

Academic positions

2014 – present	Saïd Business School, University of Oxford, UK
2014 – present	Professor of Operations Management
2003 – 2014	Judge Business School, University of Cambridge, UK
2008 – 2014	Reader in Operations Management
2005 – 2008	University Senior Lecturer in Operations Management (with tenure)
2003 – 2005	University Lecturer in Operations Management
2002 – 2003	School of Engineering, Massachusetts Institute of Technology (MIT), USA
2002 – 2003	Postdoctoral Research Fellow, Engineering Systems Division
1999 – 2003	Cardiff Business School, Cardiff University, UK
2001 – 2003	Senior Research Associate (part-time May 2002 – September 2003)
1999 – 2001	Research Assistant

Education

2014	M.Sc. (by incorporation), University of Cambridge, UK
2009 – 2010	M.Sc. in Applied Statistics, University of Oxford, UK
1999 – 2002	Ph.D. in Logistics and Operations Management, Cardiff University, UK
1998 – 1999	M.Sc. in Operations Management (by research), University of Buckingham, UK (joint degree programme with the University of Applied Sciences Wedel)
1994 – 1999	Dipl.-Wirtschaftsingenieur (FH) (equiv. M.Eng. in Industrial Engineering), University of Applied Sciences, Wedel, Germany

Fellowships and visiting positions

2011 – 2014	Professor of Logistics and Operations Management (part-time), Kühne Logistics University, Hamburg, Germany
2011 – 2013	Visiting Scholar, Chalmers University of Technology, Gothenburg, Sweden
2006	Visiting Professor, Katz Graduate School of Business, Univ. of Pittsburgh, USA
2003 – 2008	Research Affiliate, Center for Technology, Policy, and Industrial Development, MIT, USA
2002 and 2003	Sloan Industry Center Fellowships (2) to work with the MIT International Motor Vehicle Program, Alfred P. Sloan Foundation

Awards

2014	<i>Chris Voss Best Paper Award</i> , European Operations Management Association (with Antony Potter, Benn Lawson and Frits Pil)
2012	Top 10 Cited Article 2007-2011 award, Journal of Operations Management, Elsevier
2012	Outstanding Paper award, Emerald Literati Network (with Martin Christopher)
2010	Runner-up, Chris Voss Best Paper Award, European Operations Management Association (with Zoe Radnor)
2009	Chris Voss Best Paper Award, European Operations Management Association (with Joe Miemczyk and Thomas Stäblein)
2007	Sloan Industry Studies Best Book Award for 'The second century' (with Frits Pil, MIT Press 2004), Alfred P. Sloan Foundation
2006	Citation of Excellence award, Emerald Management Reviews
2006	Highly Commended award, Emerald Literati Network
2002	James Cooper Memorial Cup, for best Ph.D. thesis in logistics and transportation research, Chartered Institute of Logistics and Transport, UK
1999	Best Dissertation in Industrial Engineering, Univ. of Applied Sciences Wedel

Service

University

2015 – present	Academic Area Head, Technology and Operations Management, and Organisation Studies (TOPOS)
2010 – 2012	Director of Research (responsible for REF 2014 strategy and impact case study development)
2010 – 2012	Head, Operations, Information and Technology (OIT) subject group
2009	Acting Head, Operations, Information and Technology (OIT) subject group
2007 – 2012	Director, Centre for Process Excellence and Innovation (CPEI)
2005 – 2011	Elected member of the Faculty Board and Degree Committee
2008 – 2012	Director of Studies in Management, Gonville and Caius College, University of Cambridge

Government

2009 – present	Member of the Supply Chain Group, <i>Automotive Council UK</i> , Department for Business Innovation and Skills
2008 – 2009	Member and KPI Expert Group Leader, <i>New Automotive Innovation and Growth Team (NAIGT)</i> , Department for Business Enterprise and Regulatory Reform

