

Hans Arne Andreas Norrman

Kompassgatan 6B

SE-211 17 Malmö, Sweden

phone: +46 40 122470 (home), +46 704 246 449 (mobile)

Born Dec 15 1967, Swedish citizen, male

Current position

Head of Department (prefekt)

Associate professor (Docent, universitetslektor) in *Engineering logistics*, especially *Supply chain structure and organization*

Lund University: Faculty of Engineering

Dept. of Industrial Management and Logistics

Engineering Logistics

Phone: +46 46 222 9150, e-mail: andreas.norrman@tlog.lth.se

Education

- 1992 - 97
970321 **Linköping Institute of Technology, Linköping, Sweden**
Doctor of Technology in Logistics and Transport Systems
Thesis: *Organizing Timebased Distribution in Transnational Corporations. Interaction Between Logistics and Organizational Structure*
- 1995
Licentiate of Technology in Logistics and Transport Systems 1995
Thesis: *Organisation vid Tidsstyrd Direktdistribution* (Written in Swedish. Organising Time Based Direct Distribution in Industrial Firms)
- 1990 - 91 **Technische Hochschule Darmstadt, Darmstadt, Germany**
Exchange program on Master level
- 1987 - 92 **Linköping Institute of Technology, Linköping, Sweden**
M. Sc. in Industrial Engineering and Management
Thesis: *Logistische Schnittstellenanalyse eines neuen Distributionskonzeptes. Küchenverkauf in Deutschland über Retail Distribution Unit . IKEA LuS GmbH*
(Written in German. Analysis of the Logistical Interfaces of a New Distribution Concept). Awarded as best thesis in Logistics and Purchasing in Sweden 1992
- 1986 - 87 **Military Service**
T4, Hässleholm. Squad Commander.
- 1984 - 86 **Gymnasium, Söderslättsgymnasiet, Trelleborg Sweden**
Graduation from the Natural Science program

Evaluations

2008	Professor, Linköping University, School of Engineering
2006	Professor, Jönköping University, School of Engineering
2004	Associate professor (Docent) Lund Institute of Technology
1999	Docent (Turku School of Economics and Business Administration)
2003	Adjunct associate professor (adj univ-lektor) Lund University
1997-	Assistant professor (universitetslektor): Linköping Institute of Technology, Copenhagen Business School, Borås Högskola (CTH)

Positions in academia and industry

2003 –	<p>Full time researcher and teacher at Lund University. From 2004 permanent position as associate professor (universitetslektor) in <i>Engineering logistics</i>, especially <i>Supply chain structure and organization</i>.</p> <ul style="list-style-type: none">- 2007 - : Head of department (prefekt), Department of Industrial Management and Logistics- Fall 2005 – 2008: Member of the board of Vinova’s VINN Excellence Center in Logistics placed at Lund University (NGIL – Next Generation Innovative Logistics).- Fall 2005 – January 2007: member in management team of NGIL- project leader for Vinnova, Ericsson and NGIL-financed projects on Supply chain risk sharing (2001-)- project leader for Vinnova financed projects on Supply chain design and Business law (2006-)- many administrative positions at division, department, and study programme (see “Appointments”)- responsible since 2003 for course in “Industrial Purchasing” and involved in many courses as teacher
2000 - 2003	<p>Part time researcher and teacher (adjunct associate professor in Supply chain planning and risk sharing) at Lund University</p> <ul style="list-style-type: none">- since September 2000 developing and participating in Ericsson Supply Chain Academy, a research partnership with Ericsson, Lund University and Stanford University- supervising and giving courses for PhD-students- lecturing and Master Thesis supervision- leading joint project May to August 2000 with Technische Univesiteit Eindhoven and 5 major companies dealing with “Logistics and e-Commerce”
2007 -	Guest lecturer at CESC Center of Excellence in Supply Chain Management,

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	Louvain School of Management CORE, UCL Université catholique de Louvain, Belgium
2002 -	Research fellow of IMIT (Institute of Management and Innovation Technology)
2000 - 2002	Associated consultant with A.T.Kearney since May 1 st . Working part time on request: <ul style="list-style-type: none">– since May 2000 involved in improving Supply chain planning between Global Telecommunication Company and its suppliers
1999 -	Adjunct Professor (oavlönad docent) in International Logistics, Turku School of Economics and Business Administration, Finland
1997- 2000	Management Consultant (manager) at A.T.Kearney. Specialized at Supply Chain Integration and member of Nordic SCI Core team. Example of assignments: <ul style="list-style-type: none">• Restructuring of global Supply Chain for leading producer of branded interior design goods• Strategic sourcing of Transportation services for paper and pulp company• Development of New Supply Chain for Global Telecommunication company;• Assessment of third party logistics relationship• Pan-European study on Future Supply Chain• Study of Sweden's competitive position for localization of logistics centers serving Baltic region• Pre-study for acquisition on the air/sea forwarding market
1998 -1999	Assistant Professor (<i>univetsitetslektor</i>), Linköping University - on leave
1997-1998	Acting assistant Professor (<i>t.f. universitetslektor</i>), Linköping Universitet
1994 - 1997	Lecturing Teacher (<i>universitetsadjunkt</i>), Linköping University
1992 - 94	Research Assistant (<i>doktorand</i>), Linköping University
- 1991	Work experience from industry and banking (e.g. Casco Nobel Incs, Trelleborg AB, Föreningsbanken)

Appointments and other services

Lund University

2008 -	Elected member of committee (including teachers and students) taking part in nomination work for vice counselor Lund University (vald medlem i hörandeförsamlingen vid rektorstillsättningen Lunds Universitet)
2007 -	Head of Department of Industrial and Logistics (prefekt Institutionen för teknisk ekonomi och logistik) and chairman of the board

