

# Curriculum Vitae – Carlos Mena

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Michigan State University, Broad College of Business  
632 Bogue Street, East Lansing, MI 48824

W: +1 (517) 432-6329 | M: +1 (517) 580-1600

E: [cmena@msu.edu](mailto:cmena@msu.edu)

## Education

**2003** Engineering Doctorate (EngD), University of Warwick, Coventry, UK.

Thesis: Toward a Model of Complexity in Supply Chains. The research focused on analyzing and modeling different approaches to managing complex supply chains through five case studies with major organizations including British Airways, Ford, and British Midlands (BMI).

**1997** MSc in Engineering Business Management (with distinction), University of Warwick, Coventry, UK;

Dissertation: A Study of a Multi-Modal Control Mechanism for Optimizing Manufacturing Resources, with Particular Reference to their Impact on the Supply Chain.

**1994** BEng Industrial Engineering, Universidad Iberoamericana, Mexico City, Mexico

Dissertation: Theory of Constraints: A tool for improving efficiency and effectiveness.

## Academic Positions

**2015** Assistant Professor, Supply Chain Management, Eli Broad College of Business, Michigan State University, USA

**2012** Reader (Associate Professor) in Procurement and Supply Management, Cranfield School of Management, Cranfield UK

**2011** Senior Lecturer (Associate Professor), Cranfield School of Management, Cranfield UK

**2004** Senior Research Fellow (Assistant Professor), Cranfield School of Management, Cranfield UK

**2001** Senior Research Fellow (Assistant Professor), University of Warwick, Coventry, UK

**1998** Research Engineer, University of Warwick, Coventry, UK

## Appointments

**2011 – 2015** Director of the Centre for Strategic Procurement and Supply Management, Cranfield School of Management, Cranfield, UK

**2011 – 2015** Course Director, Leading Procurement Strategy, Cranfield School of Management, Cranfield, UK

**2008 – 2010** Course Director, Supply Chain Toolbox, Cranfield School of Management, Cranfield, UK

**2009 – 2013** Executive Doctorate Cohort Leader, Cranfield School of Management, Cranfield, UK

**2005 – 2012** Engineering Doctorate Program Manager, Cranfield School of Management, Cranfield, UK

**2005 – 2009** Researcher Representative, Cranfield School of Management, Cranfield, UK

## Visiting Appointments

- 2005 – date** Visiting Scholar, Copenhagen Business School, Operations Management
- 2013 - 2015** Visiting Scholar/Lecturer, Kenan-Flagler Business School at the University of North Carolina (contributing to the UNC-Tsinghua Global Supply Chain Leaders Program)
- 2013 – 2015** External Examiner, Heriot Watt University, Edinburgh (MSc in Logistics and Supply Chain Management and MSc in Maritime Logistics and Supply Chain Management)
- 2005 – 2013** Visiting Scholar, Durham University, Supply Chain Management
- 2004 – 2015** Visiting Scholar, University of Warwick, Supply Chain Management

## Training and Personal Development

- 2014** Media Training, Cranfield School of Management, Cranfield, UK
- 2012** International Teachers Programme, HEC Paris, Jouy-en-Josas, France
- 2011** Writing Cases, IMD, Lausanne (ECCH), Switzerland
- 2011** Teaching with Cases, IMD, Lausanne (ECCH), Switzerland
- 2010** Winning Hearts and Minds: Storytelling for Professional Managers, Cranfield University, UK
- 2009** Post Graduate Certificate in Teaching and Learning in Higher Education, Cranfield University, UK

## Awards, Scholarships and Fellowships

- Winner of the best-selling case award 2016: The Case Centre, for Saghiri, S., Mena, C. & Bernon, M. (2013) Supply Management in Cradle to Cradle® Programmes: DESSO Approach (No. 715-052-1), Cranfield School of Management case collection.
- Student Lead Teaching Awards (Cranfield Student Association) – Most Engaging Professor 2014
- Finalist for the 2013 Harold E. Fearon Best Paper Award for: Mena, C., Humphries, A. & Choi, T. (2013) “Towards a Theory of Multi-tier Supply Chain Management”, *Journal of Supply Chain Management*, 49(2): 58-77.
- Award for Innovation in Teaching – Cranfield School of Management 2013
- Emerald Outstanding Paper Award for: Christopher, M., Mena, C., Khan, O., & Yurt, O. (2011) The Impact of Global Sourcing on Supply Chain Risk, *Supply Chain Management: An International Journal*, 16(2): 67-81.
- Fellow of the Chartered Institute of Logistics and Transport (CILT) – since 2014
- Fellow of the Chartered Institute of Purchasing and Supply (CIPS) - since 2013
- Fellow of the Higher Education Academy (HEA) – since 2007
- Warwick University Doctoral Scholarship (1998 – 2002)
- Doctoral Scholarship from the Mexican Council of Science and Technology (Conacyt) (1998)
- Scholarship from the Mexican Central Bank (1996-97)

