

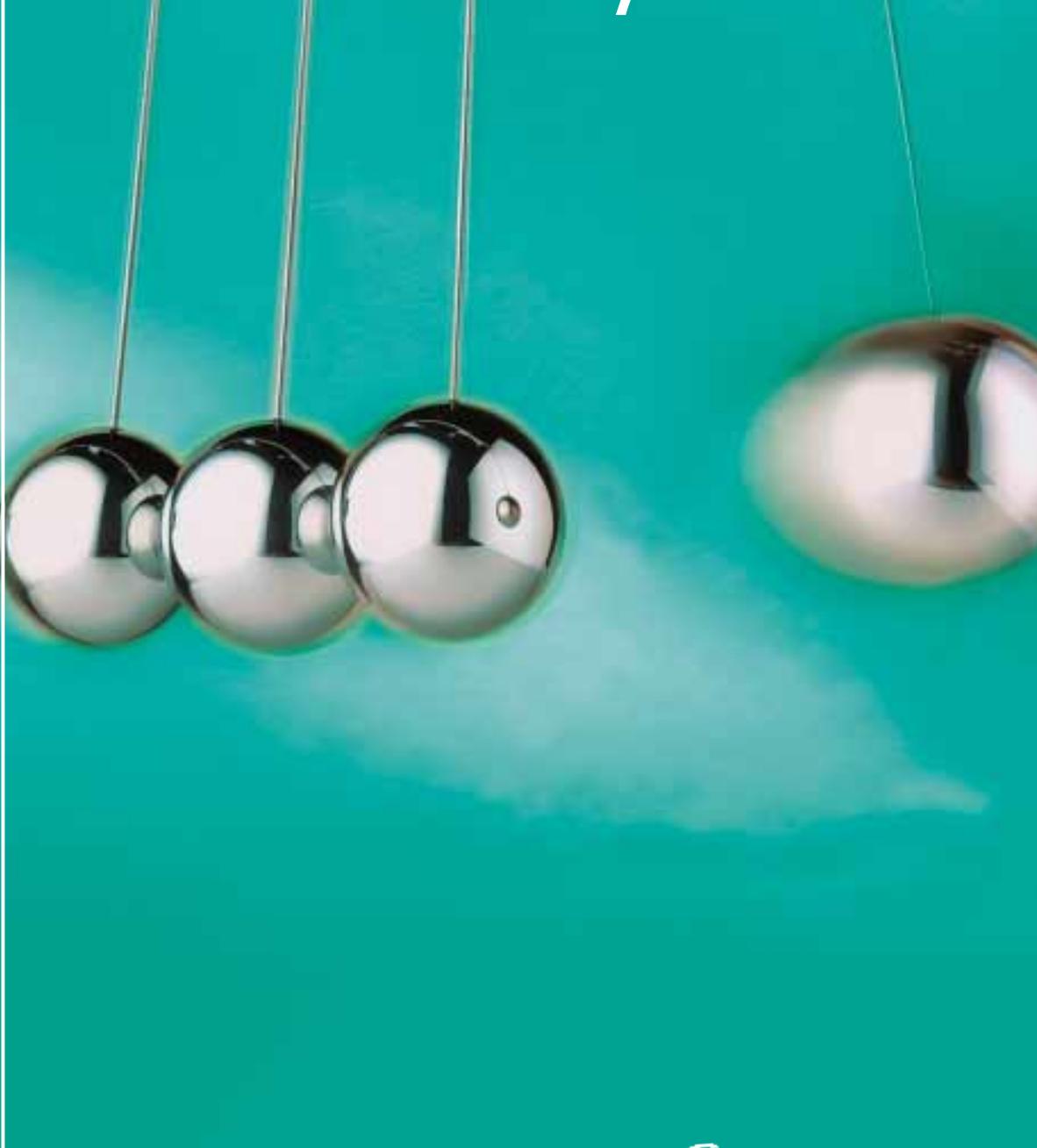


ERIM

ERASMUS RESEARCH
INSTITUTE OF MANAGEMENT

Annual Report 1999

Erasmus Research Institute of Management



Erasmus University Rotterdam

Rotterdam School of Management / Faculteit Bedrijfskunde

Rotterdam School of Economics

Erasmus

ERASMUS UNIVERSITEIT ROTTERDAM

Annual Report 1999



Erasmus University Rotterdam

Rotterdam School of Management / Faculteit Bedrijfskunde

Rotterdam School of Economics

Rotterdam, September 2000



Erasmus University Rotterdam
Rotterdam School of Management / Faculteit Bedrijfskunde
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1 *Introduction*

This first Annual Report of the Erasmus Research Institute of Management (ERIM) starts with a short account of the founding history, mission and goals of ERIM. Subsequently ERIM's organization is described. The Management Report 1999 reports the most important activities in this founding year of ERIM. Then follows an account of the five ERIM Research Programs: LIS (Business Processes, Logistics and Information Systems), ORG (Organizing for Performance), MKT (Decision-Making in Marketing Management), F&A (Financial Decision-Making and Accounting) and STR (Strategic Renewal and the Dynamics of Firms, Networks and Industries). This account includes information about the ERIM fellows, members and the PhD candidates associated with each of these programs. The Annual Report also describes ERIM's PhD program and concludes with a list of dissertations and publications for each of the five ERIM programs in 1999.

2

Founding History, Mission and Goals

Although business schools have been an integral part of universities for almost a century, it is only in the last fifty years that 'business' and 'management' have become respected and developed into substantial fields of academic education and research. This occurred first in the United States. The Ford Foundation and Carnegie Foundation Reports of 1959 encouraged academic business schools to incorporate behavioural sciences, economics, mathematics, operations research and statistics into their teaching and research. Since then 'management' has developed as a comprehensive academic field with a thorough scientific base, a vast expansion of academic and professional literature, and the Nobel Prize winner: Herbert Simon, both an economist and a psychologist, in 1978.

In Rotterdam, in 1913, the *Handelshoogeschool* (School of Commerce) was established to emphasize study in the practical managerial problems of business. Later, the school changed its name into *Nederlandse Economische Hogeschool* (Netherlands School of Economics), now with an emphasis on the economic approach, which at that time was the most developed discipline to incorporate 'management'. The School of Economics (since 1973 part of the Erasmus University), through its departments in the area of business economics retained this emphasis on the economic aspects of management. The other disciplinary perspectives such as the behavioural sciences and technology started to receive more attention in 1970 with the establishment of the Graduate School of Management, a joint venture of Erasmus University, Delft University of Technology, and Leiden University. In 1984, the Graduate School of Management was integrated with Erasmus University as the Rotterdam School of Management (RSM), which is, in many respects the successor of the original 'Handelshoogeschool' established at the beginning of this century.

Also in Rotterdam, the study of management developed a scientific dimension and both the School of Economics and the Rotterdam School of Management established their research institutes. For research in business economics, the School of Economics had established RIBES (Rotterdams Instituut voor Bedrijfseconomische Studies) and the Rotterdam School of Management

had ERASM (Erasmus Institute for Advanced Research in Management). From 1986, the Rotterdam School of Management also had a PhD program in General Management. In 1998 the two Schools decided to bring together their best resources in the domain of management and jointly founded a new research institute: ERIM, which stands for: *Erasmus Research Institute of Management*. The Royal Netherlands Academy of Arts and Sciences (KNAW) has officially accredited ERIM on June 3 1999.