General

2009 – present	Associate editor, <i>Journal Operations Management</i>
2008 – 2012	Member of the Board, European Operations Management Association (EurOMA)
2011	Co-chair, 18 th Annual Conference of the European Operations Management Association (EurOMA), Cambridge July 3-6, 2011
2009 – 2012	External Examiner, Warwick Business School, University of Warwick, UK

List of publications

Books

1. Holweg, M. and Oliver, N. (2016) *'Crisis, Resilience and Survival: Lessons from the Global Auto Industry'*, Cambridge and New York: Cambridge University Press
2. Bicheno, J. and Holweg, M. (2016) *'The Lean Toolbox: A Handbook for Lean Transformation'*, Buckingham: PICSIE Books
3. Bicheno, J. and Holweg, M. (2009) *'The Lean Toolbox: The Essential Guide to Lean Transformation'*, Buckingham: PICSIE Books
-----, (2012) selected as required reading by APICS for the CPIM Certification Module 3 'Detailed Planning and Scheduling': <http://www.apics.org/careers-education-professional-development/certification/cpim/primary-references>
-----, (2011), translated into Swedish: *'Ny verktyglåda för Lean-Filosofi, transformation, metoder och verktyg.'* Göteborg: Revere (with J Hillberg) ISBN: 9789163195488
-----, (2010), translated into Danish: *'Lean værktøjskassen'*, LeanTeam.dk, ISBN: 9788799031641
4. Holweg, M. and Pil, F. (2004), *'The Second Century: Moving beyond Mass and Lean Production in the Auto Industry'*, Cambridge, MA and London, UK: MIT Press
-----, (2007), Japanese translation, Bunshido Publishing, Tokyo, Japan
-----, (2006), Chinese translation, China Machine Press, Beijing, PR China.
-----, (2006), Korean translation, Gasan Books, Seoul, South Korea
-----, (2005), paperback edition, Cambridge, MA and London, UK: MIT Press.

Reports to HM Government

1. Holweg, M., Padgett, T., and Davies, P. (2015) *'Growing the Automotive Supply Chain: Local Vehicle Content Analysis.'* London: Automotive Council UK <http://www.automotivecouncil.co.uk/wp-content/uploads/2015/09/UK-local-sourcing-content-research-September-20151.pdf>
2. Davies, P., Padgett, T., Holweg, M., and Members of the Automotive Council (2015) *'Growing the Automotive Supply Chain: The Opportunity Ahead.'* London: Automotive Council UK <http://www.automotivecouncil.co.uk/wp-content/uploads/2015/03/Growing-the-UK-auto-supply-chain-March-2015.pdf>
3. Davies, P., Holweg, M., Huggett, N., Schramm, S., and Tran, Y. (2014) *'Growing the Automotive Supply Chain: Assessing the Upstream Potential.'* London: Automotive Council UK. <http://www.automotivecouncil.co.uk/wp-content/uploads/2014/11/Growing-the-Automotive-Supply-Chain-2014-0411141.pdf>
4. Holweg, M., Tran, Y., Davis, P., and Schramm, S. (2011) *'Growing the Automotive Supply Chain: The Road Forward'*, a report to the Automotive Council UK, Department for Business, Innovation and Skills. Buckingham: PICSIE Books.
-----, (2012), update, *'Growing the Automotive Supply Chain: The Road Forward. 2012 Update'*, a report to the Automotive Council UK, Department for Business, Innovation and Skills. <http://www.bis.gov.uk/assets/BISCore/business-sectors/docs/g/12-1010-growing-uk-automotive-supply-chain-2012-update.pdf>
5. Holweg, M., Davis, P., and Podpolny, D. (2009) *'The Competitive Status of the UK Automotive Industry'*, a report to the New Automotive Innovation and Growth Team, Department of Business Innovation and Skills. Buckingham: PICSIE Books. http://www.innovation.jbs.cam.ac.uk/research/downloads/holweg_competitive_status.pdf
6. New Automotive Innovation and Growth Team (NAIGT) (2009) *'An Independent Report on the Future of the Automotive Industry in the UK'*, London, UK. <http://www.smmmt.co.uk/wp-content/uploads/sites/2/NAIGT-report-2009pdf.pdf>; HM Government response: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/238528/7720.pdf