## Languages

- **Spanish:** Native speaker
- **English:** Fluent

## Research Interests

The phenomenon at the center of my research is the behavior of buyer-supplier relationships, predominantly from the buyer's perspective (i.e. procurement). Specifically, I am interested in the impact of buyer-supplier relationship practices, such as collaboration, e-procurement, and global sourcing, on performance; not only from an economic perspective, but also from social and environmental perspectives. Within this broad conceptualization of performance, I delineate two additional sub-areas of my research, one focusing on risk and resilience in supply chains, and the other on sustainable supply chains.

I have a preference for empirical research that develops and extends theory and can also influence management practices. This involves doing research that is grounded in theory as well as in empirical phenomena, to ensure that the results are both rigorous and relevant. I have used a range of methods for different purposes, including inductive methods, such as case-study research and grounded theory, and deductive methods, including various statistical techniques such as linear regression, logistic regression, multiple and multinomial logit, structural equation modeling, and difference-in-difference analysis. Additional analytic methods have included simulation, repertory grid, fuzzy set qualitative comparative analysis, and the Delphi technique.

## Publications

**Google Scholar Citation Indices.** Citations: 1429; h-index: 14; i10 index: 19 (Oct. 30, 2017)

**Research Gate indicators:** Citations: 825; RG Score: 23.47; h-index: 12 (Oct. 30, 2017)

## Papers in Academic Journals

- Prajogo, D., Mena, C., & Nair, A. "The fit between supply chain strategies and practices: A contingency approach and comparative analysis", *IEEE Transactions in Engineering Management*, Forthcoming (Online ISSN: 1558-0040)
- Hansen, C., Mena, C., Skipworth, H. (2017) "Exploring political risk in offshoring engagements", *International Journal of Production Research*, 55(7): 2051-2067.
- Saghiri, S., Wilding, R., Mena, C., Bourlakis, M. (2017) "Toward a three-dimensional framework for omni-channel", *Journal of Business Research*, 77: 53-67
- Cerruti, C., Mena, C., Skipworth, H. & Tavoletti, E. (2016) "Characterizing agile supply partnerships", *International Journal of Operations and Production Management*, 36(8): 923-947.
- Mena, C., Bourlakis, M. (2016) "Editorial: Retail Logistics special issue", *International Journal of Physical Distribution and Logistics Management*, 46(6/7): 538-542
- Tsinopoulos, C. & Mena, C. (2015) "Supply chain integration configurations", *International Journal of Operations and Production Management*, 35(10): 1437-1459.
- Danloup, N., Mirzabeiki, V., Allaoui, H., Goncalves, G., Julien, D. & Mena, C. (2015) "Reducing transportation greenhouse gas emissions with collaborative distribution: A case study", *Management Research Review*, 38(10): 1049-1067.
- Sandberg, E. & Mena, C. (2015) "Exploring strategic strengths and weaknesses of retail purchasing groups", *The International Review of Retail, Distribution and Consumer Research*, 25(3): 276-297.
- Hess, T., Andersson, U., Williams, A. and Mena, C. (2015) "The impact of healthier dietary scenarios on the global blue water scarcity footprint of food consumption in the UK", *Food Policy*, 50: 1-10.
- Mena, C., Terry, L., Williams, A. & Ellram, L. (2014) "Causes of waste across multi-tier supply networks: Cases in the UK food sector", *International Journal of Production Economics*, 152: 144-158.

