

# **MATTEO Kalchschmidt**

## **SCIENTIFIC CURRICULUM**

### **General Information**

- PhD in Management Engineering at Politecnico di Milano
- Full Professor of Project and Innovation Management at the Department of Management, Information and Production Engineering at University of Bergamo;
- Vice-Chancellor for Internationalization and International Relations at University of Bergamo
- Member of the Italian National Commission for “Abilitazione Nazionale” in the 09-B3 Scientific Sector
- Member of the *Global Manufacturing Research Group* (GMRG), an international network of research on manufacturing practices
- Author of more than 30 articles in top international journals
- Cumulative Impact Factor of publications (2016): 41
- Contemporary h-index Hc (based on SCOPUS at October 2018): 12

## **General Information**

Matteo Giacomo Maria Kalchschmidt was born in Milan (Italy) on February 22, 1975.

In the years 1994-1999 he attended the Faculty of Engineering at the Politecnico di Milano, where he graduated in Management Engineering with a thesis entitled: "Method for the integrated management of spare parts: the Whirlpool case".

In January 2000, he won a scholarship to the Doctorate Program in Management Engineering at Politecnico di Milano. In June 2003, he earned the title of Doctor of Philosophy in Management Engineering from Politecnico di Milano with a thesis entitled "Forecasting short term demand in heterogeneous customer oriented demand management processes".

On January 2004, he was hired as Research Assistant at the Faculty of Engineering at University of Bergamo.

On October 2006, he was promoted Associate Professor at the Faculty of Engineering of the University of Bergamo.

Since December 2014, he is full Professor of Project and Innovation Management at the Department of Management, Information and Production Engineering of the University of Bergamo.

## **Scientific Activity**

Matteo Kalchschmidt conducts research in the field of innovation and management of production and logistics systems. The commitment to scientific research was focused essentially into the topic of the Supply Chain Management with a focus on Management of Demand and Supply Chain Management.

His research program, detailed here, has developed around four main strands:

- 1. Demand management**
- 2. Supply chain management**
- 3. Manufacturing strategies**
- 4. Project management**

In these strands Matteo Kalchschmidt used a multiplicity of perspectives and research methodologies: those typical of managerial disciplines (case-based research, action research), quantitative studies and statistical testing of hypotheses (using surveys and databases); analysis of contingent factors which influence the application of particular

methods, the formulation of analytical models explaining particular business phenomena.

The research has also been developed through collaboration with different international research groups including the Global Manufacturing Research Group (GMRG) and the International Manufacturing Strategy Survey (IMSS).

Research topics of Matteo Kalchschmidt are discussed below, briefly explaining the problems faced, objectives, methodologies and results.

## **1. DEMAND MANAGEMENT**

The study in this area has focused on the contribution of information within the processes of forecasting and demand planning and organizational structures to support these processes, analyzing the problems of demand management in the presence of high variability due to strong differences in customer behavior. Given the characteristics of the subject, the research was based on the use of qualitative cases, appropriate methods of action-research, analysis and simulative statistics based on survey. The lodging is divided into different themes:

- The functional integration of forecasting techniques based on modeling of the process of generating demand.
- The impact of the aggregation level of the forecasting process performance.
- The impact of forecasting practices on the performance of companies.

## **2. SUPPLY CHAIN MANAGEMENT**

The study in this area has analyzed the issue of system design, supply and distribution from different perspectives, using different research methods and analyzing various problems. Particular attention was given to managing uncertainty in supply and distribution systems articulating the line of investigation along several themes:

- Supply chain management in global contexts.
- Risk management in the supply chain.
- Sustainability management in the supply chain.
- Purchasing management.

## **3. MANUFACTURING STRATEGIES**

In this field of research, attention has focused on the manufacturing strategies adopted by firms. This area of research has typically focused on different areas of investigation and attention has been paid to the issue of best practices, defined as practices that more effectively impact on business performance. Attention was paid to the production strategies of successful businesses operating in sectors in decline, to understand how they differ with respect to sectors undergoing growth or maturity.

The research has also focused on the contextual factors that influence both the definition and the effectiveness of a production strategy. The analysis examined the role

of time in modifying the impact of a strategy on the production models used and the national culture and ICT.

Finally, attention has focused on the link between production strategies and structure of the production networks, analyzing the factors which influence the choice by companies to relocate their activities and the role of subsidiaries.

The opportunity to participate in the international research project International Manufacturing Strategy Survey (IMSS) has allowed us to study the issues set out in a longitudinal optical analyzing how the factors mentioned before mutate their effect over time.

#### **4. PROJECT MANAGEMENT**

This area of research has focused on two main areas:

- The impact of training in the management of industrial projects.
- Management of International Development projects.