Journals articles

1. Holmström, J., Holweg, M., Khajavi, S. and Partenen, J. (forthcoming) 'The direct digital manufacturing (r)evolution: definition of a research agenda', *Operations Management Research*, DOI: 10.1007/s12063-016-0106-z
2. Holweg, M. (2015) 'The limits of 3-D Printing' Harvard Business Review, online forum, June 23. <https://hbr.org/2015/06/the-limits-of-3d-printing>
3. Boer, H., M. Holweg, M. Kilduff, M. Pagell, R. Schmenner and C. Voss (2015) 'Making a meaningful contribution to theory.' *International Journal of Operations and Production Management* 35(9): 1231-1252
4. Holweg, M. (2014) 'Where firm level innovation and industrial policy meet: Consensus roadmaps for low-carbon powertrain technologies', *Journal of Product Innovation Management*, 31(1), 33-42
5. Holweg, M. and Helo, P., (2014) 'Defining value chain architectures: Linking strategic value creation to operational supply chain design', *International Journal of Production Economics*, 147, 230-238
6. Holweg, M. and Srari, J. (2013) 'Exploring interfaces: Making the case for interdisciplinary research'. Guest editorial. *International Journal of Operations and Production Management*, Vol. 33, No. 7.
7. Holweg, M. and Pil, F.K. (2012) 'Outsourcing complex business processes: Lessons from an enterprise partnership.' *California Management Review*, 54(3): 98-115
8. Radnor, Z.J., Holweg, H. and Waring, J. (2012) 'Lean in healthcare: the unfilled promise?' *Social Science and Medicine*, 74(3): 364-371
9. Holweg, M. (2011) 'Why there is no insignificance for a relevant question', *Journal of Supply Chain Management*, 47: 19–20
10. Christopher, M. And Holweg, M. (2011) 'Supply Chain 2.0: Managing supply chains in the era of turbulence'. *International Journal of Physical Distribution and Logistics Management*, Vol. 41, No. 1, p.63-82 (invited paper for the 40th anniversary edition)
-----, won the 2012 Best Paper Award, *International Journal of Physical Distribution and Logistics Management*
11. Nuttall, W., Holweg, M. And Leybovich, M. (2011) 'Too big to fail — Lessons for today and the future from British industrial policy, 1960–1990', *Technological Forecasting and Social Change*, 78(8): 1286–1298
12. Holweg, M., Reichhart, A. and Hong, E. (2011) 'On risk and cost in global sourcing.' *International Journal of Production Economics*, Vol. 131, No. 1, p. 333-341
-----, to be reprinted in Willcocks, L. and Lacity, M. (eds.) *The Economics of Outsourcing*, Edward Elgar Publishing.
13. Stäblein, T., Holweg, M. and Miemczyk, J. (2011) 'Theoretical versus actual product variety: How much customisation is actually demanded by the customer?' *International Journal of Operations and Production Management*, Vol. 31, No. 3, p.350-370
14. De Leeuw, S., Williams, G., and Holweg, M. (2011) 'The impact of decentralized control on firm-level inventory: Evidence from the automotive industry', *International Journal of Physical Distribution and Logistics Management*, 41(5): 435-456
15. Scavarda, F., Reichhart, A., Hamacher, S., and Holweg, M. (2010) 'Managing product variety in emerging markets', *International Journal of Operations and Production Management*, 30(2): 205-224
16. Holweg, M., Luo, J., and Oliver, N. (2009) 'The Past, Present and Future of China's Automotive Industry: A Value Chain Perspective', *International Journal of Technological Learning, Innovation and Development*, Vol. 2, No1., pp. 76-118
17. Holweg, M. and Pil, F.K. (2008) 'Theoretical Perspectives on the Coordination of Supply Chains', *Journal of Operations Management*, Vol. 26, No. 3, p. 389-406
18. Oliver, N., Holweg, M., and Carver, M. (2008) 'A Systems Perspective on the Death of a Car Company', *International Journal of Operations and Production Management*. Vol. 28, No. 6, p. 562 –