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- 2006 - Member of the Research Senate at Lund Institute of Technology (LTH:s forskningssenat)
- 2004 - 2006 Deputy head of Department of Industrial Management and Logistics (stf prefekt Institutionen för teknisk ekonomi och logistik) and member of the board
- 2004 - Director of Study, Division of Engineering Logistics
- 2003 - 2005 Masters Program in Industrial Engineering and Management, Deputy Chairman of the board (Vice ordf för Utbildningsnämnden för "Industriell Ekonomi")

Linköping University

- 1994 - 1997 Director of Study, Linköping Institute of Technology, Department of Management and Economics (*studierektor vid storinstitution*).
- 1994 - 1997 Director of Study, Linköping Institute of Technology, Division of Logistics and Transport Systems (*ämnesstudierektor*).
- 1997-1997 Department of Management and Economics, Department Board, Member (*Ekonomiska Institutionens styrelse*)
- 1996 Linköping Institute of Technology, Deans Office, Nordic Quality Assessment of IEM programmes, Member of Evaluation Group
- 1993 - 1997 Linköping Institute of Technology, Masters Program in Industrial Engineering and Management, Member of Planning and Scheduling Committee
- 1993 - 95 Linköping Institute of Technology, Faculty Board of Research and Research Studies, Member (*Tekniska Fakultetens forsknings- och forskarutbildningsnämnd*)
- 1992 -1997 Department of Management and Economics, Department Board of Research Studies, Member (*Ekonomiska Institutionens forskarutbildningsnämnd*)

Other consultancy

- 1994 – 1997, 2000 Assignments in industry as educator, speaker at conferences, analyser. (Bilspedition, SSAB Oxelösund, Apoteksbolaget, UPM Kymmene, Sveriges Inköps- och Logistikförbund (Silf), IIR (Institute for International Research), Gothia Logistics Centre, Norrtälje Kommun, ASG)

Languages

Swedish, English, German

Others

Official evaluator for Associate professorships (Bedömning avseende oavlönad docentur)

2008 Martin Rudberg, Linköping Institute of Technology, Sweden

Official examiner/opponent post-graduate thesis

2007 Tobias Kihlen, Linköping Institute of Technology, Sweden, dissertation, opponent

2007 Lars B. Sörensen, Copenhagen Business School, dissertation, previewer (grading committee) January 2007 and later September 2007. Opponent November 2007

2005 (Appointed deputy member of grading committee (reserv betygsnämnden) Seth Jonsson, Linköping Institute of Technology, dissertation)

2005 Tobias Kihlen, Linköping Institute of Technology, Sweden, licentiate thesis, opponent

2004 Martin Grieger, Copenhagen Business School, dissertation, opponent and previewer (grading committee)

2003 Jukka Hallikas, Lappeenranta University of Technology, dissertation (previewer (grading committee))

2002 Anders Johansson, Linköping Institute of Technology, Sweden, licentiate thesis

2000 Tero Seppälä, Turku School of Economics and Business Administration, Finland, licentiate thesis (preview (grading committee) + opponent)

1999 Osmo T.A. Soronen, Helsinki School of Economics and Business Administration, Finland, licentiate thesis (preview (grading committee) + opponent)

Supervisor committee PhD-students

Finished exams

2003 - 2005 Jenny Klevås, Dept of Design Sciences, Lund University (together with Gunilla Jönson). Finished licentiate 2005.

2004 - 2007 Arben Mullai, Dept of Industrial Management & Logistics, Lund University. (together with Everth Larsson). Finished PhD dissertation 2007

2006 – 2008 Johan Lundin, Dept of Industrial Management & Logistics, Lund University (main supervisor, together with Sten Wandel). Finished licentiate 2008.

2006 – 2008 Luca Urciuoli, Dept of Industrial Management & Logistics, Lund University (together with Sten Wandel). Finished licentiate 2008 (Defence 25 Nov 2008)

Ongoing

2001 - Robert Lindroth, Dept of Industrial Management & Logistics, Lund University (main supervisor, replaced Everth Larsson). Expected to defend PhD 2009

2004- Eva Berg, Dept of Industrial Management & Logistics, Lund University (main supervisor)

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- 2006- Johan Lundin, Dept of Industrial Management & Logistics, Lund University (main supervisor)
- 2006- Carina Johnsson, Dept of Industrial Management & Logistics, Lund University (main supervisor). Expected to defend licentiate degree in 2009.
- 2006- Luca Urciuola, Dept of Industrial Management & Logistics, Lund University (together with Sten Wandel)
- 2008 - Thomas Ekström, Dept of Industrial Management & Logistics, Lund University (main supervisor). Industry placed PhD.student (FMV/FOI)
- 2009 - Mari Nerd-Olander, Dept. of Business Law, Lund University. Together with Boel Flodgren, Dept. of Business Law.

Reviewer and opponent on draft manuscripts (“devils advocate”)

- External late phase* Dimitrios Vafidis (Lic, Turku SEBA); Mazen Saghir (Lic Eng, LTH Dept Design Sciences); Claes Wallin (Lic Eng, LTH Dept Design Sciences), Jenny Svanberg (PhD, LTH Dept Design Sciences), Daniel Hellström (Ph.D. LTH Dept Design Sciences)
- Internal late phase* Stefan Holmberg (PhD); Maria Björklund (Lic Eng)
- External early phase* Arni Halldorsen (PhD, Copenhagen Business School); Lars Böge Sörensen (PhD, Copenhagen Business School)
- Internal early phase* Ulf Paulsson (PhD); Bertil Liden (PhD?); Arben Mullai (PhD?)

