

**Official Newsletter  
of the Global Manufacturing  
Research Group**

**Please note:**

*A different country's translation  
of our organization's name will  
appear on each new Gazette:*

*(English in honour of our  
GMRG 2017 American hosts)*

# GLOBAL GAZETTE

January 2017



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*We wish you all a healthy  
and productive 2017 !!!*

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in Katowice

## The Director's Corner – Clay Whybark

### Dear GMRG'ers-

It's been a busy year for the Global Manufacturing Research Group (GMRG). We gathered in Trondheim, Norway, Havana, Cuba and Austin, Texas.

### Trondheim Norway

In Norway we met concurrently with the EurOMA conference. The meeting was organized by GMRG President Frank Wiengarten and held on the campus of the Norwegian University of Science and Technology. The location choice meant that we were able to witness the meanderings of the campus' robot lawn-mowers. I'm sure that if they had been available for sale on the campus, there would have been a number of customers.

A number of things were accomplished at the meeting.



*( GMRG meeting in Trondheim, June 17-18<sup>th</sup> 2016)*

On the organizational front, Tom Kull was chosen as the President Elect (along with his responsibility for design of the next round of the study) and George Onofrei as VP of Membership Services.

George is being assisted by Chwen Cheu with the design of the new website for the group. In addition, Prakash Singh is immediate Past President, and Artur Swierczek edits the Gazette as VP of Publicity and Communication.

There is more on the organization in this issue. Tom Kull heads the committee that is working on the design of the sixth round of data gathering. A lot of the discussion in the Trondheim meeting was on the design of the survey and the procedures for its administration. Tom carried back to the committee a number of the suggestions that were made. More information on the status of the survey is included in this issue of the Gazette.

*(More information  
on the following page)*



## The Director's Corner – (Cont'd)

### Havana Cuba

The gathering in Havana was quite different. We were part of the 5<sup>th</sup> World Conference on Production and Operations Management co-organized by POMS from America, EurOMA from Europe and JOMSA from Asia. One of the features of the meeting was to provide information on the groups that are gathering empirical data and discuss the importance of continuing to do so globally. The design for doing so first involved having a session that evaluated changes in manufacturing around the world as evidence that continued global study was necessary. Secondly a joint session with GMRG and the High Performance Manufacturing Group was organized to feature their approaches. Finally there were regular sessions for presenting papers from each group. Brian Fynes (a past GMRG President) organized the joint session with the HPM group and chaired the GMRG part of the session. He also helped review and organize the GMRG papers for the meeting. Thanks, Brian, for the help.



*(Robot lawnmower at the GMRG meeting, Trondheim, June 17-18<sup>th</sup>)*



*(At work in Trondheim, June 17-18<sup>th</sup>)*

There were many surprises during the meeting. For example, in the GMRG paper session that I chaired, someone in the conference administrative changed the time of our session to an earlier time. The notice of this change was posted on the door of the room. If someone hadn't told you about the change or you hadn't happened to go by the room, showing up at the original time would make you late for the session. That happened to DaeSoo Kim, but Jasna Prester and Keong Leong did just fine with their presentations. Anyway, the mojitos were great and Cuba was a great experience.

### Austin Texas

As many of you know, for several years, we have had an informal dinner in conjunction with the Decision Science Institute annual meeting. You may not know however, that the format of the DSI meeting has changed. The total time has been reduced, but the same number of activities has been wedged in. We picked a time for the GMRG dinner that, in the past, would have avoided conflicts. We succeeded in avoiding conflicts, but it was so early in the schedule, that many of the people we expected were on late flights so they missed the meal. On the other hand, the restaurant was a great choice. The "Iron Works" was a typical Texas baroque restaurant a short walk from the hotel. The floors were wavy and the tables didn't quite fit together, but the food was great, the company was better, and all had a good time.



*(Lunch in Trondheim, June 17-18<sup>th</sup>)*

### Seattle, Washington

Tom Kull is organizing the meeting for 2017 that will be in Seattle. It is scheduled to be with the POMS meeting which is scheduled for May 5-8. More about this is included in this Gazette.