19. Reichhart, A. and Holweg, M. (2008) 'Co-located Supplier Clusters: Forms, Functions and Theoretical Perspectives', *International Journal of Operations and Production Management*, Vol. 28, No.1, p. 53-78
20. Reichhart, A, Framiñan, J., and Holweg, M. (2008) 'On the Link between Inventory and Responsiveness in Multi-Product Supply Chains', *International Journal of Systems Science*, Vol. 39, No. 7, p. 677 – 688
21. Reichhart, A. and Holweg, M. (2007) 'Creating the Customer-responsive Supply Chain: A Reconciliation of Concepts', *International Journal of Operations and Production Management*, Vol. 27, No.11, p.1144-1172
22. Holweg, M. (2007) 'The Genealogy of Lean Production', *Journal of Operations Management*, Vol. 25, No. 2, p. 420-437
-----, won 'Top 10 Cited Article 2007-2011' Award, *Journal of Operations Management*, Elsevier
-----, amongst top five most downloaded papers in 2014, *Journal of Operations Management*, Elsevier
23. Oliver, N., Schab, L., and Holweg, M. (2007) 'Lean Thinking and Premium Brands: Conflict or Complement?', *International Journal of Production Research*, Vol.45, No.16, p. 3723 – 3739
24. Reichhart, A. and Holweg, M. (2007) 'Lean Distribution: Concepts, Contributions, Conflicts', *International Journal of Production Research*, Vol.45, No.16, p. 3699 – 3722.
25. Bates, H., Holweg, M., Lewis, M., and Oliver, N. (2007) 'Motor Vehicle Safety Recalls: Trends, Patterns, and emerging Issues', *Omega – The International Journal of Management Science*, Vol. 35, No. 2. p. 202-210
26. Pil, F.K. and Holweg, M. (2006) 'Evolving From Value Chain to Value Grid', *MIT Sloan Management Review*, Vol. 47, No. 4, p. 72-79
-----, selected as one of the best six articles and research on the management of operations in the *MIT Sloan Management Review* in February 2007.
27. Markides, V. and Holweg, M. (2006) 'On the Diversification of International Freight Forwarders – A UK Perspective', *International Journal of Physical Distribution and Logistics Management*, Vol.36, No.5, pp.336-359
28. Reichhart, A. and Holweg, M. (2006) 'What Supplier Park is right for your Supply Chain?', *Supply Chain Forum – An International Journal*, Vol. 7, No.1, pp.4-13
29. Holweg, M., Disney, S.M., Hines, P., and Naim, M.M. (2005) 'Towards Responsive Vehicle Supply: A Simulation-based Investigation into Automotive Scheduling Systems', *Journal of Operations Management*, Volume 23, No. 5, p. 507-530
30. Holweg, M. (2005) 'The Three Dimensions of Responsiveness', *International Journal of Operations and Production Management*, Vol. 25, No. 7, p.603-622
31. Holweg, M. (2005) 'An Investigation into Supplier Responsiveness: Empirical Evidence from the Automotive Industry', *International Journal of Logistics Management*, Vol. 16, No.1, p. 96-119
32. Holweg M., Disney, S., Holmström, J., and Småros, J. (2005) 'Supply Chain Collaboration: Making Sense of the Strategy Continuum', *European Management Journal*, Volume 23, No. 2, p. 170-181
-----, in Top 100 most downloaded articles in ScienceDirect in Life and Social Sciences since 2005, Elsevier
33. Holweg, M. (2005) 'Beyond Mass and Lean Production – On the Dynamics of Competition in the Automotive Industry', *Economies et Sociétés, Series K*, No. 15, 2/2005, p.245-270 (invited paper)
-----, (abridged and translated into French), 'La Nouvelle Dynamique Concurrentielle', *Problèmes Économiques*, 2006, No. 2.891, p. 16-23
34. Hines, P., Holweg, M., and Rich, N. (2004) 'Learning to Evolve: A Review of Contemporary Lean Thinking', *International Journal of Operations and Production Management*, Vol. 24, No. 10, p. 994-1011
-----, reprinted in Mayle, D. (ed.) (2006) 'Managing Innovation and Change', 3rd edition, and in Bennett, D. (ed.) (2006) 'Operations Management II', Sage Publications, London

