Dear friends of the Operations and Technology Management Department at the Boston University Questrom School of Business,

I’d like to extend my warm greetings to you during this unusually challenging year from the beautiful city of Boston, Massachusetts. In this department newsletter, I’d like to tell you about some new faculty arrivals, promotions, and retirements, boast about some of our accomplishments and current activities, give you an overview of some of the current research projects and new courses we currently have here, tell you about some employment opportunities for graduating students, and give you some news we have heard from our alumni. We are also planning to have a number of alumni industry panels and consortiums that I will tell you about soon.

Though it didn’t seem imaginable earlier during the pandemic, our beloved campus opened successfully this fall to in-person classes. The extensive health and safety preparations and diligence from our students, faculty, and staff seem to be paying off (knock wood) in keeping COVID cases under control in our community; BU’s approach might be a template for the future. Kindness abounds in so many places I didn’t expect, and the resiliency of humanity is everywhere. We should not forget that many people are suffering unimaginable personal hardships during this period, and we should remember to act mindfully and with extra consideration, kindness, and understanding during this period where many of our interpersonal instincts may be rusty from lockdown isolation.
The state of our department is strong and rising. We have seen the promotion and tenure of Professor Pnina Feldman, the new arrival of Professor Michelle Shell, and we will soon see the retirement of Professor Joseph Restuccia and Professor Robb Dixon. We have many active faculty risk-centered research projects in the areas of Health Risks, Demand and Supply Risks, Environmental and Sustainability Risks, Financial Risks, and Innovation in a Risky Environment. We have seen numerous faculty members have their papers accepted for publication by prestigious academic journals, and we have a robust virtual seminar series with faculty from around the country presenting their latest research findings.

I am honored to be serving as the chair of such a fantastic group of faculty, with the shared mission of turning our outstanding students into proud and successful alumni. It takes an entire community of engaged alumni, students, faculty, and staff to achieve the past successes we have enjoyed and also to reach the heights we are capable of reaching in the future. I would like this department to be a source of personal pride for all of us; if there is any way you can think of to help out or become more involved with our shared mission, please don’t hesitate to reach out and let me know. My email address is pekoz@bu.edu.

I would also like to thank our department coordinator Chenille Hogan for her dedication to making our department continue to work smoothly.

I hope you enjoy this newsletter and that it helps you find a way to become closer to our department. Thank you all for your generous support of our shared endeavor.

Sincerely,

Erol Peköz
Professor and Department Chair
Operations & Technology Management Department
Boston University Questrom School of Business
Professor Pnina Feldman was promoted to Associate Professor with tenure. She works at the intersection of operations management and pricing and revenue management, specifically exploring innovative pricing strategies, business model innovation, and strategic consumer behavior. She is a senior editor at the Production and Operations Management Journal and is acknowledged as being among the first to demonstrate the boundary conditions associated with advance selling. A recent recipient of Manufacturing & Operations Management’s Meritorious Service Award and Questrom’s Broderick Award for Excellence in Teaching, she has published numerous articles in the top-tier journals, including Management Science, Operations Management, Manufacturing and Service Operations Management, and Marketing Science. At Questrom, she serves as the Faculty Director of the Undergraduate Honors Program. Congratulations, Professor Feldman!

Professor Michelle Shell is a newly arriving Visiting Assistant Professor. Her research uses both laboratory and field experiments to examine how firms can more productively build relationships with customers by understanding and influencing their operating behavior. Her research agenda has begun with an investigation of the operational costs that stem from the interplay between emotions, decision-making, and engagement when new technologies are introduced to service settings. Prior to her academic career, Michelle worked as a product development executive at State Street Global Advisors, Fidelity Investments, and LPL Financial with a focus on managing and developing holistic asset allocation solutions for retail investors. Welcome, Professor Shell!