2.1 Missions and Goals

The mission of ERIM is to contribute to scientific research that enables organizations to assess and improve their business processes in order to perform in a profitable and responsible way. The research focus is on *the firm* in its environment, its intra- and inter-firm relations, its business processes in their interdependent connections and the management of these as an exclusive and distinctive scientific domain.

The objective of ERIM is to carry out first rate research in management, as recognized by the community of peers and to offer an advanced PhD program in Management for the education of new, excellent scholars in the field. More specifically, the goals of ERIM are:

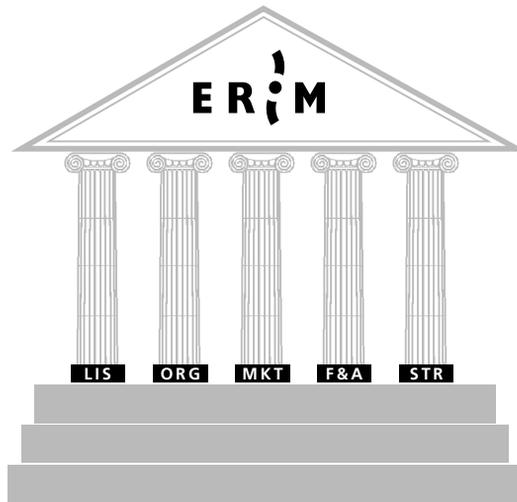
1. To be a high quality institute with a high visibility and a strong reputation among the peers of the international community of researchers in management.
2. To make ongoing and significant contributions to the body-of-knowledge of management.
3. To achieve a high output of scientific publications in the top journals and books of research in management.
4. To produce a significant annual output of high quality PhD's.

2.2 ERIM's Organization

ERIM researchers are working in one of the following five ERIM Research Programs:

- LIS (Business Processes, Logistics and Information Systems)
- ORG (Managing Relationships for Performance)
- MKT (Decision-Making in Marketing Management)
- F&A (Financial Decision-Making and Accounting)
- STR (Strategic Renewal and the Dynamics of Firms, Networks and Industries)

The content of the ERIM Research Programs is described in detail in section 4 of the Report. As the next figure shows the ERIM Research Programs are the pillars of the Research Institute and Research School.



An ERIM Research Program has program directors, called *ERIM Fellows*, other researchers, called *ERIM Members* and junior members, called *ERIM Associate Members*. The criteria and procedure for becoming ERIM Fellow, ERIM Member and ERIM Associate Member are described in the ERIM Membership Charter. The names of the ERIM researchers of the different ERIM Programs are given in section 4 of this report.

The organization of ERIM and the responsibilities of the different persons and administrative bodies are regulated in the “Reglement Erasmus Research Institute of Management (ERIM)”, approved by the Board (College van Bestuur) of the Erasmus University on March 6, 2000.

The *Scientific Director* is the responsible administrator (bestuur) of ERIM. The Scientific Director is assisted by an *Associate Director* (adjunct directeur) and a *PhD Director*, responsible for the PhD program. The *ERIM Office* supports the different activities within ERIM.

The Supervisory Board (Raad van Toezicht) is a predominantly external body for advice and supervision. The Program Committee (Programmaraad) consists of five internal ERIM fellows from the five ERIM Programs. The PhD Advisory Committee (Aio-Raad) consists of PhD students.

The composition of the different bodies is given below.

ERIM Management

Prof.dr.ir. Berend Wierenga, Scientific Director

Dr. Albert Wagelmans, Associate Director

Dr.ir. Gerrit van Bruggen, PhD Director

ERIM Supervisory Board

Prof.dr. Harm Bart,

Dean Rotterdam School of Economics, Erasmus University Rotterdam (Chairman)

Prof.dr. Peter Leeftang,

Professor of Marketing, Faculty of Economics, University of Groningen

Prof.dr. Andrew van de Ven,

Professor of Organizational Innovation and Change, Carlson School of Management, University of Minnesota, U.S.A.

Prof.dr. Paul Verhaegen,

Dean Rotterdam School of Management / Faculteit Bedrijfskunde, Erasmus University Rotterdam

Prof.dr. Luk Van Wassenhove,

Professor of Operations Management and Operations, Research, INSEAD, Fontainebleau, France

ERIM Program Committee

Prof.dr. Kees Koedijk, (F&A), Chairman

Prof.dr.ir. Rommert Dekker, (LIS)

Prof.dr. Jaap Paauwe, (ORG)

Prof.dr. Philip Hans Franses, (MKT)

Prof.dr. Henk Volberda, (STR)

PhD Advisory Committee ERIM

Drs. Iris Vis, Chairman

Drs. Reggy Hooghiemstra, Vice-chairman

Drs. Mariëlle Sonnenberg, Member (1st year PhD candidate)

ERIM Office

Drs. Wilfred Mijnhardt, Secretary General

AnneMarie Stolkwijk BA, PhD program coordinator

Tineke van der Vhee, Office Manager

3 *Management report of 1999*

During the period of preparation of the KNAW accreditation request, ERIM had two Scientific Directors who have served until July 1, 1999:

Prof.dr. P.H.B.F. Franses, Rotterdam School of Economics

Prof.dr. W.F. van Raaij, Rotterdam School of Management

As of July 1, 1999 the Scientific Director of ERIM is:

Prof.dr.ir. Berend Wierenga

Dr. Albert Wagelmans was appointed Associate Director. He is also the Scientific Director of RIBES. Dr.ir. Gerrit van Bruggen who was PhD Director of ERASM, became the PhD Director of ERIM.

This Annual Report will only deal with the activities of ERIM after its official KNAW accreditation, i.e. the period from July 1, 1999 to December 31, 1999. The report with respect to publication output, see later in this Annual Report, refers to the whole year of 1999, however.

Inaugural Meeting

ERIM was officially launched at a meeting on October 20th, 1999. During that meeting the philosophy of ERIM was reiterated: its mission and goals and how ERIM will try to reach these goals. This is illustrated in Figure 1.



Mission and Goals

Resources

For a strong performance in terms of research output, qualified researchers are needed, who find themselves in a research environment that is stimulating for themselves as well as for the PhD students under their supervision. ERIM wants to attract and keep competent researchers and provide them with an effective research infrastructure, by means of facilities and services.

Researchers with demonstrated research capabilities become members of ERIM and the two Schools, the School of Economics and the Rotterdam School of Management, provide them with the research time needed. In general an ERIM member has 0.4 fte research time. The Schools also provide the financial means for the research environment. The College van Bestuur (EUR) provides a limited amount of additional money as part of the "Breedtestrategie". In ERIM, this money is used to create additional postdoc positions.

Development activities

Although ERIM could benefit from much of the work that had already been done in the institutes that were its predecessors: RIBES and ERASM, several steps had to be undertaken to get ERIM off the ground.

ERIM office

An ERIM Office was created consisting of a secretary general, an office manager and a PhD coordinator. The Office is located in the F/G building, room FB-63.

ERIM statutes

The statutes of ERIM were formulated and approved by the University Board of the Erasmus University Rotterdam.