Publications

Monographs

- Norrman, A. (1997) *Organizing Timebased Distribution in Transnational Corporations. Interaction Between Logistics and Organizational Structure* Tekn Dr Dissertation.
- Norrman, A. (1995) *Organisation vid Tidsstyrd Direktdistribution*, in Swedish (Organising Time Based Distribution in Industrial Firms), Linköping Studies in Science and Technology, Thesis No. 515. Tekn Lic Disseratation

Articles published in international scientific journals

- Abrahamsson, M., Brege, S and Norrman, A. (1998) “Distribution Channel Reengineering - Organisational Separation of Distribution and Sales Functions in the European Market” *Transport Logistics*, Vol. 1, No.4, pp. 237-249
- Andersson, D. and Norrman, A. (2002) “Procurement of logistics services - a minutes work or a multiple year project?” *European Journal of Purchasing and Supply Management*, No 1 2002, pp.3-14 (and in Proceeding from 10th

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International Annual IPSERA Conference 2001, pp. 35 – 47, (Voted best paper at the conference) <http://www.hj.se/jibs/ipsera/papers.htm>)

- Norrman, A. (2003) "Supply Chain Risk Management" *Journal of Packaging Science & Technology*, Vol. 12, No.5, pp. 257-270
- Agrell, P., Lindroth, R and Norrman, A. (2004) "Risk, Information and Incentives in Telecom Supply Chains". *International Journal of Production Economics*. Vol 90, 2004, pp.1-16
- Häkkinen, L. Norrman, A., Hilmola, O-P and Ojala, L. (2004) "Logistics integration in horizontal mergers and acquisitions" Vol 15, No 1, *International Journal of Logistics Management*.
- Norrman, A and Jansson, U. (2004) "Ericsson's Proactive Supply Chain Risk Management-approach After a Serious Supplier Accident" *International Journal of Physical Distribution and Logistics Management*, Vol. 34, No.5, pp.434-456
- Berg, E, Knudsen, D and Norrman, A (2008) "Assessing Performance Of Supply Chain Risk Management Programmes – A Tentative Approach", *International Journal of Risk Assessment and Management*, Vol. 9, No.3, pp.288-310
- Norrman, A (2008) "Supply chain risk sharing contracts from buyers' perspective: content and experiences", *International Journal of Procurement Management*, Vol. 1, No.4, pp.371-393 (Previous version published in Conference proceedings from the 18th Annual Conference for Nordic Researchers in Logistics in Oslo Norway 8-9 June 2006.

Articles under review in international scientific journals

- Berling, P., and Norrman, A. (2006) "Supply Chain Risk and Reward Sharing: Analysis of Minimum Purchase Agreement in a Three-Tier Model ". (2006) in K.S. Pawar, M. Yu, X. Zhao and C.S. Lalwani (eds.) *Competitive Advantage through Global Supply Chains: Proceedings of 11th International Symposium on Logistics in Beijing (July 2006)*, pp. 249-258. *Selected for, and currently under 2nd review , for a special issue of International Journal of Production Economics*

Articles in conference proceedings

- Norrman, A (2008) "Supply chain risk sharing contracts from buyers' perspective: content and experiences", in Conference proceedings from the 18th Annual Conference for Nordic Researchers in Logistics in Oslo Norway 8-9 June 2006

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- Norrman, A and Lundberg, C (2005) “Software supply chain management: A multiple case study” in Ekwall (ed.) *Produktionslogistik 2005: Kvalitet och effektivitet i hela försörjningskedjan*. Proceedings of the annual PLAN’s forsknings- och tillämpningskonferens (Borås, August 2005), pp.178-202
- Eriksson, E, Knudsen, D and Norrman, A (2004) “Assessing Performance Of Supply Chain Risk Management Programmes – A Tentative Approach”, CRITOM.... (selected for review and published in IJRAM see above)
- Agrell, P. and Norrman, A. (2004) “Understanding Supply chain risk sharing: A three-tier Principal-Agent approach” in Aronsson, H (ed) NOFOMA 2004. *Challenging Boundaries with Logistics*. Conference proceedings from the 16th Annual Conference for Nordic Researchers in Logistics in Linköping Sweden 7-8 June 2004. (pp. 17-33)
- Andersson, D. and Norrman, A. (2004) “Risk Management in Outsourced Logistics” in Aronsson, H (ed) NOFOMA 2004. *Challenging Boundaries with Logistics*. Conference proceedings from the 16th Annual Conference for Nordic Researchers in Logistics in Linköping Sweden 7-8 June 2004. (pp. 35-51)
- Norrman, A. and Lundberg, C. (2004) “Analysis of the Software Supply Chain from a Logistics Control Point of View” in Aronsson, H (ed) NOFOMA 2004. *Challenging Boundaries with Logistics*. Conference proceedings from the 16th Annual Conference for Nordic Researchers in Logistics in Linköping Sweden 7-8 June 2004. (pp. 551-567)
- Norrman, A and Lundberg, C. (2003) “Key issues for a telecom supplier in the transition towards a software focused supply chain” in M. Muffatto and K.S. Pawar (eds.) *Logistics and Networked Organisations: Proceedings of 8th International Symposium on Logistics in (Sevilla July 2003)*, pp. 17-28
- Lindroth, R and Norrman, A. (2003) “Contracts for supply chain risk handling – A case study from the telecom industry” in M. Muffatto and K.S. Pawar (eds.) *Logistics and Networked Organisations: Proceedings of 8th International Symposium on Logistics in (Sevilla July 2003)*, pp. 43-52
- Häkkinen, L. Norrman, A. and Ojala, L. (2003) “Re-organising the logistics resources of companies after mergers and acquisitions” in M. Muffatto and K.S. Pawar (eds.) *Logistics and Networked Organisations: Proceedings of 8th International Symposium on Logistics in (Sevilla July 2003)*, pp. 525-532
- Andersson, D. and Norrman, A. (2003) “Managing Risk When Outsourcing Advanced Logistics” in Proceedings of the 12th IPSERA conference (Budapest, Hungary March 13-15 2003), pp. 377 - 391
- Häkkinen, L., Hilmola, O-P., Norrman, A. and Ojala, L. (2002) "Post-Merger Integration of Supply Chains: Empirical Evidence". in Griffiths, Hewitt &