Professor Rebecca Nichols was awarded the 2020 James E Freeman Leadership Development Award. She previously worked 15 years for the State of Maine in both the Department of Labor (Unemployment Insurance Division) and the Department of Health and Human Services (Reg. OMB Operations). Rebecca Nichols returned to Boston University to teach both Organizational Behavior and Management as a System at the then School of Management in 2007. At Questrom, she currently teaches Business, Society and Ethics, Organizational Behavior, and Career Management Classes. She is also a Team Consultant for the Questrom Team Learning Center. Congratulations to Professor Nichols on this honor!
Professor Joseph Restuccia is soon retiring from Boston University. He was Chair of the Operations and Technology Management and is currently Everett W. Lord Distinguished Faculty Scholar. His teaching and research spans over 35 years and has focused on issues related to health care quality measurement and improvement, cost containment, information technology, system transformation, and evaluation of interventions intended to improve the effectiveness of health care delivery. His research has been funded with over $8,000,000 of extramural support as Principal or Co-Principal Investigator by organizations including AHRQ, VA HSR&D, HRSA, the Commonwealth Foundation, and the Robert Wood Johnson Foundation. Congratulations to Professor Restuccia on this life promotion!

Professor Robb Dixon is soon retiring from Boston University. He has more than thirty years of experience in teaching operations and technology management, is author and co-author of seven books, and is cited in a large number of publications. He also acts as a consultant to Johnson & Johnson, Northern Telecom, Polaroid, IBM, and the Department of Defense on operations strategy and performance measurement. Congratulations to Professor Dixon on this life promotion!

Professor Anita Tucker was named as Everett W. Lord Distinguished Faculty Scholar at the Questrom School of Business. This honorary title recognizes a small and elite group of full professors with distinguished long-term records of research and service contributions to the School, University, and profession, and evidence of continued contributions in these domains. Congratulations Professor Tucker, we are all honored to be affiliated with you!
SPOTLIGHT ON OUR ALUMNI PANELS

On Friday, September 25th, Questrom alumni Ned Canning ’15, Moriah Connolly ’17, and Myles Ullman ’19 from Wayfair and Amazon shared their ideas on how operations management is being applied in the workplace to address current challenges in a virtual panel discussion.

This inaugural event was moderated by Professor Arzum Akkas and was a smashing success with over 40 students in attendance. Some noteworthy quotes overheard about Operations and Technology Management during the discussion included that it “...is the backbone of industry” (quote from Moriah Connolly ’17) and it “...is the lynchpin of modern e-commerce” (quote from Ned Canning ’15). We plan to have many more of these panels.

If you have ideas for a panel focus or members to include, or any ideas on how to better connect our alumni with our current students, please feel free to reach out to the panel organizers Rakesh Pandey or Erol Peköz.

NED CANNING
MBA’15, Associate Director Product Management, Wayfair

MORIAH CONNOLLY
BSBA’17, Process Engineer, Amazon

MYLES ULLMAN
BSBA’19, 3D Model Operations, Wayfair

ARZUM AKKAS
Assistant Professor of Operations & Technology Management, Boston University Questrom School of Business
SPOTLIGHT ON THE OPERATIONS & TECHNOLOGY MANAGEMENT CONCENTRATION

The department has an undergraduate concentration in Operations and Technology Management. Our concentrators go on to get jobs at companies that include Amazon, CVS Health, Bank of America, Bristol-Myers Squibb, Johnson & Johnson, BMC Software, Brigham and Women’s Hospital, Dell Technologies, Cisco Systems, Accenture, Amazon, Bank of America, Blue Yonder, Condé Nast, Converse, Pegasystems, Bridgewater Associates, Deloitte LLP, Ernst & Young, Expedia, Equitable, Facebook, Flexport, Genentech, Microsoft, Southwest Airlines, Kaiser Permanente, McDonald’s China, Estée Lauder, L’Oreal, Marriott International, Liberty Mutual, BNY Mellon, Unilever, State Street, Adobe, Teradyne, Tesla, Verizon, Wayfair, edX, and many, many more.

Please contact Professor Rakesh Pandey, the Concentration Advisor & Coordinator for the Operations and Technology Management Concentration.

CURRENT FACULTY RESEARCH PROJECTS

We are living in an increasingly risky world. How should businesses and organizations navigate through the myriad risks to achieve and exceed their goals? The OTM Dept collectively have been working on risk-centered research for years and are uniquely positioned to provide managerial insights and guidance. Some of our major research themes, and current active projects within those themes, are below. If you have interest in sponsoring any of the faculty research projects below, or proposing a research project, please click here.

I. HEALTH RISK

- **Best operations management practices in hospitals (Villa, Laratro, Restuccia).**

  We aim to understand how hospitals organize patient flow logistic activities such as (i) operating rooms scheduling; (ii) bed management; (iii) lay-out and organization of outpatient clinics; (iv) patient flow management in the Emergency Department; and (v) management of waiting lists for specialized visits and elective procedures.

