

## **Tobias Schoenherr, Ph.D., CSCP**

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### **EDUCATION**

#### **Indiana University, Bloomington, IN, Kelley School of Business**

Degrees: Doctor of Philosophy, Master of Business

Majors: Operations Management, Decision Sciences

#### **Indiana University, Bloomington, IN, Kelley School of Business**

Degree: Bachelor of Science with High Distinction

Majors: Business Process Management, Operations/Production Management, Business Management, Marketing/Distribution Management, and Marketing

#### **European School of Business (ESB), Reutlingen University, Germany**

Degree: Diplom-Betriebswirt (FH)

### **CERTIFICATIONS**

APICS Certified Supply Chain Professional (CSCP) (since 2007)

### **RESEARCH INTERESTS**

Strategic supply management, with the pillars of strategic sourcing, leveraging the supply chain, strategic operations management, and advancing the discipline.

### **TEACHING INTERESTS**

Major interests: Supply Management, Sourcing/Procurement, Operations Management

### **PEER-REVIEWED PUBLICATIONS**

Kim, Hyojin, Daesik Hur, and Tobias Schoenherr. "When Buyer-Driven Knowledge Transfer really Works: The Contingency Effects of a Supplier's Absorptive Capacity and Innovativeness," *Journal of Supply Chain Management* (forthcoming).

Bossi, Jill, and Tobias Schoenherr. "The missed Opportunity in Non-Manufacturing and Service-Based Companies: Supply Management," *Supply Chain Management Review* (forthcoming).

Schoenherr, Tobias, Ram Narasimhan and Piyas Bandyopadhyay. "The Assurance of Food Safety in Supply Chains via Relational Networking," *International Journal of Operations and Productions Management* (forthcoming).

Schoenherr, Tobias, and Morgan Swink. "The Role of Supply Chain Intelligence in New Product Launch Success," *Decision Sciences Journal* (forthcoming).

Wynstra, F., Martin Spring, and Tobias Schoenherr. "Service Triads: A Research Agenda for Buyer-Supplier-Customer Triads in Business Services," *Journal of Operations Management* (forthcoming).

Narasimhan, Ram, Tobias Schoenherr, Brian Jacobs, and Myung Kyo (M.K.) Kim. "The Financial Impact of FSC Certification in the United States: A Contingency Perspective," *Decision Sciences Journal* (forthcoming).

Schoenherr, Tobias. "Service-Learning in Supply Chain Management: Benefits, Challenges and Best Practices," *Decision Sciences Journal of Innovative Education*, Vol. 13, No. 1, 2015, pp. 45-70.

Schoenherr, Tobias, and Cheri Speier-Pero. "Data Science, Predictive Analytics, and Big Data in Supply Chain Management: Current State and Future Potential," *Journal of Business Logistics*, Vol. 33, No. 1 (March), 2015, pp. 120-132.

Swink, Morgan, and Tobias Schoenherr. "The Effects of Cross-Functional Integration on Profitability, Process Efficiency, and Asset Productivity," *Journal of Business Logistics*, Vol. 36, No. 1 (March), pp. 69-87.

Narayanan, Sriram, Ram Narasimhan, and Tobias Schoenherr. "Assessing the Contingent Effects of Collaboration on Agility Performance in Buyer-Supplier Relationships," *Journal of Operations Management*, Vol. 33, No. 1, 2015, pp. 140-154.

Schoenherr, Tobias, Vincent A. Mabert. "Goal Orientation and Preparation Process in Online Reverse Auctions: A Comparative Investigation Taking a Transaction Cost Economics Lens," *Transportation Journal*, Vol. 53, No. 4, 2014, pp. 381-423.

Schoenherr, Tobias, David A. Griffith, and Aruna Chandra. "Intangible Capital, Knowledge and New Product Development Competence: An Investigation of Process, Interaction and Contingency Effects," *International Journal of Production Research*, Vol. 52, No. 16, August 2014, pp. 4916-4929.

Schoenherr, Tobias, Sachin B. Modi, Srinivas Talluri, and G. Tomas M. Hult. "Antecedents and Performance Outcomes of Strategic Environmental Sourcing: An Investigation of Resource-Based Process and Contingency Effects," *Journal of Business Logistics*, Vol. 35, No. 3, 2014, pp. 172-190.

Tummala, V.M. Rao, Tobias Schoenherr, and Thomas Harrison. "Integrating FMEA with the Supply Chain Risk Management Process to Facilitate Supply Chain Design Decisions," *Production and Inventory Management Journal*, Vol. 49, No. 1, 2014, pp. 24-70.