Program Committee

The Program Committee was officially installed. In this Program Committee, each of the five ERIM Research Programs is represented. For the composition of the committee, see section 2 of this annual report. The first meeting of the Program Committee took place November 30, 2000.

Supervisory Board

The Supervisory Board consists of external experts on research in management and the Deans of the two founding Schools. The members of the Supervisory Board were officially appointed and the Board will meet for the first time in 2000. For the composition of the Supervisory Board, see section 2 of this annual report.

ERIM Logo and Website

ERIM developed its logo and the ERIM Website has been in operation since the fall of 1999. The address is: <http://www.irim.eur.nl>

ERIM Membership Charter

The ERIM membership charter was developed, which describes the rules for ERIM membership and the appointment procedures. ERIM has three different types of members: ERIM Fellows (who are also director of one of the ERIM Research Programs), ERIM Members and ERIM Associate Members (recent PhD's).

ERIM Report Series

A new Report Series "**Research in Management**" was initiated, of which the first issue appeared in spring 2000.

ERIM Support Programs

As part of the efforts to create an effective infrastructure for ERIM researchers and PhD students, a set of ERIM Support Programs (ESP) was developed with the aim of providing financial support for specific activities. ERIM has the following ESP's, for which financial support can be requested:

- Seminar/Colloquia /Workshops
- ERIM Report Series
- Scientific Conferences
- Editing of Scientific Texts
- Short Research Visits
- Field Research Data Collection and Software
- ERIM Support programs for PhD students
- PhD Series Research in Management

These Erim Support Programs are described in the **ERIM ESP Manual, June 2000**.

ERIM PhD Program

After a round of discussions with the ERIM Fellows of the different ERIM Research Programs a new PhD program was devised and implemented. This PhD program is described in section 5 of this Report.

Research input

In 1999, the total participation in ERIM from both Schools together consisted of 17 ERIM Research Fellows as program directors (0,5 fte research voucher), 72 ERIM Members (0,4 fte research voucher), 49 PhD candidates/students (AIO's/OIO's, 0,875 fte research), 5 postdocs (1,0 fte research) and 3 visitors (1,0 fte research). The following table gives an overview of the resources of ERIM.

| 1999 | Fellows | | Members | | Postdocs | | PhD stud. | | Visitors | | Totals per program | |
|--------------------|-----------|------------|-----------|-------------|----------|------------|-----------|-------------|----------|------------|--------------------|-------------|
| | N | fte | N | fte | N | fte | N | fte | N | fte | N | fte |
| I (LIS) | 4 | 2,0 | 21 | 8,4 | 1 | 1,0 | 15 | 13,1 | 0 | 0,0 | 41 | 24,5 |
| II (ORG) | 3 | 1,5 | 17 | 6,8 | 0 | 0,0 | 11 | 9,6 | 1 | 1,0 | 32 | 18,9 |
| III (MKT) | 4 | 2,4 | 10 | 4,0 | 2 | 2,0 | 8 | 7,0 | 2 | 2,0 | 26 | 17,4 |
| IV (F&A) | 3 | 1,5 | 13 | 5,2 | 1 | 1,0 | 6 | 5,3 | 0 | 0,0 | 23 | 13,0 |
| V (STR) | 3 | 1,5 | 11 | 4,4 | 1 | 1,0 | 9 | 7,9 | 0 | 0,0 | 24 | 14,8 |
| Totals 1999 | 17 | 8,9 | 72 | 28,8 | 5 | 5,0 | 49 | 42,9 | 3 | 3,0 | 148 | 88,6 |

The composition of the research group will annually be adapted, based on a 5 year moving average of research output. An explicit target is to find additional funding for the attraction of internationally outstanding researchers, visitors and post-docs.

Scientific Results of 1999

The following table presents the output of the ERIM researchers over the different output categories (scientific results only):

| Scientific Results of 1999 | Totals |
|----------------------------|------------|
| Type of publication | |
| Dissertations | 11 |
| Articles in Journals | 168 |
| Books | 16 |
| Chapters in books | 90 |
| Proceedings (papers) | 94 |
| Reports | 96 |
| Overall | 475 |

4 *Research programs*

The research undertaken by ERIM is focussed on the management of *the firm* in its environment, its intra- and inter-firm relations, and its business processes in their interdependent connections. A firm is best described as an organization, dedicated to the production of goods and services. This domain of research is called Research in Management.

The joint ERIM research program contains five (sub) research programs ¹:

The ERIM program **LIS** concerns *business processes, logistics and information systems*. It focuses on the managerial implications of the ICT aspects of business processes with an emphasis on the ICT applications to logistics, information systems, and other business processes.

The ERIM program **ORG** concerns the *Organizing (of relationships) for performance*. These relationships are conceived as a business process of human, technical, financial and informational resources. Key themes are flexibility and process management, made possible by ICT. This flexibility is becoming obligatory from the perspective that processes cut across functional areas and that markets and organizational structures rapidly evolve these days.

The ERIM program **MKT** deals with *decision-making in marketing management*. Rapidly evolving markets require new decision-making processes, which may be supported by the availability of detailed databases. Marketing is concerned with attracting and retaining customers. With the new data collection methods it is possible to evaluate the process of the marketing performance of the use of (marketing) instruments, almost immediately. Consumer Decision-Making and choice are influenced by marketing communications and shopping environments, as a persuasion process to acquire and retain customers.

¹ For a full account of the ERIM Research Program the reader is referred to the ERIM KNAW application dd. December 1998 and the ERIM Website <http://www.irim.eur.nl>

The ERIM program **F&A** aims at designing optimal methods and strategies for *financial decision-making and accounting*. A key issue here is the management of risk, a factor that becomes relevant when markets evolve more rapidly. Risk may be reduced by the increased availability of up-to-date information. Risk does not only concern asset prices and options, but also the risk of investments into new products.

The ERIM program **STR** focuses on the *structure of the organization*, both in large and in small firms. In view of evolving markets, recurrent strategic renewal, innovative business processes, and the dynamics of firms, networks, and industries are highly relevant, and have an impact on logistics, marketing, finance and the organization itself.

4.1 Business Processes, Logistics and Information Systems (LIS)

Fellows / program directors

Prof.dr.ir. J.A.E.E. van Nunen, Prof.dr.ir. R. Dekker, Prof.dr. K. Kumar,
Prof.dr. A. de Bruin

Members

| | |
|---------------------------|------------------------------------|
| Dr. J. van den Berg | Dr. R. Potharst |
| Dr. J. C. Bioch | Dr. W.H.L.M. Pijls |
| Dr. J.M. Bloemhof-Ruwaard | Dr. S. Qureshi |
| Dr. J.B.G. Frenk | Dr. B. de Reijck (until 1/11/1999) |
| Dr. H.W.G.M. van Heck | Dr. H.E. Romeijn (until 1/11/1999) |
| Prof.dr. M.B.M. de Koster | Dr. M. Rossi (until 1/10/1999) |
| Prof.dr. L.G. Kroon | Dr. H. de Swaan Arons |
| Dr. R. Kuik | Dr. Y.H. Tan |
| Prof.dr. R.M. Lee | Prof.dr. S.L. van de Velde |
| Dr. S. H. Nienhuys-Cheng | Dr. A.P.M. Wagelmans |
| Prof.dr. H.J. Oppelland | Dr. R.A. Zuidwijk |