### **Teaching Activities**

Matteo Kalchschmidt has participated to several teaching initiatives. In particular since 2000 he has regularly taught Undergraduates and Graduates courses at Politecnico di Milano, University of Milan and University of Bergamo on several topics among which:

- Business Administration
- Operations Management
- Project and Innovation Management
- Organizational Theory and Design

He has also regularly participated to Master and Executive Programs for Politecnico di Milano and University of Bergamo.

Since 2003 he is member of the Faculty at MIP – Politecnico di Milano.

Since 2012 he is member of the Faculty of the DREAMT PhD Program at University of Pavia.

Since 2017 he is member of the Faculty of the TIM PhD Program at University of Bergamo.

### **Managerial Activities**

From 2005 until 2010 he has been member of the Steering Committee of the Center for Innovation and Business Management, competence center of MIP-Politecnico di Milano at the Faculty of Engineering of the University of Bergamo. From 2007 to 2010 he served as Director of the Centre.

Since 2010 he is member of the board of SdM - School of Management, the Business School of the University of Bergamo. From 2010 until 2012 he served as Vice-Director of the same Centre. In 2013 he was appointed as Director of the same Centre.

From 2010 to 2012 he has been Deputy Director of the Department of Management at the University of Bergamo.

From 2010 to 2013 he has been Vice-Coordinator of the Doctoral Program in Management at the University of Bergamo.

From 2013 he has been Chairman of the Management Engineering Program at the University of Bergamo.

From 2013 he is Chairman of the Management Committee of the Smart[ER] Citizens Program, a research and joint training project between the University of Bergamo and the Graduate School of Design at Harvard University.

Since 2015 he is member of the Board of the Department of Industrial Engineering and Management, Information and Production of the University of Bergamo.

Since 2015 he is member of the Board of the School of Engineering of the University of Bergamo.

Since 2015 he is Vice-Chancellor of Internationalization and International Relations for the University of Bergamo.

## **National and International Collaborations**

The international visibility of research is evidenced not only by publications, but also by the cooperation with some of the leading international journals and associations in the field of Operations and Production Management.

Since 2000 he is referee of several international journals including:

- International Journal of Production Economics;
- Decision Support Systems;
- European Journal of Industrial Engineering;
- International Journal of Advanced Operations Management;
- International Journal of Business, Management and Social Sciences;
- International Journal of Engineering Management and Economics;
- International Journal of Manufacturing Technology Management;
- International Journal of Operations and Production Management;
- International Journal of Physical Distribution and Technology Management;
- IMA Journal of Management Mathematics;
- Journal of Cleaner Production;
- The Journal of the Operational Research Society;
- Production Planning and Control;
- Decision Science Journal;
- African Journal of Business Management;
- Organizational Studies;

- Supply Chain Management: an International Journal;
- Journal of Purchasing and Supply Management.

Since 2008 he is Area Editor for the international journal Operations Management Research: Advancing Practice Through Theory.

Since 2017 he is member of the Editorial Review Board of the International Journal of Operations Management.

Since 2000, he plays the roles of chairman and discussants in national and international conferences and workshops including the International Society on Inventory Research (ISIR), Working Seminar on Production Economics, European Operations Management Association (EurOMA), Production and Operations Management Society (POMS), Rapid Modeling Conference (RMC).

Since 2000 he is member of the Italian Association of Industrial Engineering and Management (AiIG), the International Society for Inventory Research (ISIR), the European Association of Operations Management (EurOMA) and the Production and Operations Management Society (POMS). Since 2004 he is member of the Production and Operations Management Society (POMS). Since 2008 he is member of the Project Management Institute (PMI).

In 2003 he was a member of the organizing committee of the First Joint International Conference of the European Operations Management Association & Production and Operations Management Society, the first joint conference of two of the largest associations of Operations Management in the world, for which he is co-editor of the proceedings.

Since 2003 he is a regular member of the scientific committees of the annual conferences of the European Operations Management Association (EurOMA).

Since 2003, he is the Italian representative of the Global Manufacturing Research Group (GMRG), a global network of research on production practices in the manufacturing industry, present in many countries. He edited in collaboration with prof. Clay Whybark the University of North Carolina and the prof. John Wacker Arizona State University the IV and V edition of GMRG survey, the main instrument of research association. Since 2008 he is member of the Executive Board of the Group in 2011 and has served as Chairman of the group. Since 2012 till 2015 he has been Vice-President for Data Collection group.

In 2004 he participated as a guest editor for the publication of a special issue about supply chain management in the Journal of Purchasing and Supply Management.

In 2005 he participated as a guest editor for the publication of a special issue of the Journal of Manufacturing Technology Management.

Since 2004, he is working with the International Manufacturing Strategy Survey, a global network of research on management strategies for production and logistics systems.

Since 2007 he operates as a member of evaluation committees for doctoral programs for the University of Bergamo, the University of Padua and the Polytechnic of Milan.