  This research will help identify practices to reduce the risk of excess waiting time and medical errors in hospitals.
CURRENT FACULTY RESEARCH PROJECTS CONT.

I. HEALTH RISK CONT.

• Predicting COVID-19’s second wave (Peköz, Tucker). We aim to use methods from statistical process control to detect spikes in Google Trends keyword searches for COVID-19 symptoms. This will help create tools for alerting hospitals when a wave of patients is imminent in their area.

• The Queueing Aftermath of Physician Burnout (Peköz, Tucker). The impact of physician burnout and turnover on hospital operations costs hospitals billions of dollars per year and is increasing due to the pandemic. We better model these operations impacts to forecast costs more accurately, which will better help hospitals justify greater investments in finding solutions.

• Understanding racial differences in COVID-19 infections (Peköz, Tucker). We aim to explore the connections between race, demographics, mobility, and COVID-19 infection rates. Mobility of people can be measured from newly public data sources and can explain COVID-19 infection rate differences.

• Rare events in growing networks (Peköz). We use tools from probability theory to study highly connected parts of growing networks. These kinds of networks arise in healthcare, social media, and cell phone mobility traffic, and will help give advance warning to better alert analysts if unusual patterns arise that could have negative consequences.

2. DEMAND AND SUPPLY RISKS

• Circularity in retail/fashion (Feldman). We examine novel business models that enable circularity in fashion, such as: design for longer use, rentals, returns, and repair. We aim to provide solutions that lead to economic, environmental, and societal sustainability.

• On-demand deliveries (Feldman). On-demand food delivery platforms have been growing in popularity even before the pandemic, but since March are experiencing exponential growth. Different delivery platforms engage in different contractual agreements with restaurants and other providers. We examine the different contract structures and provide recommendations regarding the best contract to use in different markets.

• Allocating scarce supply and the implications on purchasing behavior (Feldman, Shell). COVID-19 has introduced scarcity for products that previously were abundant. To create “fairness”, firms and social planners have instituted allocation policies that limit the amount customers can purchase. In this work, we use field and lab experiments to examine how customers respond to such limits and use these findings to recommend optimal policies.
2. DEMAND AND SUPPLY RISKS CONT.

• Batching and Waste in Perishable Supply Chains (Akkas, Peköz). Perishable products often arrive at the retail store with only half their possible shelf-life remaining due to time spent in inefficient supply chains. We study optimal ordering policies for perishable inventory products to better reduce food waste.

3. ENVIRONMENTAL & SUSTAINABILITY RISKS CONT.

• Electric Vehicle Charging Infrastructure Deployment (Ren). Cities around the world are in the transition from the Internal Combustion Engine (ICE) to Electric Vehicles (EV). But what are some of the lessons learned from major cities around the world? How to help cities to accelerate the transition by deploying EV charging infrastructure in a smart way? We have some interesting results to report based on our research and welcome any new collaborations.

• Increase Affordable and Clean Energy Access for Poor Neighborhoods and Countries (Ren). Affordable and Clean Energy Access is one of the United Nations Sustainable Development Goals, and it is critical to social justice and mobility. But how to increase energy access to some of the poorest nations such as those in Africa—where there is severe lack of energy infrastructure? This research aims to provide a practical framework as well as advice on detailed implementations.

• Hydrogen, or Electric? The role of Different Fuel Sources in Propelling Clean Transportation (Ren). Here we adopt a global supply chain perspective and compare the supply chains of hydrogen vehicles and electric vehicles and offer guidelines to policy makers as well as investors on how to incorporate and integrate both into a future of clean transportation.

• Batching and Waste in Perishable Supply Chains (Akkas, Peköz). Perishable products often arrive at the retail store with only half their possible shelf-life remaining due to time spent in inefficient supply chains. We study optimal ordering policies for perishable inventory products to better reduce food waste.
4. FINANCIAL RISK

• **Alleviating Financial and Labor Market Frictions in Retail Operations (Joglekar).** Some retail firms, under cash crunch, are down-sizing service capacity through actions such as furloughs. We characterize the interaction between capital market and labor market frictions in presence of alternative public policies, such as COVID-19 stimulus packages. We aim to provide guidance on recovery and growth options in this setting.

• **Peeking into the future: wealth exchange models for cryptocurrencies (Peköz).** We study how wealth is distributed and speed at which it spreads in economic systems such as newly launched cryptocurrencies. This can give analysts new tools for predicting price fluctuations.