- Van Hoek, R., Mena, C. & Gattorna, J. (2014) "Mind the gap – the future of the discipline requires alignment", *Journal of Business Logistics*, 35 (1): 44-51.
- Bernon, M. & Mena C. (2013) "The evolution of customized executive education", *Supply Chain Management: an International Journal*, 18(4): 440 - 453.
- Mena, C., Humphries, A. & Choi, T. (2013) "Towards a theory of multi-tier supply chain management", *Journal of Supply Chain Management*, 49(2): 58-77. **(Finalist for the 2013 Harold E. Fearon Best Paper Award)**
- Diaz, A., Mena, C., Garcia-Carbajal, S., & Liechty, M. (2012) "The impact of supply chain design characteristics on network reliability", *Supply Chain Management: an International Journal*, 17(3): 263-276.
- Ettouzani, Y., Yates, N., & Mena, C. (2012) "Causes affecting promotional availability in UK Grocery Retailing", *International Journal of Physical Distribution and Logistics Management*, 42(3): 213 - 243.
- Maruchek, A., Greis, N., Mena, C., & Cai, L. (2011) "Product safety and security in the global supply chain: Issues, challenges and research opportunities", *Journal of Operations Management*, 29(7-8): 707-720.
- Mena, C., Adenso-Diaz, B., & Yurt, O. (2011) "The causes of food waste in the supplier–retailer interface: Evidences from the UK and Spain", *Resources, Conservation & Recycling*, 55(6): 648-658.
- Christopher, M., Mena, C., Khan, O., & Yurt, O. (2011) "The impact of global sourcing on supply chain risk", *Supply Chain Management: An International Journal*, 16(2): 67-81. **(Outstanding Paper Award)**
- Mena, C., Humphries, A., & Wilding, R. (2009) "A comparison of inter- and intra-organizational relationships: Two case studies from the UK food and drinks industry", *International Journal of Physical Distribution and Logistics Management*, 39(9): 762-784.
- Whicker, L. Bernon, M. Templar, S., & Mena, C. (2009) "Understanding the relationships between time and cost to improve supply chain performance", *International Journal of Production Economics*, 121(2): 641-59.
- Johnson, M. & Mena, C. (2008) "Supply chain management for servitised products: A multi-industry case study", *International Journal of Production Economics*, 114 (1): 27-39.
- Tatsis, V., Mena, C., Van Wassenhove, L. & Whicker, L. (2006) "E-procurement in the Greek food and drink industry: Drivers and impediments", *Journal of Purchasing and Supply Management*, 12 (2): 63-74.

## Refereed Journal Publications under Review / Preparation

- Mena, C., Humphries, A., & Choi, T. Y. "Sticky relationships and IT service outsourcing", *IEEE Transactions in Engineering Management* (2nd revision)
- Mena, C., Melnyk, S., Baghersad, M. and Zobel, C., "An investigation of macro and micro level factors influencing decision making under risk and resilience", *Decision Sciences* (1st revision)
- Mena, C. & Shoenherr, T. "Green Contagion: How green practices propagate across multi-tier supply chains", *Decision Sciences* (Sub. 8/17)
- Hansen, C. & Mena C., & Aktas, E. "Political risk in service offshoring", *International Journal of Production Research* (Sub. 9/17)
- Habib, F., Mena, C., Bastl, M., & Pilbeam, C. "Exit in buyer-supplier relationships - A transaction cost economics perspective", *Production and Operations Management* (Sub. 9/17)

## Books

- Mena, C., van Hoek, R. & Christopher, M. (2018) *Leading Procurement Strategy*, 2<sup>nd</sup> Ed. Kogan Page (forthcoming).
- Mena, C., van Hoek, R. & Christopher, M. (2014) *Leading Procurement Strategy*, Kogan Page.
- Mena, C. & Stevens, G. [Ed] (2010) *Delivering Performance in Food Supply Chains*, Elsevier.

## Book chapters

- Mena, C., Julien, D. & Mirzabeiki, V. (2016) "Collaborating for sustainability", in, Ed. Lindgreen, A., Hingley, M.K., Angell, R.J., Memery, J. and Vanhamme, J., *Food Logistics and Distribution: A Stakeholder Approach to Managing Food*, Routledge, Abingdon, UK, 214-228
- Diaz, B. & Mena, C. (2013) "Food industry waste management", in Tiwari, B.K., Norton, T., Holden, N.M., *Sustainable Food Processing*, John Wiley & Sons, 435-462.
- Tsinopoulos, C. & Mena, C. (2013) "Competing supply chain strategies: Tesco, Aldi and Lidl", in Meredith J. R. & Shafer S.F. (2013) *Operations Management: Int. Student Version*, 5<sup>th</sup> Edition, John Wiley & Sons.
- Mena, C. & Stevens, G. (2010) "Delivering performance in food supply chains: An Introduction", in Mena, C. & Stevens, G., *Delivering Performance in Food Supply Chains*, Woodhead Publishing.
- Templar, S. & Mena, C. (2010) "A framework to visualize time and cost in a food supply chain", in Mena, C. & Stevens, G., *Delivering Performance in Food Supply Chains*, Woodhead Publishing.
- Hobday, D., Higgson, S., & Mena, C. (2010) "Developments in diagnostic packaging and its role and impact on supply chain management", in Mena, C. & Stevens, G., *Delivering Performance in Food Supply Chains*, Woodhead Publishing.
- Yurt, O., Stevens, G., & Mena, C. (2010) "Sales and operations planning in the food & drinks industry," in Mena, C. & Stevens, G., *Delivering Performance in Food Supply Chains*, Woodhead Publishing.