PhD students (see section 5.5. Current PhD Projects)

| | |
|---------------------------------|---|
| Julia Kotlarsky (2000) | Drs. Moritz Fleischmann, |
| Drs. Julien A.M. Mostard (2000) | Dipl.Math-oec. (1996) |
| Drs. Linda van Norden (1999) | Drs. Firis Andrea Ganzaroli, Ido (I) 1996 |
| Viara N. Popova (1999) | Drs. J. Robert van der Meer (1996) |
| Drs. Niels-Ingvar Boer (1998) | Drs. Dolores Romero Morales, |
| Ir. Otto Koppius (1997) | Ido (E) (1996) |
| Drs. Leon W.P. Peeters (1997) | Drs. Kees Jan Roodbergen (1996) |
| Drs. Iris F.A. Vis (1997) | Drs. Matthijs J.J. Wolters (1996) |
| Drs. Paul C. van Fenema (1996) | |

4.2 Organizing for Performance (ORG)

Fellows / Program directors

Prof.dr. B. Nooteboom , Prof.dr. J. Paauwe and Prof.dr. R. van Tulder

Members

Dr. K.S. Ayas
Dr. P.R. Beije
Prof.dr. H. Benink
Prof.dr. J.P.M. Groenewegen
Prof.dr. G. Hendrikse
Prof.dr. F.H.A. Janszen
Prof.dr. B. Krug
Prof.dr. H.K. Letiche (until 1/9/1999)
Dr. S.J. Magala
Dr. L. Pólos
Prof.dr. E.J.J. Schenk
Prof.dr. J.R. Turner
Dr. L.M. van Vliet
Dr. R. Wielers
Prof.dr. T. van Willigenburg

Associate Members

Dr.ir. A. van der Wiele
Dr. J. van Wijk

PhD candidates (see section 5.5. Current PhD Projects)

Drs.ing. A. Mulder (2000)
Drs. Guido A.J.M. Berens (1999)
Drs. Alan R. Muller MA (1999)
Drs. Janneke Hermans (NWO)(1999)
Drs. Mariëlle Sonnenberg (1999)
Drs. Douglas A.F. van den Berghe (1999)
Drs. René Brohm (1997)
Drs. Michael J. Mol (1997)
Drs. Yongping Chen (1996)
Drs. Grada H. Degenaars (1994)
Drs. Yvette Taminiau (1993)

4.3 Decision-Making in Marketing Management (MKT)

Fellows / Program directors

Prof.dr.ir. B. Wierenga, Prof.dr. W.F. van Raaij, Prof.dr. P.H.B.F. Franses,
Dr. G. Antonides

Members

Dr. F. Bolger (until 1/6/1999)
Dr.ir. G.H. van Bruggen
Dr. Y.M. van Everdingen
Prof.dr. J.C. Hoekstra
Prof.dr. P.M.H.M. Matthyssens
Prof.dr. W.F. van Raaij
Dr. R. Paap (postdoc)
Dr. A.T.H. Pruyn
Prof.dr. A. Smidts
Prof.dr. W. J.M.I. Verbeke
Prof.dr. E. Waarts

Associate Members

Dr. F. Langerak

PhD candidates (see section 5.5. Current PhD Projects)

Drs. Dennis Fok (1999)
Ir. Wybe T. Popma (1999)
Drs. Willem Smit (1999)
Drs. Kristine de Valck (1999)
Drs. Heidi E.J.J.M. Buijtels (1998)
Drs. Majorie Dijkstra (1998)
Drs. Zhimin Chen (1997)
Drs. Linda H. Teunter (1995)

4.4 Financial Decision-Making and Accounting (F&A)

Fellows / Program directors

Prof. dr. C.G. Koedijk, Prof. dr. J. Spronk and Prof.dr. A.C.F. Vorst.

Members

Dr. J. Annaert
Dr. W.G.P.H. Hallerbach
Dr. R.I. van Hoek (postdoc)
Prof.dr. M.A. van Hoepen
Dr. R. Huisman
Dr. R.J. Mahieu
Prof.dr. P. Molyneux
Prof.dr. G.J. van der Pijl
Dr. F.A. de Roon
Dr. N. van der Sar
Dr. J.T.J. Smit
Dr. O.W. Steenbeek
Prof.dr. L.G. van der Tas
Prof.dr. E.G.J. Vosselman

PhD candidates (see section 5.5. Current PhD Projects)

Drs. Petra Danisevska (1999)
Drs. Hans T. Haanappel (1999)
Drs. Cyriel de Jong (1999)
Drs. Gerard A. Moerman (1999)
Drs. Ben Tims (1999)
Drs. Reggy Hooghiemstra, RA (1998)

4.5

Strategic Renewal and the Dynamics of Firms, Networks and Industries (STR)

Fellows / Program directors

Prof.dr.ing. F.A.J. van den Bosch, Prof.dr. A. R. Thurik and Prof.dr. H. Volberda

Members

Prof.dr. C.W.F. Baden-Fuller

Dr. M.A. Carree (KNAW postdoc)

Prof.dr. H.R. Commandeur

Prof.dr. T. Elfring

Dr.ir. J. van den Ende

Dr. W. Hulsink

Prof.dr. A. Kleinknecht (TuDelft)

Dr. M.H.C. Lever

Prof.dr. C.B.M. van Riel

Prof.dr. L.I.E. Sleuwaegen

Dr. N.M. Wijnberg

Dr. E.F.M. Wubben

PhD candidates (see section 5.5. Current PhD Projects)

Drs. Sander M. Heinhuis (1999)

Drs. Erwin H.M. van Gulik (1999)

Drs. Manuel Hensmans (1999)

Drs. Marjolein Dijksterhuis (1998)

Drs. Bert Flier (1998)

Drs. Pursey P.M.A.R. Heugens (1997)

Drs. Bas J. de Leeuw (1996)

Drs. Raymond A.J.L. van Wijk (1996)

Ir. Martin W. Wielemaker (1995)

5 *PhD Program in Management*

5.1 **Overview of the PhD Program**

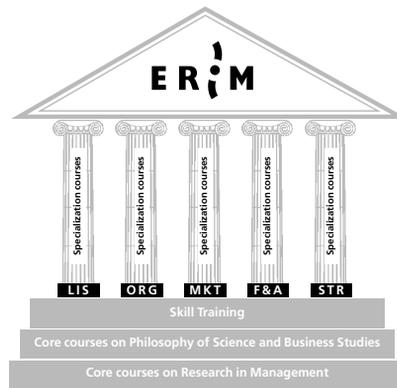
In 1999 ERIM's PhD program has been designed and the first group of PhD students has entered the program. The first goal of ERIM's PhD program is to educate and train future faculty of international business schools. The program can be considered as successful if, on a yearly basis, a number of graduates of the program are recruited by international top business schools as faculty members. The second goal of the program is that research done by PhD candidates forms a substantial contribution to ERIM's research output. Each thesis should lead to publications in top research journals. If the program succeeds in achieving these goals, this will enhance the reputation of ERIM as highly qualified research institute, which will be enhanced and make it easier to recruit new PhD candidates in the future.