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- Ireland (ed), Proceedings of the Logistics Research Network 7th Annual Conference, held in Birmingham, UK, 4-6 September 2002, pp. 535-541
- Hilmola, O-P., Norrman, A. and Ojala, L. (2002) "Mergers Impact on Supply Chain in Mature and Ramp-up Industries: A System Dynamics Simulation" in Sadler, Power & Dapiran (ed), Proceedings of the 7th International Symposium on Logistics held in Melbourne, Australia 14-17 July 2002 pp. 519-526.
 - Norrman, A., Häkkinen, L., Ojala, L. and Hilmola, O-P. (2002) "Logistics and Post-Merger Integration: From Theory Towards a Framework" In Solem (ed) Proceeding of 14th Nofoma conference (Trondheim, Norway June 13-14 2002) pp.251-268
 - Norrman, A. and Lindroth, R. (2002) "*Supply Chain Risk Management: Purchasers' vs. Planners View on Sharing Capacity Investment Risks in the Telecom Industry*" Presented at, and published in Proceeding, 11th IPSERA conference (Enschede, Holland March 25-27 2002), pp.577-595
 - Agrell, P., Lindroth, R and Norrman, A. (2002) "Risk, information and rewards in Supply chains: Agency Mechanisms for Multilevel Coordination in Telecom". in preprints to 12th International Working Seminar on Production Economics, Volume 3, pp.1-19, February 18-22, 2002
 - Hilmola, O-P., Norrman, A. and Ojala, L. (2002) "The Elusive Synergy of Mergers: A Systems Dynamics Simulations of Supply Chains". in preprints to 12th International Working Seminar on Production Economics, Volume 1, pp.125-139 February 18-22, 2002
 - Norrman, A. and Andersson, D. (2001) "The Dark Side of Direct Distribution: Alignment with International Business Models and Laws and Regulations". in M. Muffatto and K.S. Pawar (eds.) *Logistics and the Digital Economy: Proceedings of 6th International Symposium on Logistics in (Salzburg July 2001)* pp. 209-213
 - Norrman, A., Sharman, G. and Wandel, S. (2001) "E-Business Supply Chain Strategies for Branded Manufacturers: Downstream Supply Chain Issues in 5 Industries" in M. Muffatto and K.S. Pawar (eds.) *Logistics and the Digital Economy: Proceedings of 6th International Symposium on Logistics in (Salzburg July 2001)* pp. 359-367
 - Gustafsson, J., and Norrman, A. (2001) "Networked Managed Supply - Execution of Real Time Replenishment in Supply Networks". (2001) in M. Muffatto and K.S. Pawar (eds.) *Logistics and the Digital Economy: Proceedings of 6th International Symposium on Logistics in (Salzburg July 2001)*, pp. 77-82
 - Lindroth, R and Norrman, A (2001) "Supply Chain Risks and Risk Sharing Instruments - An Illustration from the telecommunication Industry". in McKinnon (ed), Proceedings of the Logistics Research Network 6th Annual

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Conference, held at Heriot-Watt University, Edinburgh, 13-14 September 2001, pp. 297-307

- Gustafsson, J., and Norrman, A. (2001) "Att lyckas med exekvering i nätverksbaserad logistik" in Hultkrantz, Medbo and Wänström (eds.) *Produktionslogistik 2001: Samarbete och nätverk för den nya tidens krav*. Proceedings of the annual PLAN's forsknings- och tillämpningskonferens (Göteborg, August 2001), pp.13-28
- Norrman, A, (1997) "Organizing Geographically Centralized Distribution in MNCs: Models for Accountability and Fund Flows". (1997) in proceedings of 3rd International Symposium on Logistics - *Enhancing Competitiveness through Logistics Capabilities*. The University of Padua, Italy 9-11 July 1997, eds. M. Muffatto and K.S. Pawar pp. 735-742
- Norrman, A, (1997) "Logistics - Putting Organizations Into Actions?",(1997) Proceedings from the 8th Nordic Logistics Conference (NOFOMA) in Copenhagen June 1996. Eds. Gammelgaard and Skjøtt-Larsen

Books and book chapters

- Nerd Olander, M and Norrman, A (2008) On the Gap Between Two Disciplines: Supply Chain Management and Business Law; in Stentoft Arlbjörn, Halldorsson, Jahre & Spens (eds) *Northern Lights in Logistics and Supply Chain Management*, Chapter 14, pp. 233 - 250
- Norrman, A (ed) (2004) *Produktionslogistik 2004. effektiva flöden från leverantörer till kunder*. PLANs forsknings- och tillämpningskonferens i Lund den 19-20 augusti 2004. ISBN 91-973865-5-3. Lunds Tekniska Högskola (233 pages)
- Norrman, A (ed) (2003, 2004, 2005, 2007, 2008) *Kompendium i Industriellt inköp*
- Norrman, A. and Lindroth, R (2004) Categorization of supply chain risk and risk management; in C. Brindley (ed) *Supply chain risk*, Ashgate Publishing, Hampshire. Chapter 2, pp. 14-27
- Andersson, D. and Norrman, A. (2004) Outsourcing Advanced Logistics: Shipper's and Provider's Perspective on Risks; in C. Brindley (ed) *Supply chain risk*, Ashgate Publishing, Hampshire. Chapter 10, pp. 160-174.
- Norrman, A. (2003) "Collaborative Writing In Case Study Research", (2003) in Ojala & Hilmola (ed) *Case Study Research in Logistics*, pp.103-114
- Andersson, D. and Norrman, A (translated by Prof M.J. Ploos van Amstel) (2002) "De Inkoop van Logistieke Diensten: Een Kwestie van Enkelte Minuten of Een Meerjarig Project" in *Praktijkboek Transport+Logistik*, Afl.15, p.3.B.5.1-1 - 3.B.5.1-22.