## Case Studies

- Julien, D., Mena, C., & Mirzabeiki, V. (2014) DHL-BP-NISA: Win-Win-Win, Case A. Cranfield School of Management Case Collection.
- Julien, D., Mena, C., & Mirzabeiki, V. (2014) DHL-BP-NISA: Win-Win-Win, Case B. Cranfield School of Management Case Collection.
- Julien, D., Mena, C., Bastl, M., & Peters, E. (2014) Clear to Take-Off – Inflight Service, Simply Delivered. Cranfield School of Management Case Collection.
- Saghiri, S., Mena, C. & Bernon, M. (2013) Supply Management in Cradle to Cradle® Programmes: DESSO Approach (No. 715-052-1), Cranfield School of Management case collection. **Winner of the best-selling case award 2016 by The Case Centre, UK.**
- Mena, C. (2012) Altimus Brands: Managing Procurement Risk (No. 612-033-1), Cranfield School of Management Case Collection.
- Tsinopoulos, C. & Mena, C. (2010) Competing Supply Chain Strategies: Tesco, Aldi and Lidl (No. 610-022-1), Cranfield School of Management Case Collection.

## Government Reports and White Papers

- Whitehead, P., Palmer, M., Mena, C., Williams, A. & Walsh, C. (2010) Fresh Meat Resource Maps, Waste Reduction Action Programme (WRAP), Available from WRAP.
- Terry, L., Mena, C., Williams, A., Jenny, N., & Whitehead, P. (2010) Fruit and Vegetable Resource Maps, Waste Reduction Action Programme (WRAP), Available from WRAP.
- Mena, C., Hobday, D., Terry, L., Whitehead, P. & Williams, A. (2008) Evidence on the Role of Supplier-retailer Trading Relationships and Practices in Waste Generation in the Food Chain, Department for Food and Rural Affairs (DEFRA), Project Code SFFSD0705. Available from DEFRA.
- Mena, C., Christopher, M., Johnson, M., & Jia, F. (2007) Innovation in Logistics Services, National Endowment for Science Technology and the Arts (NESTA), Available from: [https://www.researchgate.net/profile/Carlos\\_Mena/publication/228346497\\_Innovation\\_in\\_Logistics\\_Services/links/00b49525d08c4f0cf4000000.pdf](https://www.researchgate.net/profile/Carlos_Mena/publication/228346497_Innovation_in_Logistics_Services/links/00b49525d08c4f0cf4000000.pdf).

- Christopher, M., Jia, F., Khan, O., Mena, C., Palmer, A., & Sandberg, E. (2007) Global Sourcing and Logistics, Department for Transport (DfT), Logistics Policy project number - LP 0507, Available from: [www.freightbestpractice.org.uk/global-sourcing-and-logistics](http://www.freightbestpractice.org.uk/global-sourcing-and-logistics).

## Papers in Practitioner Journals

- Mena, C. & Braithwaite, A. (2010) "Innovation in supply chains", *Logistics and Transport Focus*, 12(8) 36-38.
- Mena, C. (2010) "Sustainable global sourcing", *Management Focus*, 29, 10-13.
- Mena, C. & Humphries, A. (2008) Collaborative networks versus integrated firms, *Supply Chain Europe*, 17(1), 30-32.
- Mena, C. (2008) "Coping with Complexity and Uncertainty in Supply Chains: A Descriptive Model", *Supply Chain Practice*, 1(9): 12-27.
- Mena, C., Aspinall, R., Bernon, M., Templar, S., & Whicker, L (2004) "Gaining visibility of supply-chain costs", *Logistics and Transport Focus*, 6 (7): 54-58.
- Templar, S., Mena, C., Bernon, M., Whicker, L. & Aspinall, R. (2004) "Do you Know your Supply Chain Costs?", *Logistics and Transport Focus*, 6 (4): 21-25.
- Mena, C., Whicker, L., Templar, S., & Bernon, M. (2002) "Costing the supply chain", *Manufacturing Engineering*, 81 (5): 225-228.