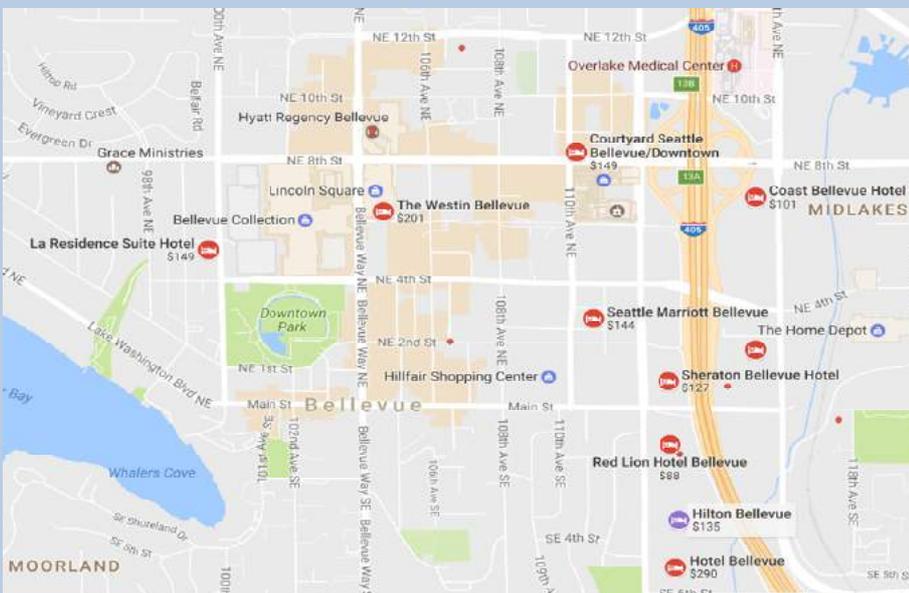


## GMRG note from President-Elect about meeting in Seattle

Dear GMRG-ers,

I am very excited to be coordinating the annual meeting of the GMRG this coming May, 2017, in Seattle, WA, U.S.A.

As discussed in our last meeting, we wanted the GMRG meeting to be in conjunction with another major conference and the Production and Operations Managements Society (POMS) will be meeting from May 5-8, 2017 in Seattle at the Hyatt Regency Bellevue (<https://bellevue.hyatt.com/en/hotel/home.html>).



As such, I am working with Surya Pathak of the University of Washington-Bothell to help coordinate both a meeting space in around East Seattle and possible manufacturing tours of either Boeing or Starbucks. The below map shows the conference hotel and surrounding area.

The exact dates are still to be determined based on the availability of a meeting space and the possible tours. My preference is to hold the meeting just before the conference as was done for the 2016 meeting in Norway in conjunction with EUROMA.

If you have any suggestions or would like to assist in the process, please let me know. Thanks

Thomas Kull ([thomas.kull@asu.edu](mailto:thomas.kull@asu.edu))



## GMRG note about GMRG Research Initiative 6

Dear All-

I want to thank everyone who has put their valuable time into preparing for GMRG-6. As we recognized a couple meetings ago in Melbourne, this next research round was going to be a significant challenge. The GMRG and other groups like us are at a crossroads. Single-respondent, self-reported, cross-sectional survey data is losing favor. Expectations for such a method are much higher and its accepted applicability is much lower. For GMRG-6, the steering committee has stated that we are willing to embark in new data collection directions, so long as the research question demands it. That is why we are trying not to call this the “next survey round”. Mini-case studies, experiments, archival records, web-site scrapping, and more should be at our disposal. Even if we continue with a survey, it needs to be innovative (e.g., using retrospective objective data or open-ended questions for text analysis). Methodological novelty has become more important than ever.