To be considered as attractive faculty members, PhD candidates need to become specialized researchers in their own research fields and be able to publish papers in top research journals. Furthermore, they also need to be able to position their own research field in the broader stream of management research. This implies that the PhD program should provide PhD candidates with knowledge and (research) skills that make them specialized researchers with sufficient knowledge of the various areas of research in management.

5.2 The Course Program: Towards Customization

In the ERIM PhD program, the PhD candidate and their supervisor(s) are jointly responsible for the composition of a course plan that helps the PhD candidate in developing the knowledge and research skills necessary to become a specialized researcher. Four months after the PhD candidate has entered the program, they will have to submit a course plan to the PhD director which contains information about the courses the PhD candidate plans to take. These courses should complement the PhD candidates existing knowledge and skills and be helpful in carrying out the research project. This means that each PhD candidate will compose a program that is customized to their individual needs and interests.

The course plan should consist of three types of courses: core courses, skills training, and specialization courses. The following picture gives an overview of the structure of the PhD program in ERIM's Research School.



1. Core courses

1a. Core Course on Research in Management

This core course should give the PhD candidates an overview of the content and type of research that takes place in the five ERIM programs. Following this course helps the PhD candidates in developing a picture of the context in which their research takes place. The course consists of five one-day seminars. This concerns seminars in:

- Business Processes (Logistics and Operations Management)
- Organizational Theory
- Marketing
- Finance and Accounting
- Strategy

1b. *Core Course on Philosophy of Science and Business Studies*

The aim of this course is to familiarize PhD candidates with research methodologies and applications in the domain of management research. Methodology makes explicit the scientific frame in which research is conducted and scientific rules which have to be adhered to in executing research.

The course consists of seven sessions of three hours. The first session provides an introduction to and characterization of methodology. The sessions two to four are dedicated to understanding the scientific rules, whereas the sessions five to seven are geared towards the scientific frame. The specific research projects of the participants serve as specific cases and are evaluated in these sessions.

2. **Skill Training**

In this part of the program the writing, presenting, and research skill of the PhD candidates is trained. The following skill courses are scheduled in the program:

- Literature Search in the Library and its Databases
- Teaching, Presenting, and Writing in English
- Publishing Strategy

3. **Specialization Courses**

The main part of the program consists of specialization courses. Each PhD candidate composes an individual program with courses that they plan to take. These courses are in the field in which the PhD candidate is conducting their research and enhance specialized knowledge and research skills. ERIM's fellows produce these specialization courses. However, PhD candidates can also decide to follow courses outside of ERIM. Several national and international networks and programs provide high quality specialized courses. Examples of these networks are:

| | |
|--------|--|
| NOBO | (Nederlandse Organisatie voor Bedrijfskundig Onderzoek) |
| LNBE | (Landelijk Netwerk Bedrijfseconomie) |
| NAKE | (Netwerk Algemene en Kwantitatieve Economie) |
| LNMB | (Landelijk Netwerk Mathematische Besliskunde) |
| TI | (Tinbergen Institute) |
| TRAIL | (Onderzoekschool Transport, Infrastructuur en Logistiek) |
| SOM | (Systems, Organization and Management Research School) |
| EIASM | (European Institute for Advanced Studies in Management) |
| EDAMBA | (European Doctoral programs Association in Management and Business Administration) |

Furthermore, PhD candidates can also follow courses in doctoral programs offered by other (foreign) universities.

Course Load

The course part of the PhD program consists of in total 1200 hours (to be completed in the first two years). At the end of the first year the candidate should have finished at least 750 hours. The remaining hours are placed in the second year. The courses are a compulsory part of the PhD program and at the end of both the first and the second year.

The Research Proposal

At the end of the first year (June) PhD candidates have to submit a written a research proposal which describes the question(s), positioning, method and so on, of the research they are going to carry out in the remaining three years they are in the PhD program. Two reviewers (one inside ERIM (Fellow/Member) and one international reviewer outside ERIM) will review the proposal. Based on their reviews a decision will be made whether PhD candidates can continue their research or have to leave the program.

5.3 Recruitment in 1999

In May 1999 the first recruitment campaign for ERIM PhD students was started. Advertisements were placed in three national newspapers (Volkskrant, NRC Handelsblad and Intermediair). In these advertisements, general information about the PhD program was given and interested students were referred to our website for that provided more details about the program and the specific research projects which required PhD candidates.

The recruitment procedure was successful. We were able to find 20 very good candidates. 15 of them were appointed at the Faculteit Bedrijfskunde and 5 of them at the School of Economics.

5.4 Completed dissertations in management in 1999

The following promotions were realized during the year under review:

1. Bent, B.J. van der (1999, November 4). *Organisatieleren: een zoektocht naar de geheugendragers en de rol van organisatiegeheugen in veranderingsprocessen*. EUR, 336 pp. Promotor: prof.dr. A.R.T. Williams & prof.dr. J. Paauwe.
2. Dartenset, C. (1999, December 10). *Towards a methodological framework for trade analysis*. Erasmus Universiteit, 271 pp. (co-) Promotor: prof.dr.dr. F.H.A. Janszen & mr.dr. N.M. Wijnberg.
3. Dissel, H.G. van (1999, September 30). *Information Planning in Cycles. Toward alternative perspectives on information planning*. Erasmus Universiteit, 300 pp. Promotor: prof.dr. ir. H.J. Oppelland.
4. Gemser, G. (1999, July 1). *Design Innovation and Value Appropriation. A study of the appropriability of new product design in the Italian and Dutch furniture industry*. Erasmus Universiteit, 246 pp. (co-) Promotor: prof.dr. C. Baden-Fuller, prof.ir. J.J. Jacobs, & mr.dr. N.M. Wijnberg.
5. Huygens, M.W. (1999, June 17). *Coevolution of Capabilities and Competition, A Study of the Music Industry*. Erasmus Universiteit, 280 pp. (co-) Promotor: prof.dr. C. Baden-Fuller, prof.dr.ing. F.A.J. van den Bosch, & prof.dr. H.W. Volberda.
6. Lagas, P.C. (1999, October 7). *Besturen op de rand van chaos: inzichten en gedachten over de bestuurlijke organisatie in Nederland, mede in het perspectief van vormgeving van modern veiligheidsbeleid*, Erasmus Universiteit, 290 pp. Promotor: prof.dr. R.J.M. van Tulder.

7. Maassen, G.F. (1999, April 22). *An International Comparison of Corporate Governance Models. A Study on the Formal Independence and Convergence of One-Tier and Two-Tier Corporate Boards of Directors in the United States of America, the United Kingdom and the Netherlands*, Erasmus Universiteit, 218 pp. (co-) Promotor: prof.dr.ing. F.A.J. van den Bosch & prof.dr.s. F.A. Maljers.
8. Maathuis, O.J.M. (1999, April 23). *Corporate Branding. The value of the corporate brand to customers and managers*. Erasmus Universiteit, 236 pp. (co-) Promotor: prof.dr. C.B.M. van Riel & Dr.ir. G.H. van Bruggen.
9. Plasmeijer, P.W.J. (1999, May 20), *The influence of the Internet on prepurchase external search for financial services*. Erasmus Universiteit, 156 pp. (co-) Promotor: prof.dr. J.C. Hoekstra, prof.dr. W.F. van Raaij.
10. Rademakers, M.F.L. (1999, September 9). *Managing Inter-Firm Cooperation in Different Institutional Environments: A Comparison of the Dutch and UK Potato Industries*. Erasmus Universiteit, 275 pp. (co-) Promotor: prof.dr.ing. F.A.J. van den Bosch & prof.dr. C.P. Veerman.
11. Vries, H.J. de (1999, September 24). *Standards for the Nation*. Erasmus Universiteit, 321 pp. (co-) Promotor: prof.dr.ir. C.A.J. Simons & prof.dr.dr.s. F.H.A. Janszen.