Since 2008 he supervises several doctoral theses in the PhD in Economics and Technology Management at the University of Bergamo.

Since 2008 acts as a reviewer for several agencies and international organizations including the Italian Ministry of Education, the Lombardy Region and the Swiss National Science Foundation.

Since 2010 he is acting as a discussant and reviewer in various international doctoral programs including:

- PhD Program in Management at the Faculty of Economics of the University of Neuchatel.
- PhD Program in Management at the Faculty of Technology Management at Lappeenranta University of Technology.

In 2012 he won the Best Paper Award of the 21st Annual Conference IPSERA (Naples, 1-4 April 2012) for the paper "Sustainable supply chain management: the role of supply chain management and global sourcing investments."

From 2014 is a member of the Organizing Committee of the 22nd EurOMA Conference, the international conference of the EurOMA Association.

In 2016 he won the Best Paper Award of the 25th Annual Conference IPSERA for the paper " We do create and capture value, don't we? Towards a better theory of purchasing contribution to business performance."

## Professional Experience

Matteo Kalchschmidt has been always deeply involved in research and consultancy project for and in cooperation with several national and international institutions.

Here is a list of the projects he has been involved or responsible for

Commissioner	Topic	Value	Timing	Role
Whirlpool	Demand forecasting	30.000,00 €	2001	Involved
RCS	Logistics process improvement	20.000,00 €	2003	involved
Nestlé	Demand forecasting	30.000,00 €	2003	Involved
Reckitt Benckiser Italia	Demand forecasting	30.000,00 €	2004	Co-responsible
Italcementi	Demand forecasting	30.000,00 €	2004-2008	Co-responsible
PoliMI	Acquisti	5.000,00 €	2005	Responsible
Cotonificio Albini	Demand forecasting	44.000,00 €	2005-2007	Responsible
Valtellina	Managerial Coaching	10.000,00 €	2006	Responsible
ICTeam	ICT analysis	48.000,00 €	2006	Responsible
Logitra	Logistics	10.000,00 €	2006	Responsible
Fratini S.p.A	Coaching	8.000,00 €	2006	Responsible
Otefal S.p.A.	Coaching	17.500,00 €	2006	Responsible
Radici Finance	Coaching	28.000,00 €	2007	Responsible

Finmeccanica	Project management program	500.000,00 €	2007-2014	Co-responsible
OCMI	Process improvement	25.000,00 €	2008	Responsible
Termigas	Coaching	26.000,00 €	2008	Responsible
Vodafone	Demand forecasting	30.000,00 €	2010	Responsible
Sirti	Project management process	54.000,00 €	2011	Co-responsible
Real Cities	Smart cities	1.900.000,00 €	2011- on going	Responsible
Fastweb	PM Process	50.000,00 €	2012	Co-responsible
B&B Italia	Process revision	15.000,00 €	2013	Co-responsible
Grafiche Rekord	Process improvement	20.000,00 €	2014	Responsible
Innovagiustizia	Logistics	5.000,00 €	2014	involved
Astaldi	Project management academy	200.000,00 €	2014-2017	Co-responsible
Eupolis	PM Process	25.000,00 €	2015	Responsible