Given the above, the level of ‘interest’ in the research questions we choose are critical. As Ken Boyer (former JOM editor) stated at the recent AoM meeting, the more interesting the question, the more latitude the research is given. But what is interesting? Borrowing from AMJ’s 2011 editor’s note (Vol.54, No.3, p. 432-435), we should tie our research questions to 1) a significant grand challenge, 2) novel ideas that change the conversation, 3) attention grabbing ideas that spur curiosity and challenge assumption (Davis, 1971), 4) broad applicability and scope, and 5) actionable insights for practice. For the OM field, the effects of new technology is always of interest. We are challenging each module leader to satisfy these criteria so to give GMRG-6 the best receptivity from the reviewer pool as possible.

We spent quite some time reviewing / brainstorming ideas in Norway that come close to fitting the above criteria. There was a broad cross-section of people there that might represent the audience of potential reviewers. Each module team is finalizing their research questions now. Note that I have been, and will continue to, market our efforts to the editorial boards of JOM, JSCM, DSJ, POM, IJOPM and others. Please let me know what you hear so that we manage the impressions and assure these key people know that GMRG is fully committed to staying above expectations for our premier journals.

Below is a timeline that each module leader has committed to for being able to present preliminary data collection designs to our fellow members in Seattle.

12/1/16: Finalize research questions for module – Share with core committee an extended justification as to what are the module questions and why will they be “very interesting” to the OM field.

2/1/17: Finalize preliminary literature review – Share with core committee a sectioned bibliography by dominant theme.

*(More information on the following page)*



## **GMRG Research Initiative 6 – (Cont'd)**

3/1/17: Finalize research design – announce design to GMRG group with extended justification as to its appropriateness and feasibility with existing/potential GMRG resources.

5/1/17: Draft of data collection instrument for GMRG group – Share with core committee in preparation for module presentation at annual GMRG meeting in Seattle during POMS meeting.

We are embarking on a somewhat different direction that means some unfamiliar territory is ahead. As well, going in new directions always carries risk. Luckily, we have a large, committed group of international researchers willing to meet the challenge and to help each other along the way. It should be an exciting 2017 and I look forward to seeing many of you in Seattle.

Sincerely,  
Thomas Kull ([Thomas.kull@asu.edu](mailto:Thomas.kull@asu.edu))

## **Remembering Karen Brown**

Karen Brown, a long time member of the Global Manufacturing Research Group, died in August of this year. I remember fondly her joy of life, spirit of adventure, and professionalism. She was very active and loved the outdoors. Most years she did a summer pilgrimage to the Grand Canyon accompanied by friends and family. They did the descent to the valley where they spent the night and ascended the next day. One year she and friends went to Africa to climb Mt. Kilimanjaro. She kidded later about having to learn to go up first then down. Karen's adventures only slowed with her loss of strength as she fought her cancer.

She was a teacher, winning teaching awards and an instructional innovation award. For example, I remember the One-Minute House video that she used for her project management class. She was also a fan of I Love Lucy and Charlie Chaplin videos for illustrating points in her classes. Karen wrote a number of classroom cases to bring to life the concepts she taught and co-authored a popular project management textbook with Nancy Hyer. She used her "mind-mapping" technique to help Boeing executives communicate and resolve complex issues. And in one of the Operations Management Association meetings, she devised a technique to help the board (a mixture of academics and practitioners) solve an organizational problem.

One year Karen organized a meeting in Seattle for the Global Manufacturing Research Group. It is one that we still talk about. Of course Given her sense of humor, she of course arranged a meal for us at the International House of Pancakes. She also was able to put together a trip to Boeing where we saw the first 777 in production and some of the innovations that were developed as for that airplane. Thanks Karen for all you did for us and the many wonderful memories you left us.

*Clay Whybark*



## VISION STATEMENT AND PRESIDENTS

The Global Manufacturing Research Group (GMRG) is a multi-national community of researchers dedicated to the study and improvement of manufacturing supply chains worldwide. Through systematic study and research throughout the world, the GMRG aims to improve manufacturing supply chains through the development of theory and dissemination of results. By sharing ideas, results, and concepts with research colleagues and manufacturing executives around the globe, the GMRG serves to strengthen the linkage between research and practice.

**WE ARE ON  
THE WEB !**

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### Presidents of the GMRG '16/17



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