35. Howard, M. and Holweg, M. (2004) 'Investigating the Intangible: Lessons Learnt from Research into Automotive Inter-organisational IT Systems', *International Journal of Automotive Technology and Management*, Vol. 4, No. 4, p.354–373
36. Miemczyk, J and Holweg, M (2004) 'Building Cars to Order - What does it mean for Inbound Logistics Operations?', *Journal of Business Logistics*, Vol. 25, No.2, p. 171-197
37. Pil, F. and Holweg, M. (2004), 'Linking Product Variety to Order-Fulfilment Strategies', *Interfaces*, Vol. 34, No.5, September-October, p. 394-403
38. Yassine, A., Kim, K.-C., Römer, T., and Holweg, M. (2004) 'Investigating the Role of Information Technology in Customized Product Design,' *Production Planning and Control*, Vol. 14, No. 4, p. 422-434
39. Holweg, M. (2003) 'The Three-day Car Challenge', *International Journal of Logistics: Research and Applications*, Vol. 6, No.3, p.165-183
40. Holweg, M. and Miemczyk, J. (2003), 'Delivering the '3-day car' – The Strategic Implications for Automotive Logistics Operations', *Journal of Purchasing and Supply Management*, Vol. 9, p. 63-71
41. Pil, F. and Holweg, M. (2003), 'Exploring Scale: The Advantages of Thinking Small', *MIT Sloan Management Review*, Winter, Vol. 44, No. 2, p. 33-39
-----, featured in *Harvard Management Update*, April 2003, Vol. 8, No.4, p.12
42. Holweg, M. and Miemczyk, J. (2002), 'Logistics in the Three-day Car Age: Assessing the Responsiveness of Vehicle Distribution Logistics in the UK', *International Journal of Physical Distribution of Logistics Management*, Vol. 32, No. 10, p. 829-850
43. Holweg, M. and Bicheno, J. (2002), 'Supply Chain Simulation – A Tool for Education, Enhancement and Endeavour', *International Journal of Production Economics*, Vol. 78, No.2, p. 163-175.
44. Holweg, M. and Pil, F. (2001), 'Successful Build-to-Order Strategies start with the Customer', *MIT Sloan Management Review*, Fall issue, Vol. 43, No. 1, p. 74-83.
-----, (translated into Dutch), 'Begin bij de Klant voor een succesvolle BTO Strategie', *Marketing Wise*, (2002), No. 1, p. 41-55, ISSN 1381-1126
-----, (translated into Spanish), 'Fabricacion sobre pedido: partir del cliente', *Harvard Deusto Business Review* (2003), No. 115 (July-August), p. 38-44
-----, featured in *Harvard Management Update*, February 2002, Vol. 7, No.2, p.12
45. Bicheno, J., Holweg, M., and Niessmann, J. (2001), 'Constraint Batch Sizing in a Lean Environment', *International Journal of Production Economics*, Vol. 73, No.1, p. 41-49
46. Hines, P., Holweg, M., and Sullivan, J. (2000), 'Waves, Beaches, Breakwaters and Rip Currents: A Three-dimensional View on Supply Chain Dynamics', *International Journal of Physical Distribution and Logistics Management*, Vol. 10, No. 30, p. 827-846

Citations (as of January 2016)

Google Scholar: 5,709 (h=31)

SCOPUS: 1,636 (h=20)

ISI Web of Science: 1,011 (h=15)