## Conference Proceedings

- Mena, C., Melnyk, S., Baghersad, M. & Zobel, C., (2017) "An investigation of macro and micro level factors influencing decision making under risk and resilience," *POMS Conference*, Seattle, USA, 5 – 8 May.
- Habib, F., Pilbeam, C., Mena, C. & Bastl, M. (2017) "Exit strategies for BREXIT", *POMS Conference*, Seattle, USA, 5 – 8 May.
- Mirzabeiki, V., Stephens, C., & Mena, C. (2016), "Co-opetition in the Logistics Industry: Drivers and Barriers", *POMS Conference*, Orlando, USA, 5-9 May.
- Habib, F., Pilbeam, C., Mena, C., & Bastl, M., (2016) "The Art of Disengagement: Exit Strategies in Manufacturing and Service Sector", *POMS Conference*, Orlando, USA, 5-9 May.
- Carr, J., Skipworth, H., & Mena, C. (2016) "Product architecture design: the role for supply chain configuration", *POMS Conference*, Orlando, USA, 5-9 May.
- Habib, F., Pilbeam, C., Mena, C., & Bastl, M., (2016) "Exit Management in Buyer-Supplier Relationships: A Transaction Cost Economics Perspective", *EUROMA Conference*, Trondheim, Norway, 17-22 June.
- Mirzabeiki, V., Julien, D., Mena, C., Saghiri, S., & Bourlakis, M. (2014), "Collaborative relationships for sustainability performance of food supply chains—a conceptual model", *Logistics Research Network (LRN) Conference*, Huddersfield, UK, 3 – 5 September.
- Humphries, A., Mena, C. & Choi, T.Y. (2014) "From cost to value creation in IT outsourcing relationships", *IPSERA Conference*, South Africa, 14-16 April.
- Mena, C. (2014) "Colaboración para una cadena de suministro sustentable" (Collaborating towards more sustainable supply chains), Keynote Speech, *Logistics Summit & Expo*, Mexico City, Mexico, 18-19 March.
- Bastl, M., Peters, E., Julien, D. & Mena, C. (2013) Supply Chain Collaboration for Sustainable Food Logistics: Lessons from the Field, *EUROMA Conference*, Dublin, Ireland, 7-12 June.
- Mena, C. & Agarwal, B. (2012) "Developing a global sourcing location decision-making model", *EURAM Conference*, Rotterdam, Netherlands, 6-8 June.

- Baker, M., Mena, C. & Van Hoek, R. (2011) "Ethical Trading Practices: Expanding perspectives to different corners of the playing field," *Supply Chain Management Educators Conference*, Barcelona, Spain, 6-8 June.
- Cerruti, C. & Mena, C. (2011) "Agile supply chain capabilities and practices: A systematic literature review", *EURAM Conference*, Tallinn, Estonia, 1-4 June.
- Humphries, C. & Mena, C. (2011) "Are dyadic constructs applicable to supply networks?", *EURAM Conference*, Tallinn, Estonia, 1-4 June.
- Mena, C., Yurt, O., Terry, L. & Williams, A. (2010) "Managing waste in the UK food supply chain: A focus on retailer-supplier relationships", *EURAM Conference*, Rome, Italy, 19-22 May.
- Mena, C. (2009) "Global Sourcing: Risk and Environmental Implications," *POM Conference*, Orlando, Florida, USA, 1-4 May.
- Mena, C., Christopher, M., & Jia, F. (2008) "Innovation in UK Logistics: Enablers and Inhibitors", *Logistics Research Network Annual Conference*, Liverpool, UK, 10-12 September.
- Mena, C., Palmer, A., Christopher, M., Khan, O., & Jia, F. (2007) "The Costs, Risks and Environmental Implications of Global Sourcing", *Logistics Research Network Annual Conference*, Hull, UK, 5-7 September.
- Barr, P., Brooks, P., Davidson, C., Hadley, G., Mena, C., & Talwar, R. (2006) "The Great Global Sourcing Debate", Keynote Address, *The Logistics & Supply Chain Forum*, ORIANA, 27-30 September.
- Johnson, M. & Mena, C. (2006) "Physical Asset Management: Implications for Supply Chain Management" *11th International Symposium on Logistics*, Tsinghua University, Beijing, China, 9-11 July.
- Mena, C., Humphries, A. & Wilding, R. (2006) "An exploratory analysis of collaborative relationships in a multi-echelon supply chain", *11th Symposium on Logistics*, Tsinghua University, Beijing, China, 9-11 July.
- Mena, C. (2006) "Roundtable - Efficient Logistics: Innovation perspectives for SMEs in Europe", *Marche Polytechnic University Conference*, Ancona, Italy, 25-26 May.
- Mena, C. (2005) "START: SME Tailored Applications of RFID Technologies", *GLORI Conference*, Cuernavaca, Mexico, 19 – 21 October.
- Stephens, C., Bernon, M., Mena, C., & Templar, S. (2005) "Applications of Supply Chain Time & Cost Mapping Techniques in a UK Chilled Food Manufacturing Company", *Logistics Research Network Annual Conference*, Plymouth, UK, 7 – 9 September.
- Mena, C., Bernon, M., Templar, S., & Whicker, L. (2004) "Applications of the Cause-Effect Matrix: a tool for analyzing causal relationships in the supply chain", *9th Symposium on Logistics*, Bangalore, India, 11-14 July.
- Mena, C., Bernon, M., Templar, S., & Whicker, L. (2003) "Developing a tool for analyzing cause-effect relationships in the Supply Chain", *8th International Symposium on Logistics*, Seville, Spain, 1-4 July.
- Templar, S., Bernon, M., Mena, C., & Whicker, L. (2002) "Supply Chain Cost Effectiveness and Swift Service; A Case Study in a Multinational Food Manufacturer", *EUROMA Conference*, Copenhagen, Denmark, 4-8 June.
- Whicker, L., Bernon, M., Mena, C., & Templar, S. (2002) "Visualizing Costs in the Food and Drink Supply Chain", *EUROMA*, Copenhagen, Denmark, 4-8 June.
- Mena, C., Bernon M., Templar, S., & Whicker, L. (2002) "Costing Waste in the Supply Chain: A Case Study in the Food Industry", *Logistics Research Network Conference*, Birmingham, UK, June 2-4.
- Fernandez, P., Mena, C., & McCarthy, I. (2001) "Mass Customization in the Digital Age", *Mass Customizations Conference*, Hong Kong, 7-9 September.
- Mena, C., Fernandez, P. & McCarthy, I. (2000) "Supply Chains for Mass Customization", *ICMIT Conference*, Singapore, 13-14 November.
- Brace, G., Mena, C. & Bal, J. (1999) "Empowerment and Control in Supply Chains", Keynote Address, *AGI Conference*, Milan, Italy, July 3-4.