Schoenherr, Tobias, David A. Griffith, and Aruna Chandra. "Knowledge Management in Supply Chains: Differentiating between Explicit and Tacit Knowledge," *Journal of Business Logistics*, Vol. 35, No. 2, June 2014, pp. 121-135.

Tate, Wendy L., Lisa L. Ellram, Tobias Schoenherr, and Ken E. Petersen. "Global Competitive Conditions driving the Manufacturing Location Decision," *Business Horizons*, Vol. 57, No. 3, 2014, pp. 381-390.

Blome, Constantin, Tobias Schoenherr, Dominik Eckstein. "The Impact of Knowledge Transfer and Complexity on Supply Chain Flexibility: A Knowledge-Based View," *International Journal of Production Economics*, Vol. 147, Part B, January 2014, pp. 307-316.

Narasimhan, Ram, and Tobias Schoenherr. "Revisiting the Progression of Competitive Capabilities: Results from a Repeated Cross-Sectional Investigation," *International Journal of Production Research*, Vol. 51, No. 22, 2013, pp. 6631-6650.

Blome, Constantin, Tobias Schoenherr (first two authors contributed equally and are listed in alphabetical order), Matthias Kaesser. "Ambidextrous Governance in Supply Chains: The Impact on Innovation and Cost Performance," *Journal of Supply Chain Management*, Vol. 49, No. 4, October 2013, pp. 59-80.

Schoenherr, Tobias and Srinivas Talluri. "Environmental Sustainability Initiatives: A Comparative Analysis of Plant Efficiencies in Europe and the U.S.," *IEEE Transactions on Engineering Management*, Vol. 60, No. 2, May 2013, pp. 353-365.

Talluri, Srinivas, Myung Kyo (M.K.) Kim, and Tobias Schoenherr. "The Relationship Between Operating Efficiency and Service Quality: Are They Compatible?" *International Journal of Production Research*, Vol. 51, No. 8, April 2013, pp. 2548-2567.

Blome, Constantin, Tobias Schoenherr (first two authors contributed equally and are listed in alphabetical order), and Daniel Rexhausen. "Antecedents and Enablers of Supply Chain Agility and its Effect on Performance." *International Journal of Production Research*, Vol. 51, No. 4, February 2013, pp. 1295-1318.

Schoenherr, Tobias. "The Role of Environmental Management in Sustainable Business Development: A Multi-Country Investigation," *International Journal of Production Economics*, Vol. 140, No. 1, November 2012, pp. 116-128.

Schoenherr, Tobias, Sachin B. Modi, W. C. Benton, Craig R. Carter, Thomas Y. Choi, Paul D. Larson, Michiel R. Leenders, Vincent A. Mabert, Ram Narasimhan, and Stephan M. Wagner. "Research Opportunities in Purchasing and Supply Management," *International Journal of Production Research*, Vol. 50, No. 16, August 2012, pp. 4556-4579.

Schoenherr, Tobias, and Ram Narasimhan. "The Fit between Capabilities and Priorities and its Impact on Performance Improvement: Revisiting and Extending the Theory of Production

Competence,” *International Journal of Production Research*, Vol. 50, No. 14, July 2012, pp. 3755-3775.

Narasimhan, Ram, and Tobias Schoenherr. “The Effects of Integrated Supply Management and Environmental Management Practices on Relative Competitive Quality Advantage,” *International Journal of Production Research*, Vol. 50, No. 4, February 2012, pp. 1185-1201.

Arnold, Ulli, Joerg Neubauer, and Tobias Schoenherr. “Explicating Factors for Companies’ Inclination towards Corruption in Operations and Supply Chain Management: An Exploratory Study in Germany,” *International Journal of Production Economics*, Vol. 138, No. 1, 2012, pp. 136-147.

Schoenherr, Tobias, and Morgan Swink. “Revisiting the Arcs of Integration: Cross-Validations and Extensions,” *Journal of Operations Management*, Vol. 34, No. 1-2, 2012, pp. 99-115.

Schoenherr, Tobias, Damien Power, Ram Narasimhan, and Danny Samson. “Competitive Capabilities among Manufacturing Plants in Developing, Emerging, and Industrialized Countries: A Comparative Analysis,” *Decision Sciences*, Vol. 43, No. 1, 2012, pp. 37-71.