5.5

Current PhD Projects in management

| Current PhD projects | Totals |
|--|---------------|
| ERIM Research Program | |
| Business Processes, Logistics and Information Systems (LIS) | 15 |
| Organizing for Performance (ORG) | 11 |
| Marketing (MKT) | 8 |
| Finance and Accounting (F&A) | 6 |
| Strategic Renewal and the Dynamics of Firms, Networks and Industries (STR) | 9 |
| Overall | 49 |

Business Processes, Logistics and Information Systems (LIS)

Developing internet-based methods and tools for managing globally distributed work.

Ms Julia Kotlarsky (2000)

Decision models for handling return flows in commercial actions.

Drs. Julien A.M. Mostard (2000)

Models, algorithms and protocols for combinatorial auctions.

Ms Drs. Linda van Norden (1999)

Knowledge discovery in business datasets.

Ms Viara N. Popova (1999)

Knowledge management in virtual teams: information and technology support for managing knowledge ingeographically distributed project.

Drs. Niels-Ingvar Boer (1998)

Electronic web based auctions: theory and practice.

Ir. Otto Koppius (1997)

Computer aided timetaling for railway systems.

Drs. Leon W.P. Peeters (1997)

Analysis and development of control concepts for automated container transport system

Ms Drs. Iris F.A. Vis (1997)

Managing international project teams. Information telecommunication technology support for the co-ordination and control of globally dispersed project teams.

Drs. Paul C. van Fenema (1996)

Production planning and inventory control with and remanufacturing.

Drs. Moritz Fleischmann, Dipl.Math-oec. (1996)

Building relationships and trust in open electronic commerce.

Drs. Firis Andrea Ganzaroli, Ido (I) (1996)

Operational control and design of internal transport.

Drs. J. Robert van der Meer (1996)

The interaction between the strategic network design problem and tactical and operational planning in physical distribution.

Ms Drs. Dolores Romero Morales, Ido (E) (1996)

Orderpicking in warehouses.

Drs. Kees Jan Roodbergen (1996)

Empirical validation of Modular Network Design.

Drs. Matthijs J.J. Wolters (1996)

Organizing for Performance (ORG)

Market restructuring and internationalisation.

Drs. ing. A. Mulder (2000)

The impact of organizational associations in corporate branding on corporate reputation and product perception.

Drs. Guido A.J.M. Berens (1999)

Regional integration and transnational enterprises.

Drs. Alan R. Muller MA (1999)

A history of electric commerce, telephone, telex and fax in company dynamics in the twentieth century.

Ms Drs. Janneke Hermans (NWO) (1999)

The changing influence of formal and informal elements of management control on performance.

Ms Drs. Mariëlle Sonnenberg (1999)

Interactive governance of multinational corporations, civil society and employment.

Drs. Douglas A.F. van den Berghe (1998)

Knowledge, learning and management.

Drs. René Brohm (1997) (UPT/EUR)

Global sourcing: Fad or fact? Defining, measuring and analyzing key developments in international sourcing strategies.

Drs. Michael J. Mol (1997)

Transition in economy and strategic human resource management. The development of external and internal labour market policy in companies in South-East Asia.

Drs. Yongping Chen (1996)

The introduction of bio-technological breakthroughs: new forms of interaction between public and private.

Ms Drs. Grada H. Degenaaars (1994)

Co-evolution of technology and policy development: Emission legislation and cooperative R&D projects between the car and oil industry.

Ms Drs. Yvette Taminiau (1993)

Marketing (MKT)

Asymmetric market response models.

Drs. Dennis Fok (1999)

Technical business administration, Twente University.

Ir. Wybe T. Popma (1999)

Intra-channel marketing information.

Drs. Willem Smit (1999)

Marketing decision-making in electronic commerce environments.

Ms Drs. Kristine de Valck (1999)

The position of shopping areas in The Netherlands and their future potential.

Ms Drs. Heidi E.J.J.M. Buijtels (1998)

Integrated marketing communications. Integration from the consumer's perspective.

Ms Drs Majorie Dijkstra (1998)

Matching marketing problems solving modes and marketing management support systems.

Ms Drs. Zhimin Chen (1997)

Econometric modelling for marketing management.

Ms Drs. Linda H. Teunter (1995)

Finance and Accounting (F&A)

Corporate finance decisions in Europe.

Ms Drs. Petra Danisevska (1999)

Strategic growth options and their influence on security risk and return.

Drs. Hans T. Haanappel (1999)

Financial Decision-Making and accounting.

Drs. Cyriel de Jong (1999)

Transparency on financial markets and the effects on government policy.

Drs. Gerard A. Moerman (1999)

Solving convex problems.

Drs. Ben Tims (1999)

The impact of culture on self-serving behavior in financial reports.

Drs. Reggy Hooghiemstra, RA (1998)

Strategic Renewal and the Dynamics of Firms, Networks and Industries (STR)

Learning network strategies and the impact on renewal processes of firms.

Drs. Sander M. Heinhuis (1999)

Comparing corporate governance structures of European corporations: the influence of the context and the impact on strategic renewal.

Drs. Erwin H.M. van Gulik (1999)

Strategic renewal of large European corporations in the telecom sector aimed at penetrating the financial value system.

Drs. Manuel Hensmans (1999)

The value added of management and managers contributing to a managerial theory of the firm.

Ms Drs. Marjolein Dijksterhuis (1998)

Strategic renewal of large European corporations within the financial sector.

Drs. Bert Flier (1998)

Increasing effectiveness of managing strategic issues pro-actively by European multinational enterprises.

Drs. Pursey P.M.A.R. Heugens (1997)

The contribution of drug delivery systems (DDS) to future sustainable competitive advantage in the pharmaceutical industry.

Drs. Bas J. de Leeuw (1996)

The emergence of the N-form corporation.

Drs. Raymond A.J.L. van Wijk (1996)

Strategic renewal with large European corporations.

Ir. Martin W. Wielemaker (1995)

6 *Publications per research program*

6.1 Overall

The following table gives an overview of the scientific results (for other types of publications see research reports of the two founding faculties):

| ERIM 1999 | LIS | ORG | MKT | F&A | STR | Totals |
|----------------------|------------|------------|-----------|-----------|------------|------------|
| Dissertations | 1 | 4 | 2 | 0 | 4 | 11 |
| Articles in journals | 32 | 43 | 21 | 26 | 46 | 168 |
| Books | 1 | 3 | 5 | 5 | 2 | 16 |
| Chapters in books | 23 | 25 | 12 | 10 | 20 | 90 |
| Proceedings (papers) | 28 | 17 | 16 | 3 | 30 | 94 |
| Reports | 41 | 23 | 16 | 4 | 12 | 96 |
| Totals | 126 | 115 | 72 | 48 | 114 | 475 |

6.2 Business Processes, Logistics and Information Systems (LIS)

6.2.1 Articles in journals

Akker, M.A. van den, Hoogeveen, J.A., & Velde, S.L. van de (1999). *Parallel machine scheduling by column generation*. *Operations Research*, 47(6), 863-872.