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- Andersson, D. and Norrman, A (2002) "Inköp av logistiktjänster – ett ögonblicks verk eller ett flerårsprojekt" (2002) in Hulten (ed.) *Inköp & Logistik* 2002:3, *Dagens Industri Ledarskapshandböcker*, chapter 2:6 pp. 1-26.
- *Framtidens nätverksbaserade logistik. Hur man kan lyckas i det operativa logistikarbetet* (2001) with Joakim Gustafsson in Hulten (ed.) *Inköp & Logistik* 2001:3, *Dagens Industri Ledarskapshandböcker*, chapter 10:2 pp. 1-19. (Build on publication 24)

Others

- Norrman, A. (2005) "Agentteori ökar förståelse för kontraktens roll som riskdelningsverktyg i försörjningskedjor", in Swedish. *Bättre Produktivitet*, No 3, pp.16-18, 2005
- Norrman, A. (2004) "Kontrakt som verktyg för riskdelning i försörjningskedjor", in Swedish. *Bättre Produktivitet*, No 7, pp. 15-17
- Norrman, A. (1997) "Betalningsprinciper vid flödesorientering över organisationsgränser", in Swedish. *Inköp & Logistik*, No. 3, pp. 71-74, 1997
- Norrman, A. (1996) "Framtidens logistik ger nya organisationsformer", in Swedish (Future Logistics is a driving force for new organizational structures). *Inköp & Logistik*, No. 1, 1996
- Norrman, A. (1996) "Beslutningsprocessen omkring transportvalget, set i lyset av transportkøberens logistikpolitik og organisation", (1996) in *Seminarrapport till Forskningsprojekt 94-029, "Transportkvalitetens indflytelse på overflytning af gods fra vej til bane og sotransport"*, (in Danish), NTU (Nordisk Transport Utveckling), Brussels
- Norrman, A and Wandel, S. (1995) "Evaluation of Pilot Phase 2 and Recommendations for Further IFMS Research and Development", (1995) with Sten Wandel. Deliverable 12, IFMS, Project V2051, DRIVE II DG XIII, Commission of the European Communities, Brussels 1995
- Andersson, D. and Norrman, A. (1995) "Organisation of Physical Distribution - What Favours an In-house or an Out-sourced Solution", presented at the 5th Nordic Workshop on Interorganizational Research, in Turku 24-26 August, 1995
- Norrman, A and Wandel, S. (1994) "Evaluation of Pilot Phase 1 and Recommendations for Further IFMS Research and Development", *Deliverable 8, IFMS, Project V2051, DRIVE II DG XIII*, Commission of the European Communities, Brussels Aug 1994
- Norrman, A. (1994) "A Theoretical Framework for Analysing Effects on Logistics of On-Board Computers and Mobile Data Communication", *IFMS, DRIVE II, DG XIII* - Commission of the European Communities, Brussels

Other Publications/Interviews with research results

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Teori och praktik i logistikforskning – hur ser samspelet ut?, (2005) Magazine article based on interview (author Lena Sonne), *Inköp & Logistik* no 7, Dec 2005, pp. 12-13

Tillverkare av konsument-produkter satsar på e-handel mot sina distributörer, (2000) Magazine article based on interview (author Annika Abrahamsson), *MA Inblick* no 4, 2000, pp. 1, 8-10

Logistik i tiden, (1997) Magazine article based on interview (author Catarina Gisby), *KFB Kommuniké*, no 2, 1997, pp. 10-11

Conference Participation and invited speeches

- 2008 *Invited speaker* at If Stockholm Open Seminar, 9 Oct 2008
- 2008 *Invited moderator* at ELA Doctorate Workshop 2008 in Grainau, Germany , 25-27 June, 2008
- 2008 *Invited speaker* to ELA (European Logistics Association) Educators Day at Eurolog Logistics & Transport 2008, 20-22 May 2008
- 2007 Invited speaker to Swedish National Bank meeting by the Head of the National Bank, 25 October 2007
- 2007 19th Nofoma conference, Reykjavik, Iceland 7-8 June 2007
- 2006 18th Nofoma conference, Oslo, Norway 8-9 June 2006
- 2005 *Invited speaker* to SCOR Supply-Chain Council European Conference 2005: Exchanging Knowledge: Coping With Supply Chain Risks, Vienna Austria 11-13 October 2005
- 2005 7th PLANs forsknings- och tillämpningskonferens, Borås, Sweden 18-19 Augusti 2005
- 2005 17th Nofoma conference, Copenhagen, Denmark 9-10 June 2005
- 2005 *Invited speaker* to Logistik & Transportmässan (session: Logistikens forskningsfront) , Göteborg 19 Maj 2005
- 2004 4th ISCRIM seminar, East Lansing, Mi USA 18-19 October, 2004
- 2004 6th PLANs forsknings- och tillämpningskonferens, Lund, Sweden 19-20 Augusti 2004. (*Member of konferens committe, editor of proceedings*)
- 2004 *Invited speaker* to SWERMA annual meeting, Kista 26 Januar 2004
- 2004 16th Nofoma conference, Linköping, Sweden 6-8 June 2004
- 2003 3rd ISCRIM seminar, Manchester, UK 13-15 October, 2003
- 2003 8th International Symposium on Logistics (ISL 01) in Seville, Spain 6-8 July 2003
- 2003 *Invited speaker to* 5th International Packaging Seminar, The Society of Packaging Science & Technology, Tokyo, Japan, 25-26 June 2003
- 2002 2nd ISCRIM seminar, Lund, 14-16 October, 2002