## Research Funding

Over the past ten years I have been involved in 14 research projects attracting funding in excess of \$10 million. During this period, I have moved from being a researcher on a project to a co-investigator and lead investigator. Below is brief description of the tenders I have been directly involved in:

- In April 2017, I was awarded the Broad College of Business Summer research Grant, with a value of \$12,000, for a project entitled “Exit Strategies in Buyer-Supplier Relationships”.
- In April 2016, I was awarded the Broad College of Business Summer research Grant, with a value of \$12,400, for a project entitled “Factors Influencing Risk Perceptions in Procurement Decisions: A Behavioral Study”.
- In May 2012, jointly with EFPF and AEA, we won a tender for Defra to investigate competitiveness in Cereals supply chains in the UK. The project was worth £ 54,000.
- In August 2011, I became the Director of the Executive Procurement Network (EPN), a research club, which undertakes targeted research projects for industry. The EPN attracts around £100,000 per annum.
- In 2011, jointly with Professor Alan Harrison and Dr Denyse Julien at Cranfield, and industrial support from DHL and EFPF, we secured funding from the European Union to investigate “Sustainable Logistics”. The project, with a budget exceeding €6.8 million was awarded in January 2012 and kicked off in May 2012. I was directly involved in writing the proposal and currently I act as co-investigator.
- In 2010, I helped to secure a project for Defra looking into the sustainability of changing diets in the UK, worth around £200,000. In this project I was a co-investigator responsible for all the management aspects of the research and delivering one of the three work packages.
- In 2009, I was involved in a successful bid for WRAP amounting to £140,000. I was a co-investigator responsible for the process mapping and analysis components of the research.
- In 2008, I secured a total of £125,000 funding from Defra and Wrap in two separate projects looking into the problem of waste generation in food supply chains. In the first project I acted as principal investigator leading a team of researchers, in the second I was a co-investigator.
- In 2007, I was responsible for securing funding for £10,500 from IGD for the development of a best practice report on Supply Chain Collaboration and an additional €10,000 to look at RFID in the Italian fashion industry. In both projects, I was principal investigator.
- In 2006, with the support of Prof. Martin Christopher, I prepared a proposal for the Department for Transport (DfT) on a project researching the environmental impact of global sourcing, which attracted funding for £120,000. I was principal investigator, leading a team of 3 researchers.
- In 2005, jointly with Dr Mark Johnson, we secured £27,500 funding and delivered a project for Atos Consulting looking at best practice in Physical Asset Management. I acted as co-investigator responsible for 50% of the deliverables of the project.
- From 2004 to 2005, I was the main researcher from Cranfield on the “Cereals Value Chain” project. A joint project between Cranfield, Cardiff University and the Food Chain Centre (FCC/IGD), funded by Defra and the HGCA (£350,000).