Archibald, TH.W., Bokkers, M.B., Dekker, R., & Vliet, A. van (1999). *Minimizing bins in transmission systems*. *European Journal of Operational Research*, 115, 380-391.

Bioch, J.C., Ibaraki, T., & Makino, K. (1999). *Minimum self-dual decompositions of positive dual-minor Boolean functions*. *Discrete Applied Mathematics*, 307-326.

Brugge, R. ter, & Hillegersberg, J. van (1999). *Softwareonderhoud in de praktijk - verschillende onderhoudsomgevingen vergeleken*. *Informatie. Maandblad*, (Januari), 13-16.

Carrizosa, E., & Romero Morales, M.D. (1999). *Attainment of Optimal Solution in a Semiobnoxious Location Problem*. *Studies in Locational Analysis*, 4(12), 41-48.

Chessa, A.G., Dekker, R., Vliet, B. van, Steyerberg, E.W., & Habbema, J.D.F. (1999). *Correlations in uncertainty analysis for Medical Decision-Making*. *Medical Decision-Making*, 19(3), 276-286.

Csirik, J., Frenk, J.B.G., Labbe, M.C.G., & Zhang, S. (1999). *Two simple algorithms for bin covering*. *Acta Cybernetica. Forum Publicationum Cyberneticarum Hungaricum*, 14, 13-25.

Dekker, R., & Laan, E.A. van der (1999). *Gestion des stocks pour la fabrication et la refabrication simultanees: synthese de resultats recents*. *Logistique & Management*, 7(2), 59-64.

Evaristo, J.R., & Fenema, P.C. van (1999). *A Typology of Project Management: Emergence and Evolution of New Forms*. *International Journal of Project Management*, 17(5), 275-281.

Frenk, J.B.G., & Kassay, G. (1999). *On classes of generalized convex functions, Gordan-Farkas type theorems and Lagrangian duality*. Journal of Optimization Theory and Applications, 102(2), 315-343.

Frenk, J.B.G., Kleijn, M.J., & Dekker, R. (1999). *An efficient algorithm for a generalized joint replenishment problem*. European Journal of Operational Research, 118, 413-428.

Herroelen, W., & Reyck, B. De (1999). *Phase transitions in project scheduling*. Journal of the Operational Research Society, 50(2), 148-156.

Hoesel, C.P.M. van, & Wagelmans, A.P.M. (1999). *On the complexity of postoptimality analysis of 0/1 programs*. Discrete Applied Mathematics, 91, 251-263.

Koenders, P., Borgman, H.P., & Nunen, J.A.E.E. van (1999). *Management-informatie met balanced scorecards en data warehousing*. Tijdschrift Management & Informatie, 7, 12-22.

Kokkinaki, A.-I., Dekker, R., Nunen, J.A.E.E. van, & Pappis, C. (1999). *Etude exploratoire sur le commerce électronique lié à la reverse logistics*. Logistique & Management, 7(2), 27-36.

Koster, M.B.M. de, Poort, E. van der, & Wolters, M.J.J. (1999). *Efficient order-batching methods in warehouses*. International Journal of Production Research, 37(7), 1479-1504.

Koster, M.B.M. de, Schoonderwoerd, P., & Hek, H de (1999). *De haalbaarheid van modulaire productie in de verfindustrie: een casestudie bij Akzo Nobel NV*. Bedrijfskunde. Tijdschrift voor Modern Management, 71(3), 66-75.

Kuik, R., & Tielemans, P.F.J. (1999). *Lead-time variability in a homogeneous queuing model of batching*. International Journal of Production Economics, 435-441.

Laan, E.A. van der, Salomon, M., & Dekker, R. (1999). *An investigation of lead-time effects in manufacturing/remanufacturing systems under simple PUSH and PULL control strategies*. European Journal of Operational Research, 115, 195-214.

Laan, E.A. van der, Salomon, M., & Dekker, R. (1999). *Lead-time effects PUSH and PULL controlled manufacturing/remanufacturing systems*. European Journal of Operational Research, 115(1), 195-214.

Laan, E.A. van der, Salomon, M., Dekker, R., & Wassenhove, L.N.J.L. Van (1999). *Inventory control in hybrid systems with remanufacturing*. Management Science, 45(5), 733-747.

Lee, R.M. (1999). *Distributed Electronic Trade Scenarios*. International Journal of Electronic Commerce, 3(1), 23-26.

Nunen, J.A.E.E. van, & Vlist, P. van der (1999). *Mainports Brainports*. Bedrijfskunde. Tijdschrift voor Modern Management, 71(2), 34-40.

Qureshi, S. (1999). *Organizational Change through Collaborative Learning in a Network Form*. Group Decision and Negotiation, 9(2), 129-147.

Qureshi, S. (1999). *Trends in World Communication, on Disempowerment and Self-Empowerment*. Journal of Global Information Technology Management, 2(3), 76-78.

Reyck, B. De, & Herroelen, W. (1999). *Projectmanagement: Bieden projectplanningspakketten de oplossing?*. Business & Technical Management, 99(3), 46-57.

Reyck, B. De, & Herroelen, W. (1999). *Projectscheduling: Het complexe samenspel tussen tijds/volgorde/hulpmiddelenbeperkingen*. Business Logistics (Brugge), 99(4), 19-28.

Sethi, S., Sriskandarajah, C., Velde, S.L. van de, Wang, M., & Hoogeveen, H. (1999). *Minimizing makespan in a pallet-constrained flowshop*. Journal of Scheduling, (2), 115-134.

Strusevich, V., Waart, A.J.A. van de, & Dekker, R. (1999). *A 3/2 algorithm for two-machine open shop with route-dependent processing times*. Journal of Heuristics, 5(1), 5-28.

Tan, Y.H., & Thoen, W.A.W. (1999). *A logical model of directed obligation and permissions to support electronic contracting*. International Journal of Electronic Commerce, 3(2), 87-104.

Torre, L.W.N. van der, & Tan, Y.H. (1999). *An update semantics for deontic reasoning*. Information Systems, (1), 73-90.

Torre, L.W.N. van der, & Tan, Y.H. (1999). *Diagnosis and Decision-Making in Normative Reasoning*. Artificial Intelligence & Law, 7(1), 51-68.

6.2.2 Book

Nunen, J.A.E.E. van, & Verspui, L. (1999). Simlog. *Simulatie en logistiek rond de haven*. Delft: Eburon, 188

6.2.3 Chapters in books

Bloemhof-Ruwaard, J., Fleischmann, M., & Nunen, J.A.E.E. van (1999). *Reviewing Distribution Issues in Reverse Logistics*. In: M.G. Speranza & P. Stähly (Eds.), *New Trends in Distribution Logistics* (pp. 23-33). Berlin: Springer Verlag.

Carrizosa, E., & Romero Morales, M.D. (1999). *Attainment of optimal solution in a semiobnoxious location problem*. In: E. Carrizosa & M.D. Romero Morales (Eds.), *Studies in Locational Analysis* (pp. 41-48).