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- 2002 14th Nofoma conference, Trondheim, Norway 13-14 June 2002
- 2002 12th International Working Seminar on Production Economics, Igls Austria
February 18-22, 2002
- 2002 11th IPSEERA conference, Enschede, Holland, 25-27 March 2002
- 2002 1st ISCRIM seminar, Manchester, UK, 15-17 October, 2001
- 2001 Logistics Research Network 6th Annual Conference, Edinburgh, UK 13-14
September 2001
- 2001 6th International Symposium on Logistics (ISL 01) in Salzburg, Austria
- 2000 IVA-seminar on “Logistik för konkurrenskraft” (Logistics for competitive
advantage). 30 May 2000 *Invited as speaker* (IVA = Royal Swedish Academy of
Engineering Sciences)
- 1997 3rd International Symposium on Logistics (ISL '97) in Padua, Italy 9-11 July 1997
- 1997 9th NOFOMA Conference on Logistics, Molde, Norway.
Invited as speaker for plenary session.
- 1996 Workshop on Transport Quality, (invited session), Copenhagen, Denmark
- 1996 8th NOFOMA Conference on Logistics, Copenhagen, Denmark
- 1995 5th Nordic Workshop on Interorganizational Research, Turku, Finland
- 1995 5th CLM Logistics Doctoral Symposium, San Diego, USA
- 1995 CLM Conference on Logistics, San Diego, USA
- 1994 6th NOFOMA Conference on Logistics, Gothenburg, Sweden
- 1994 Eurolog 1994, Brussels, Belgium
- 1993 5th NOFOMA Conference on Logistics, Turku, Finland
- 1992 Eurolog 1992, Stockholm, Sweden

Session chairman

- 2008 ELA Doctorate workshop, Grainau, Germany 25-27 June 2008
- 2007 19th Nofoma conference, Reykjavik, Iceland 7-8 June 2007
- 2003 International Symposium on Logistics (ISL 01) in Seville, Spain 6-8 July 2003

Editorial Board Scientific Journals

- 2007 - International Journal of Procurement Management

Scientific Journal reviewer

- 2004- International Journal of Physical Distribution and Logistics Management, Part of
“pool of ad hoc reviewers” (2004)
- 2005- Scandinavian Journal of Management (2005)
- 2005- International Journal of Logistics: Research & Applications (2005, 2008)
- 2007- International Journal of Risk Assessment and Management (2007)

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- 2007- Supply Chain Forum: an International Journal (2007, 2008)
2008 - International Journal of Production Economies (2008)

Book reviewer

- 2004 Reviewer of book proposal on behalf of Sage publications: *Handbook of the Strategic Management of Supply: Relationships, Chains, Networks and Sectors*.
2006 Reviewer of 3 book chapters on behalf of Sage publications: *Logistics and Supply Chain Integration*, by Ian Sadler.

Conference paper reviewer etc

- 1999, 2003, 2004, 2007 NOFOMA conference (2 each year)
2009 Member of the Scientific Committee of EurOMA 2009 (e.g. reviewing abstracts)

Expert evaluator of research application

- 2007 CONICYT – National Fund For Scientific & Technological Development (FONDECYT). Proposal no 1080189 “The Logistics of Supply Convergence to a Site of an Event of Low Probability and High Consequence”
2006 Research Council of Norway (Norges forskningsråd) – project : Coping with Risk in Maritime Logistics

Teaching

Lund University, Lund, Sweden

Department of Industrial Management and Logistics - Engineering Programs

- 2001 Supply chain principles 1 (PhD-course), course responsible and examiner
2001-2008 International Physical Distribution (graduate), guest lecturer
2000-2009 Supply Chain Management (graduate), guest lecturer
2002-2008 Logistics (graduate), guset lecturer
2002 (2 times) Logistics and E-fulfilment (*graduate MBA-students at School of Management*), course responsible and examiner
2003-2008 Industrial Purchasing (graduate), course responsible and examiner
2004 Economic Models for Risk Management (graduate), guest lecturer
2006 Exploring Supply chain concepts (visibility) – (PhD-course), course responsible and examiner
2006-07 Supply chain risk & gain sharing: introduction to contract and incentive theory– (PhD-course), course responsible and examiner

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Linköping Institute of Technology, Linköping, Sweden

Department of Management and Economics - Engineering Programs

1997	Purchasing (graduate), course responsible and examiner
1996 - 2006	Integrated Logistics (graduate), guest lecturer
1996	Transport Systems (graduate), lecturer
1996	Supply Chain Management (Master program in English), lecturer
1995 - 96	Integrated Logistics (graduate), lecturer, project thesis supervision
1992 - 95	Integrated Logistics (graduate), course administration, teaching assistant, project thesis supervision
1992	Basic Logistics (undergraduate), course administration, teaching assistant

Linköping University, Linköping, Sweden

Department of Management and Economics - Business Administration

Programs

1997	Integrated Logistics and Production (undergraduate), lecturer
1996	Integrated Logistics and Production (undergraduate), lecturer
1996	International Business and Strategy (graduate), lecturer
1996	Basic Logistics (undergraduate), lecturer