5. INNOVATION IN A RISKY ENVIRONMENT

• **Business Models for Post-COVID New Normal (Joglekar).** This is an ongoing project with the World Economic Forum. It characterizes how digital technologies in product design, advanced manufacturing and supply chains enable business model innovations in order to create value for objectives such as inclusiveness, responsiveness, and sustainability.

• **Accelerating Supply Chain Scenario Planning Digitally (Joglekar).** This ongoing research will be featured in the frontiers section of Sloan Management Review this winter. We develop models and methods for creating data driven collaborative scenarios to plan for uncertainties such as regulatory disruptions, COVID recovery in tele-health services and elective surgeries, and post-COVID global supply chain reconfigurations.

• **Data Driven Oversight of Lean and Scaled Agile Projects (Joglekar).** We track real time data on dependencies during program increment (PI) planning, capability planning, and large solution development. These data are processed using machine learning and clustering techniques to improve the process responsiveness and product/service performance.
SPOTLIGHT ON DOCTORAL STUDENT RESEARCH

Hospital Boarding Crises: The Impact of Urgent versus Prevention Responses on Length of Stay. Many hospitals are so overcrowded that they have to keep patients waiting for hours in emergency room beds, which are not equipped to handle non-emergency treatments, until there is space in the regular part of the hospital where they can get the proper treatment they need. In the article “Hospital Boarding Crises: The Impact of Urgent versus Prevention Responses on Length of Stay”, Professor Anita Tucker and doctoral student Temidayo Adepoju study the approach of alerting healthcare workers to release patients as quickly as possible. The paper shows that regular alerts (the “prevention” approach) performs much better than alerts only when all beds are occupied (the “urgent” approach). The paper shows that when workers face pressure, they respond urgently but it comes at a cost of neglecting the efforts that will improve future performance.

RESEARCH HIGHLIGHTS, PUBLICATIONS AND ACCEPTANCES


• Professor Nitin Joglekar was appointed to the Global Futures Council for the World Economic Forum as an expert on Advanced Manufacturing & Technologies for 2020-21. See more here.

• Professor Nitin Joglekar gave a keynote address at the 24th Annual Cambridge (UK) - International Manufacturing Symposium on the theme Supply Chain Scenario Planning. See more here.

Operations & Technology Management
FALL 2020 RESEARCH SEMINAR SERIES

The Operations and Technology Management Department is delighted to announce our Fall 2020 research seminar series, where selected faculty from around the world are invited to present their new research. The seminar organizers are Arzum Akkas, Marcus Bellamy, and Michelle Shell. To be added to the seminar emailing list, please click here.

October 1
Professor Gil Souza, Indiana University
Kelley School of Business

October 22
Professor Vinayak Deshpande,
UNC Kenan Flagler School of Business

October 29
Professor Aleda Roth, Clemson University

November 12
Professor Rachna Shah, University of Minnesota Carlson School of Management

December 3
Professor Serguei Netessine,
Wharton School of Business
NEW COURSES

ENVIRONMENTALLY SUSTAINABLE SUPPLY CHAINS

Professor Arzum Akkas is teaching a new course in Spring 2021 titled “Environmentally Sustainable Supply Chains.” The course explores initiatives that enable a company to reduce its environmental impact with real world examples. Initiatives are examined based on where the impact occurs in the supply chain: within the four walls of the company (reduction of energy, water, material usage and waste), at extended suppliers (sourcing, code of conduct, audits, collaboration and training), in logistics, and at customer or use-phase. Discussion starts with making a business case for sustainability (cost reduction, risk management, and growth), learning about the complex structure of supply chains, and different ways to assess environmental impact. In addition, special topics are covered that include food waste, sustainable agriculture, green product design, eco-labeling, sustainable business models, and supply chain risk management.

INVENTORY AND SUPPLY CHAINS MODEL

Professor Pnina Feldman is teaching a new doctoral seminar in Fall 2020 titled “Inventory and Supply Chain Models.” Supply chains are ubiquitous: nearly every product or service distributed in today’s economy is the end result of the combined efforts of many independent firms or organizations cooperating to fulfill customer demand. Be they large (global supply chains spanning multiple continents) or small (local partners within the same town), supply chains touch nearly every aspect of our daily lives. Because of this, understanding and effectively managing supply chains—coordinating the material and information flows within them—is critical. The course examines research that focuses on precisely these issues. The primary goals are: (1) To explore how supply chains can be studied and mathematically modeled using tools and methodologies from operations management, economics, and other disciplines. (2) To understand how such models can be used to generate managerially and economically significant insights about the design and management of supply chains.