Freling, R., Wagelmans, A.P.M., & Pinto Paixao, J.M. (1999). *An overview of models and techniques for integrating vehicle and crew scheduling*. In: N.H.M. Wilson (Ed.), *Lecture notes in economics and mathematical systems - Computer-aided transit scheduling* (pp. 441-460). Berlin: Springer Verlag.

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Kleijn, M.J., & Dekker, R. (1999). *An overview of inventory systems with several demand classes*. In: M. Grazia Speranza & P. Stähly (Eds.), *New Trends in Distribution Logistics* (pp. 253-265). Berlin: Springer Verlag.

Koster, M.B.M. de, & Meer, J.R. van der (1999). *Using multiple load vehicles for internal transport*. In: M.G. Speranza & P. Stähly (Eds.), *New trends in distribution logistics* (pp. 197-214). Berlin: Springer.

Koster, M.B.M. de, & Roodbergen, K.J. (1999). *Een magazijn ontwerpen op internet*. In: J.A.E.E. van Nunen & L. Verspui (Eds.), *Simlog Simulatie en Logistiek rond de haven* (pp. 117-130). Delft: Eburon.

Koster, M.B.M. de, & Vendel, M.A. van de (1999). *Retourbehandeling in distributiecentra*. In: S.D.P. Flapper (Ed.), *Handboek Reverse Logistics* (pp. B4010.1-B4010.52). Dordrecht: Kluwer.

Koster, M.B.M. de, Roodbergen, K.J., & Voorden, R. van (1999). *Reduction of walking time in the distribution center of De Bijenkorf*. In: M.G. Speranza & P. Staehly (Eds.), *New trends in distribution logistics* (pp. 215-234). Berlin: Springer.

Koster, M.B.M. de, Schoonderwoerd, P., & Hek, H. de (1999). *De haalbaarheid van modulaire productie in de verfindustrie*. In: A. van Goor (Ed.), *Handboek Logistiek* (pp. B1940-1-B1940-21). Alphen aan den Rijn: Samsom.

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Lee, R.M. (1999). *Documentary Petri Nets: A Modeling Representation for Electronic Trade Procedures*. In: W. Aalst, J. Desel, & A. Oberweis (Eds.), *Business Process Management: Models, Techniques and Empire Studies*. Berlin: Springer Verlag.

Lee, R.M. (1999). *Electronic Trade Scenarios for Global Supply Chains*. In: R. de Koster & K. Kumar (Eds.), *Electronic Trade Scenarios for Global Supply Chains* (pp. 23-26). Rotterdam: Erasmus Universiteit.

Meer, J.R. van der, & Koster, M.B.M. de (1999). *Using multiple load vehicles for internal transport with batch arrivals of loads*. In: M. Grazia Speranza & P. Stähly (Eds.), *Advances in distribution logistics* (pp. 197-214). Berlin: Springer.

Pijls, W.H.L.M., & Bruin, A. de (1999). *Game tree algorithms and solution trees*. In: H.J. van den Herik & H. Lida (Eds.), *Computer and Games* (pp. 195-204). Berlin Heidelberg: Springer Verlag.

Potharst, R., & Bioch, J.C. (1999). *A decision tree algorithm for ordinal classification*. In: D.J. Hand, J.N. Kok, & M.R. Berthold (Eds.), *Lecture Notes in Computer Science* (pp. 187-198). Berlin-Heidelberg: Springer Verlag.

Romero Morales, M.D., Nunen, J.A.E.E. van, & Romeijn, H.E. (1999). *Logistics network design evaluation in a dynamic environment*. In: M.G. Speranza & P. Stähly (Eds.), *New trends in distribution logistics* (pp. 113-135). Berlin: Springer-Verlag.

Romero-Morales, D. (1999). *Logistics Network Design Evaluation in a Dynamic Environment*. In: M. Grazia Speranza & P. Stahly (Eds.), *New trends in distribution logistics* (pp. 113-135). Berlin: Springer Verlag.

Swaan Arons, H. de, & Waalewijn, P. (1999). *A knowledge base representing Porter's five forces model*. In: M. Mohammadian (Ed.), *Computational Intelligence* (pp. 519-524). Amsterdam: IOS Press.

Torre, L.W.N. van der, & Tan, Y.H. (1999). *Contextual Deontic Logic*. In: J.J.Ch. Meyer & P.Y. Schoppens (Eds.), *Formal Aspects Agents* (pp. 240-252). Berlin: Springer Verlag.

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Torre, L.W.N. van der, Ramos, P., Fiadeiro, J.L., & Tan, Y.H. (1999). *The role of diagnosis and decision theory in normative reasoning*. In: J.J.Ch. Meyer & P.Y. Schobbens (Eds.), *Formal Models of Agents* (pp. 216-239). Berlin: Springer Verlag.

6.2.4 Proceedings (papers)

Berg, J. van den, & Schuemie, M. (1999). *Information retrieval systems using an associative conceptual space and self-organising maps*. In: E. Postma & M. Gyssens (Eds.), *Proceedings of the Eleventh Belgium/Netherlands Artificial Intelligence Conference* (pp. 91-98). Maastricht: Universiteit Maastricht.

Berg, J. van den, & Schuemie, M. (1999). *Information retrieval systems using an associative conceptual space*. In: M. Verleysen (Ed.), *Proceedings European Symposium on Artificial Neural Networks* (pp. 351-356). Brussel: D-Facto.

Berger, R., Lansbergen, C., Meijboom, B., Peteri, P., Muller, M., Brouw, P. op den, & Heck, E. van (1999). *Debat 'Innovative transport systems of the Aalsmeer Flower Auctions'*. Netherlands Industrial Property Office (pp. 39-47). Rijswijk: NIPO.

Cheng, S.H. (1999). *Abstract: the complexities of a refinement operator for prenex conjunctive normal forms*. In: S. Dzeroski & P. Flach (Eds.), *ILP-99 Late Breaking-Papers* (pp. 53-53).

Cheng, S.H. (1999). *The complexities of a refinement operator for prenex conjunctive normal forms*. In: E. Postma & M. Gyssens (Eds.), *Proceedings of the Eleventh Belgium/Netherlands Artificial Intelligence Conference* (pp. 11-17). Maastricht: Universiteit Maastricht.

Dekker, R., & Krikke, H.R. (1999). *Classification of product recovery networks*. In D.K. Despotis & C. Zoupounidis (Eds.), *Proceedings of DSI'99 conference*. (pp. 456-458). Deventer: Decision Sciences Institute (DSI).

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Koppius, O.R., Mol, M.J., Heck, E. van, & Tulder, R.J.M. van (1999). *Global sourcing strategies and electronic markets*. In: The Impact of the Global Information Revolution on International Management (pp. 21-23). San Francisco: Carnegie Bosch Institute.

Loebbecke, C., Fenema, P.C. van, & Powell, P. (1999). *Knowledge Transfer under Competition*. In: T. Larsen, L. Levine, & J. DeGross (Eds.), Information Systems: Current Issues and Future Changes (pp. 215-229). Laxenburg, Oostenrijk: IFIP.

Meer, J.R. van der (1999). *Operational control of internal transport*. In: T. Skjott-Larsen (Ed.), European Logistics Association (pp. 75-89). Den Haag: ELA.

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