Invited Lectures at other Universities

2007, 2008	Supply chain procurement, Universite Catholique de Louvain (UCL) – course responsible, examiner and lecturer
2005 - 2008	Joint course responsible and lecturer for SCM & strategy-module in executive MBA: Supply chain management programme, Universite Catholique de Louvain
2006	Joint course responsible and lecturer for SCM/logistics-module in International Executive MBA: St Petersburg (together with UCL)
2005	Supply chain risk management, Jönköping International Business School
2004, 2005	Joint course responsible and lecturer for SCM/logistics-module in executive MBA: Baltic Management Institute, Lithuania (together with UCL)
2003	Part of development and lecturing/supervising at the joint Nordic PhD-course “Case study Research in Logistics”, 14-18 Jan 2003
2003, 2004	Logistics, SLU Svenska Lantbruksuniversitetet Alnarp
2002	Course responsible for SCM/logistics-module in executive MBA: Baltic Management Institute, Lithuania
2001	Simulation and/or number crunching- some experiences from logistics projects, Turku School of Economics and Business Administration, Finland
2000, 2001	Supply Chain Management, Turku School of Economics and Business Administration, Finland

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2000	Course responsible for SCM/logistics-module in executive MBA: UPM-Kymmene and Helsinki Business School
2000	E-commerce: B2C experience/lessons, Technische Universiteit Eindhoven
1999	International Logistics, Copenhagen Business School
1997-2003	Supply chain organization, Linköping Institute of Technology
1995	Logistics and Industrial Dynamics, Turku School of Economics and Business Administration, Finland
1994 - 96	Logistics and Industrial Dynamics, Borlänge University, Sweden

Master Thesis Supervision

Lund Institute of Technology, Lund, Sweden

Department of Industrial Management and Logistics

2008	Bodehed, Erika, M Sc Thesis TMPT/5656 <i>Utvecklingen av en totalkostnadsmodell för utvärdering av inköp på Saab Microwave Systems.</i> (in Swedish) (Supervision partly by E Berg)
2008	Friberg, Viktor and Mehmedovic, Admir, M Sc Thesis TMPT/5655 <i>Storbritanniens PPP-erfarenheter i en Affärsmodell</i> (in Swedish)
2008	Vistrand, Maria and Willart, Lovisa, M Sc Thesis TMPT/5650 <i>Reducing the Carbon Footprint. With focus on the outbound logistics</i> (in English)
2007	Geijron, Elisabeth, M Sc Thesis TMPT/5643 <i>Assessing risks in the Global Supply Chain of Ericsson Mobile Platforms</i> (in English)
2007	Moghaddam, Hamid, M Sc Thesis TMPT/5637 <i>Component Sourcing in China. A study of the global component suppliers' move to China</i> (in English) (Supervision partly by C Berg)
2007	Neldeborn, Anna and Sjögren, Kajsa, M Sc Thesis TMPT/5626 <i>Purchasing Intelligence – An explorative study for IKEA of Sweden with focus on external benchmarking of purchase price development</i> (in English)
2007	Persson, Anders and Salmonsson, Viktor, M Sc Thesis TMPT/5617 <i>Critical success factors for implementing e-sourcing at Sony Ericsson – a multiple case study</i> (in English) [Awarded best Swedish MSc thesis in purchasing and logistics 2007 by SILF/Inköp & Logistik] [Awarded best Swedish MSc thesis in logistics and production economics 2007 by PLAN]
2007	Raning, Caroline and Vallhagen, Johanna, M Sc Thesis TMPT/5610 <i>Strategies and methods for supplier selection - strategic sourcing of hardware and software at Ericsson Mobile Platforms</i> (in English)

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- 2006 Tobieson, Jakob and Wretlind, Carin, M Sc Thesis TMPT/5603 *Produktklassificering och leverantörsutvärdering på PartnerTech med avsikt att stärka det strategiska inköpet* (in Swedish)
- 2006 Röckert, Peter and Sonesson, Pontus, M Sc Thesis TMPT/5592 *Success in Supplier Alliances – a customer perspective* (in English)
- 2006 Nilsson, Jenny and Tormud, Lise, M Sc Thesis TMPT/5591 *Process för jämförelse av interna och externa leveranser av supporttjänster – en studie för att möjliggöra konkurrensutsättning av Saab Supports tjänsteutbud* (in Swedish)
- 2005 Frykmer, Tove and Larsson, Linn, M Sc Thesis TMPT/5572 *Analys och modellering av ersättningssystemets uppbyggnad och användning inom DHLs hämtnings- och distributionstrafik* (in Swedish)
- 2005 Karlsson, Annika and Strömbäck, Camilla, M Sc Thesis TMPT/5569 *Strategiskt partnerskap för ScanCoin Industries – kravbild och arbetsgång för företaget och dess integrerade leverantörer* (in Swedish) [Awarded best Swedish MSc thesis in purchasing and logistics 2005 by SILF/Inköp & Logistik]
- 2005 Sjöberg, Johan and Walle, Erik, M Sc Thesis TMPT/5546 *Analys och förbättring av flödet för leveranstillsatsmaterial ReCap på TetraPak Packaging Material Lund AB* (in Swedish)
- 2005 Brant, Linda and Färnström, Alexandra, M Sc Thesis TMPT/5544 *Knowledge Management – utveckling av ett system för kunskapsspridning i ett konsultbolag* (in Swedish)
- 2004 Grände, Amanda, M Sc Thesis TMPT/5538 *Analys och utveckling av ersättningsmodell för DHLs hämtnings- och distributionstrafik* (in Swedish) (Supervision partly of D Knudsen)
- 2003 Basaran, Umit and Milicevic, Ivan, M Sc Thesis TMPT/5517 *TV-shop and e-commerce: A process analysis and measurements of the returns flow* (in Swedish). [Awarded best Swedish MSc thesis in logistics and production economics 2003 by PLAN]
- 2003 Björne, Michael and Hedvall, Pär, M Sc Thesis TMPT/5506 *Logistics Strategies for Alfa Laval Spare Parts* (in English)
- 2003 Ahlström, Peter and Söderström, Marie, M Sc Thesis TMPT/5501 *Mapping the flow of levies load carriers in a recycle system – ICA Handlarnas AB* (in Swedish)
- 2002 Olsson, Fredrik and Ternstedt, Kristofer, M Sc Thesis TMPT/5494 *The Last 50 Yards of the Retail Supply Chain* (in Swedish)
- 2002 Hugander, Per, M Sc Thesis TMPT/5476 *CPFR at Procter & Gamble. Raising the forecasting accuracy for seasonal products* (in English)
- 2001 Johansson, Karin, Richter Claes and Martin Nielsen, M Sc Thesis TM 42/2001 *Cutting Edge Logistics Concepts* (in English)
- 2001 Eriksson, Magnus and Jonas Månsson, M Sc Thesis TMTP/5461/2001

