in ERP-performance relationships*. At Insper, São Paulo, Brazil, February 23, 2011. (research with B. Snider and J. Balakrishnan)
- Sustainability and supply chain coordination: longitudinal effects or sticky performance?* At Eighth ARCO, Edmonton, April 3, 2009.

*Survey research in operations management.* At Third Annual Supply Chain Management Doctoral Students Colloquium, Calgary, October 15, 2008.

*Outsourcing-conformance relationships in international manufacturing: an empirical investigation.* At HEC Montreal, Canada, September 29, 2008. (research with F.S. Fogliatto)

*Principal-agent coordination in operations: an empirical investigation of the role of incentives in manufacturing improvements.* At (i) Seventh ARCO, Calgary, April 11, 2008; (ii) HEC Montreal, Canada, May 5, 2008.

*Mass customization: a method for market segmentation and choice menu design.* At Sixth ARCO, Calgary, March 30, 2007. (research with F.S. Fogliatto)

*The demographics and performance of outsourcing in manufacturing: an exploratory study.* At School of Business, Catholic Univ.of Portugal, Porto, July 20, 2006. (research with F.S. Fogliatto)

*IMSS-IV in Canada: results and future research.* At Fifth ARCO, Edmonton, April 7, 2006.

*The direct and mediating effects of supplier and customer integration on delivery performance: towards integration platforms.* At 4<sup>th</sup> ARCO, Edmonton, April 8, 2005. (res. with R. Arkader)

*Antecedents of interorganizational systems adoption in manufacturing.* At (i) Third ARCO, Edmonton, April 2, 2004; (ii) School of Engineering, Federal University of Rio Grande do Sul, Porto Alegre, Brazil, May 11, 2004. (research with R. Cagliano)

*Effects of technology adoption on the mass customization ability of broad and narrow market firms.* At (i) Second Annual Alberta Research Conference on Operations (ARCO), Calgary, April 4, 2003; (ii) Instituto de Empresa, Madrid, June 19, 2003. (research with F.S. Fogliatto)

*The electronic supply chain: an investigation of the adoption of interorganizational systems in supply collaboration.* At (i) IESE Business School, Barcelona, November 7, 2002; (ii) IMSS Meeting, Instituto de Empresa, Madrid, Spain, Nov 9, 2002. (research with R. Cagliano)

*An empirical examination of the order-winners manufacturing strategy framework.* At IMSS Meeting, Instituto de Empresa, Madrid, November 8, 2002.

*A review of strategic and operational aspects of mass customization systems.* At School of Management, University of Bath, UK, January 31, 2002.

*Distinctive competencies and flexibility in e-commerce.* At School of Business Economics, Universidad Torcuato Di Tella, Buenos Aires, Argentina, May 3, 2001.

## Citations in Media

Rebecca Harris, How will our grocery supply chain weather the pandemic?, *Canadian Grocer*, 134(3):30, May 2020. Available from <http://www.canadiangrocer.com/worth-reading/how-will-our-grocery-supply-chain-weather-the-pandemic-95311>.

FBC, How to manage payables in a crisis, *FBC Small Business Insights*, May 12, 2020, available from <https://www.fbc.ca/blog/how-manage-payables-crisis>.

Aleksandra Sagan, Why empty shelves don't mean we're out of food: How Canada's supply chain works, *The Canadian Press*, April 2, 2020, republished in 50+ outlets including The Globe and Mail, CTV news, The Star and MSN.com.

Mario Toneguzzi, Helping businesses navigate uncertain social media world, *Calgary's Business*, August 29, 2018, available from <https://calgarysbusiness.ca/business/helping-businesses-navigate-social-media/>. Republished or linked in [troymedia.com](http://troymedia.com), [theclarion.ca](http://theclarion.ca), [unibox.social](http://unibox.social) and [ABCtech.news](http://ABCtech.news).

Jane Chamberlin, Can machines make us more human? Digital technology and the future of work, *Explore UCalgary*, August 1, 2018, available from <https://explore.ucalgary.ca/can-machines-make-us-more-human-digital-technology-and-future-work>.

Doug Ferguson, Researchers aim to help businesses navigate uncertainty caused by social media, *UToday*, March 13, 2018, available from <https://www.ucalgary.ca/utoday/issue/2018-03-13>.

Canadian Shipper, International supply chain management experts meet in Alberta, *Canadian Shipper.com*, October 7, 2008, available from <https://www.canadianshipper.com/transportation-and-logistics/international-supply-chain-management-experts-meet-in-alberta/1000085123/>.