Tummala, V.M. Rao, and Tobias Schoenherr. “Assessing and Managing Risks Using the Supply Chain Risk Management Process (SCRMP),” *Supply Chain Management: An International Journal*, Vol. 16, No. 6, 2011, pp. 474-483. **Emerald Literati Network, 2012 Award for Excellence, Highly Commended Award Winner for Papers published in 2011.**

Blome, Constantin, and Tobias Schoenherr. “Supply Risk Management in Financial Crises – A multiple Case Study Approach,” *International Journal of Production Economics*, Vol. 134, No. 1, 2011, pp. 43-57.

Power, Damien, Tobias Schoenherr, and Danny Samson. “Assessing the Effectiveness of Quality Management in a Global Context,” *IEEE Transactions on Engineering Management*, Vol. 58, No. 2, 2011, pp. 307-322.

Schoenherr, Tobias, and Vincent A. Mabert. “An Exploratory Study of Procurement Strategies for multi-item RFQs in B2B Markets: Antecedents and Impact on Performance,” *Production and Operations Management*, Vol. 20, No. 2, 2011, pp. 214-234.

Tummala, V.M. Rao, and Tobias Schoenherr. “An Implementation Decision Framework for Supply Chain Management: A Case Study,” *International Journal of Logistics Systems and Management*, Vol. 8, No. 2, 2011, pp. 198-213.

Schoenherr, Tobias, and Vincent A. Mabert. “A Comparison of Online and Offline Procurement in B2B Markets: Results from a Large-Scale Survey,” *International Journal of Production Research*, Vol. 49, No. 3, 2011, pp. 827-846.

Schoenherr, Tobias, Ditmar Hilpert, Ashok K. Soni, M.A. Venkataramanan, and Vincent A. Mabert. “Enterprise Systems Complexity and its Antecedents: A Grounded-Theory Approach,”

*International Journal of Operations and Production Management*, Vol. 30, No. 6, 2010, pp. 639-668.

Power, Damien, Tobias Schoenherr, and Danny Samson. "The Cultural Characteristic of Individualism/collectivism: A Comparative Study of Implications for Investment in Operations between Emerging Asian and Industrialized Western Countries," *Journal of Operations Management*, Vol. 28, No. 3, 2010, pp. 206-222.

Schultz, Kenneth L., Tobias Schoenherr, and David Nembhard. "An Example and a Proposal Concerning the Correlation of Worker Processing Times in Parallel Tasks," *Management Science*, Vol. 56, No. 1, 2010, pp. 176-191.

Schoenherr, Tobias. "Outsourcing Decisions in Global Supply Chains: An Exploratory Multi-Country Survey," *International Journal of Production Research*, Vol. 48, No. 2, 2010, pp. 343-378.

Schoenherr, Tobias. "Logistics and Supply Chain Management Applications within a Global Context: An Overview," *Journal of Business Logistics*, Vol. 30, No. 2, 2009, pp. 1-25.

Day, Jamison M., P. Daniel Wright, Tobias Schoenherr, M.A. Venkataramanan, and Kevin Gaudette. "Improving Routing and Scheduling Decisions at a Distributor of Industrial Gases," *OMEGA – The International Journal of Management Science*, Vol. 37, No. 1, 2009, pp. 227 – 237.

Schoenherr, Tobias, V. M. Rao Tummala, and Thomas P. Harrison. "Assessing Supply Chain Risks with the Analytic Hierarchy Process: Providing Decision Support for the Offshoring Decision by a U.S. Manufacturing Company," *Journal of Purchasing and Supply Management*, Vol. 14, No.2, 2008, pp. 100-111.

Tummala, V.M. Rao, and Tobias Schoenherr. "Best Practices for the Implementation of Supply Chain Management Initiatives," *International Journal of Logistics Systems and Management*, Vol. 4, No. 4, 2008, pp. 391-410.

Schoenherr, Tobias. "Diffusion of Online Reverse Auctions for B2B Procurement: An Exploratory Study," *International Journal of Operations and Production Management*, Vol. 28, No. 3, 2008, pp. 259-278.

Schoenherr, Tobias, and Vincent A. Mabert. "The Use of Bundling in B2B Online Reverse Auctions," *Journal of Operations Management*, Vol. 26, No. 1, 2008, pp. 81-95.

Schoenherr, Tobias, and V.M. Rao Tummala. "Electronic Procurement: A Structured Literature Review and Directions for Future Research," *International Journal of Procurement Management*, Vol. 1, No. 1/2, 2007, pp. 8-37 [Invited lead paper for the inaugural issue of IJPM].