Appendix 2 – CV/Meritsammanställning Andreas Norrman

Logistic Solutions in Swedish E-commerce: Description and Analysis of the Situation Today (in Swedish)

Linköping Institute of Technology, Linköping, Sweden

Department of Management and Economics

- 1997 Gutke, Jan-Olov and Helene Nilsson, M Sc Thesis EKI 1997:38
Location of Spare Parts Distribution Centres for Saab Aircraft AB (in English)
- 1997 Karlsson, Elisabeth and Jenny Stenfors, M Sc Thesis EKI 1997:29
Measuring Strategic Purchasing at Ericsson radio Systems AB (in English)
- 1997 Lundgren, Mats and Jens Wiren, M Sc Thesis EKI 1997:09
Final Customization at Distribution Centres - Evaluation and Reorganization of Workshop Activities at European Sales Companies. At ITT Flygt AB. (in English)
- 1996 Ekelund, Magnus and Marcus Hedblom, M Sc Thesis EKI 1996:03
Special Customer Demands - An Opportunity or a Threat? An Evaluation of the Future Physical Distribution Process of Ericsson Mobile Phones (in English)
- 1996 Lennström, Helena and Kristina Medin, M Sc Thesis EKI 1996:06
Measuring Logistics Service Quality in the Distribution of Scania Spare Parts (in English)
- 1996 Molin, Magnus and Joachim Rask, M Sc Thesis EKI 1996:54
New Planning Method - The Solution for Today's Problems at Garphyttan Wire AB? (in Swedish)
- 1995 Jacobson, Henrik and Staffan Larsson, M Sc Thesis EKI 1995:15
fastR - Logistics Development at Ph. Nedermans & Co (in Swedish)
- 1995 Aronsson, Jörgen and Maria Löfnertz, M Sc Thesis EKI 1995:23
Supply Management Possibilities at ABB Manufacturing Sdn Bhd, Malaysia (in English)
- 1995 Gadd, Mattias and Joakim Gustafsson, M Sc Thesis EKI 1995:40
To Customize a Logistics Organization. A Practical Study of ICL's Materials Management of Information Systems (in Swedish)
- 1995 Nowakowska, Iwona and Gunvor Sundström, M Sc Thesis EKI 1995:44
Direct Deliveries from producing Unit to Customer at ABB Control (in Swedish)
- 1994 Dahmen, Stina, M Sc Thesis EKI 1994:03
Green Departure - A Collecting System for the Recircling Company Technoworld AB (in Swedish)
- 1994 Adolfsson, Magnus and Henrik Laxmark, M Sc Thesis EKI 1994:18
Logisticsbased Paper Production (in Swedish)
- 1994 Larsson, Pär and Jakob Lindvall, M Sc Thesis EKI 1994:32

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- A Study of the Conditions for Introducing EDI at Ericsson Telecom Sweden AB*
(in Swedish)
- 1994 Johansson, Viking and Mats Oretorp, M Sc Thesis EKI 1994:42
Potential to Design a more Efficient Transport System within Volvo GM Heavy Truck Corporation (in Swedish)
- 1994 Karlsson, Magnus and Anders Remneback, M Sc Thesis EKI 1994:54
Lead Time Project Within Hardware Repair at Ericsson Radios Systems (in English)
- 1993 Enocsson, Magnus, M Sc Thesis EKI 1993:27
More Efficient Order Flow at Perstorp Form. (in Swedish)
- 1993 Nilsson, Anders and Jacob Rehme, M Sc Thesis 1993:41
New Materials Management Routines, Using a Manufacturing Resource Planning System at ABB Distribution, Malaysia (in English)
- 1993 Fridh, Magnus and Magnus Persson, M Sc Thesis EKI 1993:46
Design of a New Control System Concerning Production of Circuitboards at ACA1, Ericsson Telecom AB (in Swedish)

Awards and Honours

- 2001 Best Paper at 10th annual IPSERA conference
- 1995 Council of Logistics Management, USA. Participation in their annual Doctoral Student Symposium
- 1992 SLI, Stiftelsen för Logistik och inköpsforskning. Best Master Thesis in Logistics and Purchasing 1992
- 1991 Tekn Dr Marcus Wallenbergs Grant, Stockholm
- 1991 Tekn Dr Erik Johnssons Grant, Linköping
- 1986 Johan Kocks Grant, Trelleborg

Have supervised the M Sc-thesis awarded best Swedish MSc thesis in logistics and production economics 2003 and 2007 by PLAN

Have supervised the M Sc-thesis awarded best Swedish MSc thesis in purchasing and logistics 2005 and 2007 by SILF/Inköp & Logistik

Andreas Norrman