## Teaching

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### University of Calgary Graduate

MGST 703	Philosophy of Science for Business Administration (DBA: 2019-2020)
MGST 794	Theory Development (PhD: 2015-2018, 2020)
MGST 797.84	E-Business and Global Supply Management (MBA Directed Studies: 2004)
OPMA 601	Operations Management (MBA: 2004-2017, 2020)
OPMA 797.03	Adv. Seminar in OM: Operations Strategy (PhD: 2006, 2011, 2015)
OPMA 797.4	Adv. Seminar in OM: Survey Fieldwork and Analysis (PhD Dir. Studies: 2010)

### University of Calgary Undergraduate

OPMA 301	Introduction to Production and Operations Management (2004)
OPMA 317	Fundamentals of Operations Management (2002-2005, 2018, 2020)
OPMA 405	Service Operations Management (2005-2006, 2008-2014, 2017-2020)
OPMA 411	Field Investigation in Ops. Management (2004-2005, 2007-2008, 2019)

### Alberta/Haskayne EMBA (Univ. of Calgary/Univ. of Alberta)

OPMA 601/MGTSC 830	Operations Management (2006-2014, 2016)
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### EurOMA Summer School in Operations Management (Como, Italy)

One-day session on "Supply Chain Integration and the Role of ICT" (July 6, 2010)

### IAE Graduate School of Business and Management (MBA and EMBA)

Análisis y Diseño de las Operaciones (*Analysis and Design of Operations*: 2000-2001)  
Competiendo desde las Operaciones (*Competing Through Operations*: 2000-2001)  
Gestión Estratégica de las Operaciones (*Strategic Operations Management*: 2001)

## Pontiff Catholic University of Rio Grande do Sul – PUCRS

Administração da Produção I (*Production Management I*; Undergraduate: 1998-1999)

Administração de Materiais (*Materials Management*; Undergraduate: 1998)

Seminário em Estratégia de Operações (*Operations Strategy Seminar*; MBA: 1999)

## Training of Highly Qualified Personnel

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### Supervisor/Co-Supervisor

- 2020-date Supervisor, Alex Pang, Doctor in Business Administration (UofC)
- 2019-date Supervisor, Steven Chou, PhD in Manage. Co-Supervised by J. Balakrishnan (UofC).
- 2019-date Supervisor, Riley Taggart, Doctor in Business Administration (UofC)
- 2017-2018 Co-Supervisor, Filipe Lucini, PhD in Industrial Engineering, UFRGS, Brazil. Supervised by Flávio S. Fogliatto.
- 2016-date Co-Supervisor, Tianyuan Zhu, PhD in Manage. Supervised by J.Balakrishnan (UofC).
- 2014-2016 Co-Supervisor, Leonardo Gomes, PhD in Industrial Engineering, UFRGS, Brazil. Supervised by Francisco J. Kliemann Neto.
- 2010-2018 Supervisor, Nancy Southin, PhD in Management (UofC).
- 2007-2011 Co-Supervisor, Uthpala Senarathne Tennakoon, PhD in Management. Supervised by Daphne Taras (UofC).
- 2002-2004 Co-Supervisor, Brent Snider, MBA Thesis in Management, Supervised by Jaydeep Balakrishnan (UofC).

### Supervisory Committee

- 2017-date Luisa Felix Dalla Vecchia, PhD in Env. Design. Supervised by B. Kolarevic (UofC).
- 2015-2020 Toni Tagimacruz, PhD in Management. Supervised by Diane Bischak and Deborah Marshall (UofC).
- 2012-2014 Raymond Asamoah-Barnieh, PhD in Management. Supervised by D. Bischak (UofC).
- 2011-2015 Zaman Frootan, PhD in Manage. Supr. by J. Balakrishnan and Van Enns (UofC).

### Candidacy Committee

- 2020 Aneel Iqbal, PhD in Management. Supervised by Anup Srivastava and Hussein Warsame (UofC).
- 2018-2019 Negar Ganjoughighi, PhD in Management. Supervised by Marco Bijvank and Alireza Sabouri (UofC).
- 2014 João Francisco da Fontoura Vieira, M.Sc. in Industrial Engineering, UFRGS, Brazil. Supervised by Flávio S. Fogliatto.
- 2014 Gabriel Vidor, PhD in Ind. Eng., UFRGS, Brazil. Supd. by Flávio S. Fogliatto.
- 2011 Fengmei Gong, PhD in Management. Supervised by Barrie Nault (UofC).