EMPIRICAL OPERATIONS MANAGEMENT

Professor Marcus Bellamy is teaching a new doctoral seminar in Spring 2021 titled “Empirical Operations Management.”
Below we present some selected news from our alumni. In a recent survey we conducted, over 250 alumni expressed their interest in engaging more with our department; the ones below provided us with some updates. If you have news or updates you would like to share for our next newsletter, please click here.

1950-1959

John M Caspole, Sr. (1952) is moving from Cape Cod to Granville, Ohio to be with family.

1960-1969

Ralph Briggs (1966) is writing and hosting political cable TV.

1970-1979

Dr. Ronald Berman (1975) was in 2020 promoted to Associate Dean, College of Doctoral Studies at Grand Canyon University. David Herrington (1976) is in White River Junction, VT where he splits his time between family, 4 season outdoor activities, and his boutique software development and consulting business.

1980-1989

Stephen Wojcik (1984) retired after 20 years as EVP for Aspire Health Alliance. Philippe Flichy (1985) is looking for his next executive position leveraging expertise in digital transformation. Kishore Khaitan (1986) married Rekha (1987) and have two sons Yashraj and Nilesh; currently at Basant Fibertek engaged in manufacturing Textile machinery components and serving customers in 40 countries and also a Board Member in BU India Council.

1990-1999

Chad Thiemann (1994) recently joined Dallas Baptist University’s Graduate School of Business as an Adjunct Professor teaching cybersecurity, privacy, and risk management. Eran Lobel (1996) reports the honor of being a multi-EMMY award winner. Kevin Dutt (1996) is building startups in sustainable energy and food sectors and most recently building a leading seafood traceability company. Marc Langevin (1992) is a reserve US Marine Colonel currently on active duty at USINDOPACOM in Hawaii and also the founder and president of L2 Consulting Solutions LLC; he will be retiring in the next 9 months and growing a defense contracting consulting company.
**SELECTED ALUMNI NEWS BY GRADUATION YEAR CONT.**

**2000-2009**

Marcos Bellizia (2000) is part of the BU Alumni Council. Shwetha Pai (2002) has been an entrepreneur for the past 5 years as the CEO and Co-Founder of a Diversity & Inclusion Tech startup, OrgAnalytix. Amanda Ma (2003) is among The 100 Most Influential People in the Event Industry. Ray Nugent (2006) progressed from an account manager to senior account manager, interim field operations manager, and now Business Analyst. Larry Byrne (2009) spent 10 years in Deloitte Consulting, then moved to Strategy & Operations Consulting and was selected for a fellowship with Deloitte’s design thinking and data science incubator, the InsightStudio. Laura Frizzell (1991, 2004) spent 20 years managing and running digital marketing firms, then pivoted to a COO role at a software firm. Abhishek Kayshap (2000, 2008) is integrating acquired companies into Philips corporate landscape. Marcelo Costa (2003) recently moved to Dallas to assume the role of VP of Strategy for Banking & Financial Services at Softtek, a global provider of technology modernization solutions.

**2010-2015**


Shumona Agarwal (2016) is a director for a leading real estate company in Ahmedabad, India. Melissa Cook (2016) worked for Flexport in LA for 1.5 years, and is moving to London to help open Flexport’s next European office. Matt Schulze (2018) was promoted to Associate Director of R&D Applications and Informatics. Gabrielle Lawson (2018) took 9 months after graduation to secure her first job, was then able to land a position at an industry-leading firm, BNY Mellon, and was promoted from an entry-level analyst to a Senior Analyst and offered a position on the Business Transformation team. Ben Mason (2019) spent two years working in private equity SIS Management, Beacon Tree Capital, and NB Group Investors, and made the transition to SVB Leerink Investment Banking for a career in biopharma. Jimmy Davidson (2019) reports being unemployed due to COVID. David Johnston (2019) became treasurer of a small independent private school in Peterborough, New Hampshire.
FROM ALL OF US TO ALL OF ALL OF YOU: WE WISH YOU A HAPPY, HEALTHY AND PRODUCTIVE SEMESTER!