Schoenherr, Tobias, and Vincent A. Mabert. "Online Reverse Auctions: Common Myths versus Evolving Reality," *Business Horizons*, Vol. 50, No. 5, 2007, pp. 373-384.

Schoenherr, Tobias, and Vincent A. Mabert. "The Effect of Buyer-Imposed Bidding Requirements and Bundle Structure on Purchase Performance," *The Journal of Supply Chain Management*, Vol. 43, No. 1, 2007, pp. 27-39.

Schoenherr, Tobias, and Vincent A. Mabert. "Bundling for B2B Procurement: Current State and Best Practices," *International Journal of Integrated Supply Management*, Vol. 2, No. 3, 2006, pp. 189-213.

Bendoly, Elliot, and Tobias Schoenherr. "ERP System- and Implementation-Benefits: Implications for B2B E-Procurement," *International Journal of Operations and Production Management*, Vol. 25, No. 4, 2005, pp. 304-319.

Schoenherr, Tobias. "Deciding on the Appropriateness of B2B Reverse Auction Technology: An AHP Approach combined with Integer Programming," *Journal of International Technology and Information Management*, Vol. 13, No.1/2, 2004, pp. 21-32.

## **EDITORIALLY-REVIEWED PUBLICATIONS AND BOOK CHAPTERS**

Narasimhan, Ram, Tobias Schoenherr, and Joseph Sandor. "Profiles in Supply Management Excellence." *Supply Chain Management Review*, Vol. 17, July/August, 2013, pp. 10-15.

Tate, Wendy L., Kenneth J. Petersen, Lisa Ellram, and Tobias Schoenherr. "Offshoring Strategy Trends by American Corporations." CSCMP Hot Topics, April 2012, ISBN 978-0-9825348-4-7.

Schoenherr, Tobias. "Global outsourcing strategies: The internationalisation of the electronics industry, by L. Cassia," Book Review, *International Journal of Production Research*, Vol. 49, No. 24, 2011, pp. 7515-7516.

Förstl, Kai, Constantin Blome, Michael Henke, Tobias Schoenherr. "Towards a Supply Risk Management Capability Process Model: An Analysis of What Constitutes Excellence in Supply Risk Management Across Different Industry Sectors," in D.D. Wu (Ed.), *Quantitative Financial Risk Management*, Computational Risk Management, Springer Verlag, Berlin/Heidelberg, 2011, pp. 365-280.

Narasimhan, Ram, Joe Sandor, and Tobias Schoenherr. "A Real-World Take on Transformation," *Supply Chain Management Review*, Vol. 15, March/April, 2011, pp. 22-29.

Schoenherr, Tobias, "Procurement Transformation and Change Management: An Academic Perspective and Report on two Breakout Sessions," in R. Narasimhan, J. Sandor (Eds.), *Leadership and Strategic Change: Pathways to Organizational Transformation*, Broad Graduate School of Management, Michigan State University, East Lansing, MI, 2009, pp. 115-125.

Schoenherr, Tobias, Ditmar Hilpert, Ashok K. Soni, M.A. Venkataramanan, and Vincent A. Mabert. "Enterprise System (ES) Implementations in German Manufacturing SMEs: Observations From Eight Case Studies," in J.N.D. Gupta, S.K. Sharma and M.A. Rashid (Eds.), *Handbook of Research on Enterprise Systems*, Information Science Reference, Hershey, Pennsylvania, 2008.

Schoenherr, Tobias. "SAP in Peer-Reviewed Academic Research: A Review of the Literature," in: F. Akaiwa and A.K. Soni (Eds.), *Enterprise Resource Planning: Teaching and Research*, SAP / Indiana University Innovation Monograph III, Indiana University, Bloomington, 2008, pp. 7-20. [Invited research contribution; lead article.]

Schoenherr, Tobias, and Vincent A. Mabert. "Bundling for Online Reverse Auctions: Approaches and Experiences," in: D. Parente (Ed.), *Best Practices in Online Procurement Auctions*, Idea Group Publishing, Hershey, Pennsylvania, 2007, pp. 112-132.

Schoenherr, Tobias, M.A. Venkataramanan, Ashok K. Soni, Vincent A. Mabert and Ditmar Hilpert. "The 'New' Users: Manufacturing SMEs and the Mittelstand Experience," in: E. Bendoly and F.R. Jacobs (Eds.), *Strategic ERP Extension and Use*, Stanford University Press, Palo Alto, California, 2005, pp. 36-51.