2007 Mahmood Rahimi, PhD in Management. Supervised by Thomas Rohleder and Jaydeep Balakrishnan (UofC).

### **External/Internal-External Examiner**

2019 Sourabh Kulkarni, PhD in Ind. Eng. and Manufac. Systems, National Inst. of Ind. Engineering (NITIE), Mumbai. Supervised by Mukundan R. and P. Verma.  
2017 Salman Khalili Araghi, PhD in Env. Design. Supervised by Branko Kolarevic (UofC).  
2017 Felipe Soares, M.Sc. in Ind. Eng., UFRGS, Brazil. Supervised by Michel J. Anzanello.  
2015 Varuna Adikariwattage, PhD in Civil Engineering. Supervised by Janaka Ruwanpura and Alexandre de Barros (UofC).  
2015 Azlan N. Abdullah, DBA, Univ. of South Australia. Supervised by Ann-Mean Leo.  
2005 Vahid Mokhtari, M.Eng. in Project Manage. Supervised by George Jergeas (UofC).

## **Services**

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### **Government Agencies**

Member, Adjudication Committee – Business, Management and Related Fields, *Social Sciences and Humanities Research Council of Canada* (SSHRC), Insight Grants (2015, 2016, 2019)  
External Reviewer, *Ontario Ministry of Education*, Graduate Program Proposal (2019)  
External Reviewer, *Manitoba Ministry of Educ. and Training*, Graduate Program Proposal (2019)  
External Reviewer, *Alberta Ministry of Advanced Education – Campus Alberta Quality Council* (CAQC), Post-Secondary Program Proposal (2018)  
Reviewer, *Swiss National Science Foundation* (SNSF), Eccellenza Grant (2018)  
Reviewer, *Social Sci. and Humanities Research Council of Canada* (SSHRC), Insight Grant (2017)  
Reviewer, *Natural Sciences and Engineering Research Council of Canada* (NSERC), Technology Access Centres Grant (2012); Discovery Grant (2007, 2010)

### **University of Calgary**

Member, University Research Grants Committee (URGC) (12/2017 – 06/2019)

### **Haskayne School of Business: Administration**

Research Director, Finance and Operations Management (07/2013 – 09/2013)  
Area Chair, Operations Management (01/2009 – 06/2012)  
Area Chair, Operations Management and Management Information Systems (07/2007 – 06/2008)  
Faculty Representative, NSERC USRA Program (12/2007 – 12/2011)  
Founder and Organizer, Operations and Supply Chain Management Research Fair (2009 – 2014)  
Coordinator, Operations Management Research Seminars (07/2003 – 06/2007)  
Coordinator, OPMA317 course (8 sections; 09/2003 – 04/2004)

## **Haskayne School of Business: Committees**

Chair, Faculty Tenure Area Subcommittee (02/2009 – 04/2009; 01/2010 – 04/2010)  
Chair, OPMA/OSCM Professor Recruiting Committee (10/2011 – 03/2012; 09/2014 – 03/2015)  
Chair, Sabbatical Leaves Committee (09/2005 – 06/2006)  
Chair (Dean's Designate), Selection and Advisory Committee for "The Great-West Life, London Life and Canada Life Faculty Fellow in Personal Financial Planning" (06/2009)  
Member (Dean's Appointee), Academic Appointment Review Committee (06/2013 – 05/2014)  
Member (Dean's Appointee), Faculty Promotions Committee (09/2012 – 08/2013)  
Member, Acad. Appeals Comm. (01/2017 – 12/2018; Alter.: 01/2003 – 12/2004, 01/2013 – 12/2014)  
Member, Accounting Instructor Selection Committee (06/2006)  
Member, *Ad Hoc* Committee on Management Practice Influence (10/2018 – 06/2019)  
Member, Apache Award Adjudication Committee (05/2014)  
Member, Faculty Tenure and Promotions Committee (11/2014 – 10/2015)  
Member, Haskayne School of Business Review Committee (09/2009 – 06/2011)  
Member, HROD Professor Selection Committee (01/2007 – 04/2007)  
Member, Marion Janet and Ian Stormont Forbes Graduate Scholarship Committee (05/2014)  
Member, Master's Program Committee (07/2005 – 06/2007)  
Member, Merit Committee (07/2011 – 06/2012)  
Member, OPMA Instructor Recruiting Committee (01/2004 – 04/2004)  
Member, OPMA/OSCM Professor Recruiting Committee (10/2013 – 04/2014; 09/2017 – 04/2018)  
Member, PhD Program Summer Research Project Evaluation Committee (10/2014)  
Member, Project Manage. Prof. Recruiting Committees (07/2002 – 02/2003; 10/2006 – 04/2007)  
Member, Sabbatical Leaves Committee (09/2003 – 06/2004; 09/2006 – 06/2007)