- From 2001 to 2004, I was the main researcher from Warwick on the “Supply Chain Cost Effectiveness and Swift Service” (SUCCESS) project. A three-year joint project between Cranfield, Warwick University and the Chartered Institute of Logistics and Transport, funded by the EPSRC (£750,000).

## Teaching and Learning

I have been involved in teaching and learning since 1998, when I started my doctorate. I have had extensive experience at undergraduate, graduate, and executive education. In my current role at Michigan State University I am responsible for three sections of the undergraduate course on procurement and supply management. In my previous role at Cranfield University I was course director for the Cranfield/CIPS “Leading Procurement Strategy” executive program, and I was involved in several graduate courses on both the MSc in Logistics and Supply Chain Management (Supply Chain Concepts; Manufacturing and Operations Management; Sustainability) and the MBA program (Sustainably Business Elective) as well as several customized executive programs. I also taught in programs at Warwick University (UK), University of Rome (Italy), University of Pisa Santa Anna (Italy), University of Oviedo (Spain) and The European Institute for Purchasing Management (EIPM – MBA; France), Tsinghua University (China) and the University of North Carolina (Chapel-Hill). I have facilitated online courses on Operations Management and Project Management as part of Warwick Business School (UK) distance learning MBA.

## Course Design

I have been involved in designing, re-designing and facilitating the following courses:

- SCM 371: Procurement and Supply Management (Michigan State University, 2016): I was responsible for three sections of this course during the spring 2016. The course had an average quality evaluation of 4.4
- Negotiation and Contract Management (Cranfield SoM –2014)
- Procurement Leaders Programme / Leading Procurement Strategy (CIPS/Cranfield School of Management – 3 day open enrolment program – 2012-15): I was responsible for this program aimed at procurement executives.
- Supply Chain Concepts (Cranfield SoM –2012-15): I developed and delivered this introductory course to supply chain management for the Executive MSc in Logistics and Supply Chain Management.
- Sustainable Supply Chain Management (Cranfield SoM – 2010-15): Jointly with Dr. Michael Bernon I developed and delivered this course for the MSc in Logistics and Supply Chain Management.
- Manufacturing and Operations Management (Cranfield SoM –2011-15): Jointly with Dr. Michael Bernon I developed and delivered this course for the MSc in Logistics and Supply Chain Management.
- Food Supply Management (Cranfield– 2008-15): Developed and delivered a one week module for the Food Chains Systems MSc.
- Coca-Cola Supply Chain University (Cranfield - Customized executive program - 2008-09): Responsible for the organization and delivery of the supply chain toolbox elements of the course (2.5 days per course).
- Supply Chain Toolbox (Cranfield SOM): I was course director for this open program during 2008-2009.

- Strategic Supply Chain Management (Durham MBA - since 2005): Designed and developed this elective module which is delivered to both executive and full time MBA candidates.
- Supply Chain Management & Operations Management (Copenhagen Business School – Executive and Full-time MBA – Since 2005): I designed this course jointly with Dr Andrew White and Mike Bernon.
- Supply Chain Management (BAE Systems program at Warwick - 2004): Responsible for the re-design, organization and delivery of this module.
- Production and Materials Control (Warwick – WMG - 2003): Course director.

## Supervision, Tutoring and Citizenship

### Doctoral Supervision

I have been chair of the advisory committee for 3 PhD and 1 DBA candidates, and a member in seven additional doctoral committees. The following table shows dates, project titles, degree obtained, and my role in the committee.