Schoenherr, Tobias, and Vincent A. Mabert. "A Conceptual Study of Developments in B2B Reverse Online Auctions: The Changing Role of the Online Auction Provider / Intermediary," in: A. Chikan (Ed.), *Advances in Purchasing and Supply Chain Management*, IFPSM Publications, Budapest, Hungary, Vol. 4, 2003, pp. 169-179.

Mabert, Vincent A. and Tobias Schoenherr. "Evolution of Online Auctions in B2B E-Procurement," *PRACTIX*, Vol. 5, No. 1, September 2001, pp. 15-19.

Mabert, Vincent A. and Tobias Schoenherr. "An Online RFQ System: A Case Study," *PRACTIX*, Vol. 4, No. 2, March 2001, pp. 1-6.

## **EXECUTIVE REPORTS**

Tate, Wendy L., Lisa Ellram, Kenneth J. Petersen, and Tobias Schoenherr. "Offshoring and Reshoring: A Survey of Current Practices." Executive Report, Council of Supply Chain Management Professionals, 2012.

Modi, Sachin, and Tobias Schoenherr. "Benchmarking Study of Sourcing Practices." Executive Report, Michigan State University, East Lansing, 2011.

Narasimhan, Ram, Sriram Narayanan, and Tobias Schoenherr. "In Search of Outsourcing Excellence: Characteristics and Traits of Sourcing Engagements A Multi-Industry Study of Outsourcing Practices," Executive Brief, Michigan State University, East Lansing, 2010.

## **BOOKS**

Tate, Wendy L., Kenneth J. Petersen, Lisa Ellram, and Tobias Schoenherr. "Current Practices in Offshoring and Reshoring." CSCMP Publications, 2014, ISBN 978-0-9761747-6-9.

## **SELECTED RECENT HONORS AND AWARDS**

- 2013 Best Associate Editor Award, Journal of Operations Management
- 2013 MSU Teacher-Scholar Award, Michigan State University
- 2013 Best Reviewer Award, Decision Sciences
- 2012 John D. and Dortha J. Withrow Endowed Emerging Scholar Award, Broad Graduate School of Management, Michigan State University
- 2012 Award for Excellence, Emerald Literati Network, Highly Commended Award Winner for a papers published in *Supply Chain Management: An International Journal* in 2011
- Michigan Campus Compact Faculty/Staff Community Service-Learning Award, 2012
- Best Reviewer Award, Journal of Purchasing and Supply Management, 2011
- Richard J. Lewis Quality of Excellence Award, Eli Broad Graduate School of Management, Michigan State University, 2011
- Best Paper Award, Midwest Decision Sciences Institute, Annual Conference, 2011
- Best Reviewer Award, Journal of Operations Management, 2010
- Lilly Fellow, Michigan State University, 2010-2011
- Best Reviewer Award, Journal of Operations Management, 2008
- Best Reviewer Award, Journal of Supply Chain Management, 2008

## **SELECTED RECENT GRANTS**

- F. Edward and Carol J. Lake Faculty Excellence Fund, Summer 2015
- Tysse Faculty Excellence Fund, Summer 2014
- Ed and Carol Lake Faculty Excellence Research Grant, Summer 2013
- Summer Research Grant, Broad College of Business, Summer 2012
- Council of Supply Chain Management Professionals, 2011-2013
- Center for Advanced Purchasing Research (CAPS Research), 2010-2011
- Senior Research Fellowship, Institute for Supply Chain Management, 2009-2010

## **SELECTED RECENT SERVICE TO THE PROFESSION**

- Associate Editor, Journal of Operations Management
- Co-Guest-Editor, Journal of Operations Management
- Associate Editor, Decision Sciences
- Co-Guest Editor, Journal of Business Logistics
- Editorial Review Board Member
  - Journal of Business Logistics
  - Production and Operations Management
  - IEEE Transactions on Engineering Management
  - Decision Sciences Journal of Innovative Education
  - Transportation Research: Part E
  - Journal of Supply Chain Management
  - Journal of Purchasing and Supply Management
  - International Journal of Integrated Supply Management
- Co-organizer of the 2013 Global Supply Chain Management Conference, Dearborn, MI
- Proceedings Coordinator, 2012 and 2013 Annual Conferences of the Production and Operations Management Society
- Associate Program Chair, 2011 Annual Conference of the Decision Sciences Institute