## **IAE Graduate School of Business and Management, Austral University**

Deputy Director, PDD Executive Development Program (2000)  
Deputy Director, Research (2000-2002)

## **Academic Meetings**

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### **Co-Chair**

6th *Annual International Symposium on Supply Chain Management*, 15-17 October 2008, Calgary

### **Scientific Committee Member/Reviewer**

*MSOM – Manufac. & Serv. Ops. Manage. 2020 Annual Conf.*: June 29-30 2020, Banff, AB, Canada.  
*TEMSCOM – International Conference of the IEEE Technology and Engineering Management Society*: 27 June – 1 July 2018, Evanston, IL, USA; 8-10 June 2017, Silicon Valley, CA, USA.  
*5<sup>th</sup> World Conference on Prod. & Operations Management*: September 6-10, 2016, Havana, Cuba.  
*23<sup>rd</sup> Int. Conf. on Flex. Autom. & Intelligent Manufacturing*: June 26-28, 2013, Porto, Portugal.

*4<sup>th</sup> World Conf. on Prod. & Ops. Management*: July 1-5, 2012, Amsterdam, the Netherlands.

*Decision Sciences Institute Annual Meeting*: 19-22 November, 2011, Boston, MA, USA

*MCP-Asia Pacific 2010: An International Conference on Mass Customization and Personalization*: 06-09 December 2010, Taipei, Taiwan

*International Annual Conference of the European Operations Management Association*: 04-07 July 2021, Berlin; 03-06 July 2011, Cambridge, UK; 06-09 June 2010, Porto, Portugal; 14-17 June 2009, Gothenburg, Sweden; 15-18 June 2008, Groningen, The Netherlands; 19-21 June 2007, Ankara, Turkey; 19-21 June 2005, Budapest, Hungary

*Annual Symposium of the Brazilian Operational Research Society (SBPO)*: August 30 – September 03 2010, Bento Gonçalves, Brazil

*Annual International Symposium on SCM*: 28-30 October 2009; Toronto, ON, Canada

*Annual Conference of the Business Association of Latin American Studies (BALAS)*: 25-28 May 2005, Madrid, Spain

*Annual Meeting of Brazilian Association of Graduate Management Schools (ENANPAD)*: 1999, 2001, 2002, 2003, 2004; Brazil

*International Conference on Industrial Engineering Management*: 2002, 2004, 2005; Brazil

### **Session Chair/Panel Moderator**

World P&OM 2012; EurOMA 2010, 2005, 2003; SCM Symposium 2007; ENEGEP 1997

## **Reviewer**

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### **Promotion and Tenure**

External Examiner, Promotion and Tenure Committee, Thompson Rivers University, Canada (2015)

### **Scholarly Journals**

Artificial Intelligence for Engineering Design, Analysis and Manufacturing; Asia Pacific Management Review; Database for Advances in Information Systems; Decision Sciences; International Journal of Advanced Manufacturing Technology; International Journal of Computer Integrated Manufacturing; International Journal of Manufacturing Technology and Management; International Journal of Operations & Production Management; International Journal of Operations and Quantitative Management; International Journal of Production Economics; International Journal of Production Research; Journal of International Business Studies; Journal of Management Studies; Journal of Manufacturing Systems; Journal of Manufacturing Technology Management; Journal of Operations Management; Latin American Business Review; Management Decision; Production and Operations Management; Production Planning & Control; Production (Brazil); Produto e Produção (Brazil); Revista de Administração de Empresas (Brazil); Revista Ingenieria Industrial (Chile);



Socio-Economic Planning Sciences; Supply Chain Management: An International Journal.

**Book Proposals**

McGraw-Hill Ryerson; Sage Publications; Springer; Thomson Learning.

**Technical Reviewer**

Portuguese Translation of Davis, M. M., Aquilano, N. J. and Chase, R. B., *Fundamentals of Operations Management*, 3rd Ed., McGraw-Hill, New York, 1999.