Dates	Project Titles	Degree	Role
09/13 – date	Supply chain planning during product concept development, in fast clock-speed industries	DBA	Member
09/13 – date	The Role of the Factory in Global Production Networks	DBA	Member
09/12 – 03/16	Evaluating exist strategies in supply chain relationships	PhD – Full time	Chair
09/10 – 02/15	Political risk and its impact on procurement	DBA	Chair
09/11 – 04/15	The impact of managerial political ties on cost of debt and institutional risk exposure: evidence from Ghana	PhD – Full time	Member
09/10 – 08/14	Developing adaptive political capabilities for high political uncertainty contexts: a study of strategic responses in the international operations of food firms in Latin America.	PhD – Full Time	Member
09/09 – 08/14	How is value generated and captured by UK Grocery suppliers through key account relationships with their customers?	PhD – Part time	Member
09/09 – 04/14	The factors affecting the auditor selection decisions of FTSE 350 companies in competitive tenders	PhD – Part time	Member
09/08 – 04/13	The influence of market structure, collaboration and price competition on supply network disruptions in open and closed markets.	PhD – Full Time	Member
09/06 – 05/13	Agile Supply Partnerships: The paradox of high-involvement and short-term supply relationships in the Macerata-Fermo footwear district	PhD – Part time	Chair
09/05 – 01/12	An exploration of managers’ openness and relationship transparency in a buyer-supplier relationship	PhD – Part time	Chair

## Doctoral Examinations

- Internal Examiner for Dr Charles Stephens (PhD Cranfield, 2007)
- External Examiner for Dr Pichawadee Kittipanya-ngam (PhD Cambridge, 2010)
- External Examiner for Cynthia Montaudon (PhD Lincoln, 2012)
- External Examiner for Xin Wang (PhD Warwick, 2012)
- External Examiner for Keith Bell (DBA Durham, 2013)
- External Examiner for James Scott (PhD Aston, 2013)

## Masters Level Supervision

I have supervised over 30 MSc student dissertations in various programs including MSc in Logistics (Cranfield), MSc in Strategic Marketing (Cranfield), MSc in Supply Engineering & Logistics (Warwick), MSc in Engineering Business Management (Warwick), and MSc in Electronic Business Management (Warwick). A complete list of project titles is available upon request.

## Personal tutoring

- Tutored one student for independent study at Michigan State University (Fall 2015).
- Tutored two undergraduate students under the Broad Scholars program (since Fall 2015).
- Tutored three students interested in conducting research in the field of procurement (developing teaching materials and case studies).
- Tutored MSc students in Supply Engineering and Logistics at Warwick University (2001 – 2004).
- Tutor to 5-6 Masters (MSc / MBA) students per year at Cranfield University (2011 – 2015).

## Internal Service activities

- Member of the Department Advisory Committee (2017)
- Member of the Undergraduate Curriculum Review Committee (2017)
- Member of Procurement and Supply Recruitment Committee (2017)
- Member of Operations Management Recruitment Committee (2016)
- Participated in the WRA Students information meeting on SCM (3 times during 2016)
- Chair of the Procurement and Supply Management postgraduate committee (2014-2015)
- Member of Supply Chain Recruitment Committee (2016)
- Researcher representative (2011-2014)

## Services to the Profession

### Editorial Boards and Review Activities

- Member of the Editorial Board of the Journal of Operations Management (since 2015).
- Member of the Editorial Board of the International Journal of Physical Distribution and Logistics Management (since 2015).
- Special Issue Editor, International Journal of Physical Distribution and Logistics Management: Special issue on Retail Logistics (2016).
- Special Issue Editor, Journal of Operations Management: Special Issue on Product Safety and Security in the Global Supply Chain (2011).
- *Ad Hoc* Reviewer, Production and Operations Management (since 2017)

- *Ad Hoc* Reviewer, U.S. Department of Agriculture, Economic Research Service (since 2015).
- *Ad Hoc* Reviewer, International Journal of Production and Operations Management (since 2014).
- *Ad Hoc* Reviewer, Journal of Product Innovation Management (since 2013).
- *Ad Hoc* Reviewer, Journal of Operations Management (2010-2015).
- *Ad Hoc* Reviewer, International Journal of Physical Distribution and Logistics Management (2009-2015).
- *Ad Hoc* Reviewer, Journal of Supply Chain Management (since 2012).
- *Ad Hoc* Reviewer, Supply Chain Management: An International Journal (since 2010).
- *Ad Hoc* Reviewer, Production Planning and Control (since 2009).

## Responsibilities at Professional Organizations

- Chair at the CIPS Best in Procurement Conference (Cranfield University, 2013; Aston University, 2014, ITV: London, 2015)
- Co-chair at the CPO event – A Practitioner Conference for Procurement Director's & Heads of Procurement across the UK & Europe (London, 2013)
- Chair of the Procurement and supply chain track at the European Academy of Management Conference [EURAM] (2012 and 2013)
- Panel member of the Procurement and Supply Chain track at the European Academy of Management Conference [EURAM] (2010 and 2011)

## Professional Organization Memberships

- Academy of Management (AOM)
- Decision Sciences Institute (DSI)
- Production and Operations Management Society (POMS)