## LIST OF PUBLICATIONS

### ARTICLES ON INTERNATIONAL JOURNALS

- A1. Kalchschmidt M, Zotteri G, Verganti R. (2003). Inventory management in a multi-echelon spare parts supply chain. *International Journal Of Production Economics*, vol. 81-2, p. 397-413. (ABS 3; IF2012: 2,081)
- A2. Zotteri G, Kalchschmidt M, Caniato F. (2005). The impact of aggregation level on forecasting performance. *International Journal Of Production Economics*, vol. 93-4, p. 479-491. (ABS 3; IF2012: 2,081)
- A3. Caniato F, Kalchschmidt M, Ronchi S, Verganti R, Zotteri G. (2005). Clustering customers to forecast demand. *Production Planning & Control*, vol. 16, p. 32-43. (ABS 3; IF2012: 0,600)
- A4. Kalchschmidt M., Verganti R, Zotteri G. (2006). Forecasting demand from heterogeneous customers. *International Journal Of Operations & Production Management*, vol. 26, p. 619-638. (ABS 3; IF2012: 1,252)
- A5. Zotteri G, Kalchschmidt M. (2007). Forecasting practices: empirical evidence and a framework for research. *International Journal Of Production Economics*, vol. 108, p. 84-99. (ABS 3; IF2012: 2,081)
- A6. Zotteri G, Kalchschmidt M. (2007). A model for selecting the appropriate level of aggregation in forecasting processes. *International Journal Of Production Economics*, vol. 108, p. 74-83. (ABS 3; IF2012: 2,081)
- A7. Kalchschmidt M., Caniato F, Cagliano R, Golini R, Spina G. (2008). Supply Chain Configurations in a Global Environment: A Longitudinal Perspective. *Operations Management Research*, vol. 1, p. 86-94. (IF2012: 0,323)
- A8. Cagliano R., Caniato F., Golini R., Kalchschmidt M., Spina G. (2009). Evolutionary patterns in e-business strategy. *International Journal Of Operations & Production Management*, vol. 29, p. 921-945. (ABS 3; IF2012: 1,252)
- A9. Kalchschmidt M., Nieto Y., Reiner G. (2010). The impact of forecasting on operational performances: mediation effects through flexibility. *Operations Management Research*, vol. 3, p. 129-137. (IF2012: 0,323)
- A10. Danese P., Kalchschmidt M. (2011). The role of the forecasting process in improving forecast accuracy and operational performance. *International Journal Of Production Economics*, vol. 131, p. 204-214. (ABS 3; IF2012: 2,081)
- A11. Danese P., Kalchschmidt M. (2011). The Impact of Forecasting on Companies' Performances: Analysis in a Multivariate Setting. *International Journal Of Production Economics*, vol. 133, p. 458-469. (ABS 3; IF2012: 2,081)
- A12. Golini, R, Kalchschmidt M. (2011). Moderating the Impact of Global Sourcing on Inventories through Supply Chain Management. *International Journal Of Production Economics*, vol. 133, p. 86-94. (ABS 3; IF2012: 2,081)
- A13. Caniato F, Kalchschmidt M., Ronchi S (2011). Integrating quantitative and qualitative forecasting approaches: organizational learning in an action research case. *Journal Of The Operational Research Society*, vol. 62, p. 413-424. (ABS 3; IF2012: 0,989)
- A14. Syahrudin N., Kalchschmidt M. (2012). Sustainable Supply Chain Management in the Agricultural Sector: A Literature Review. *International Journal Of Engineering Management And Economics*, vol. 3, p. 237-258.

- A15. Kalchschmidt M. (2012). Best practices in demand forecasting: tests of Universalistic, Contingency and Configurational Theories. *International Journal Of Production Economics*, vol. 140, p. 782-793. (ABS 3; IF2012: 2,081)
- A16. Caniato F., Golini R., Kalchschmidt M. (2013). The effect of global supply chain configuration on the relationship between supply chain improvement programs and performance. *International Journal Of Production Economics*, vol. 143, p. 285-293. (ABS 3; IF2012: 2,081)
- A17. Gualandris J., Kalchschmidt M. (2013). Product and process modularity: improving flexibility and reducing the supplier failure risk. *International Journal Of Production Research*, vol. 51, p. 5757-5770. (ABS 3; IF2012: 1,460)
- A18. Buganza T., Kalchschmidt M., Bartezzaghi E., Amabile D. (2013). Measuring the impact of a major project management educational program: the PMP case in Finmeccanica. *International Journal Of Project Management*, vol. 31, p. 285-298. (ABS 2; IF2012: 1,686)
- A19. Gualandris, J., Kalchschmidt, M. (2014). Customer pressure and innovativeness: Their role in sustainable supply chain management, *Journal of Purchasing and Supply Management*, 20 (2), pp. 92-103. (ABS 2; IF2012: 1,458)
- A20. Gualandris, J., Kalchschmidt, M. (2014). A model to evaluate upstream vulnerability, *International Journal of Logistics Research and Applications*, 17 (3), pp. 249-268 (ABS 2; IF2012: 0,482)
- A21. Golini, R., Gualandris, J., Kalchschmidt, M. (2014). Do supply management and global sourcing matter for firm sustainability performance? An international study, *Supply Chain Management: An International Journal*, 9/3, 258–274 (ABS 3; IF2012: 1,684)
- A22. Gualandris, J., Kalchschmidt, M. (2014). Mitigating the effect of risk conditions on supply disruptions: the role of manufacturing postponement enablers, *Production Planning & Control*, 26 (8)
- A23. Golini R., Kalchschmidt M., Landoni P. (2015). Adoption of project management practices: The impact on international development projects of non-governmental organizations, *International Journal of Project Management*, 33, 650–663
- A24. Golini, R., Kalchschmidt, M. (2015). Managing inventories in global sourcing contexts: A contingency perspective, *International Journal of Production Economics*, 165, 64–78
- A25. Gualandris, J., Klassen R.D., Vachon S., Kalchschmidt, M. (2015). Sustainable evaluation and verification in supply chains: Aligning and leveraging accountability to stakeholders, *Journal of Operations Management*, 38, pp. 1-13
- A26. Gualandris, J., Kalchschmidt, M. (2015). Developing environmental and social performance: the role of suppliers' sustainability and buyer–supplier trust. *International Journal Of Production Research*, p. 1-17
- A27. Gualandris, J., Kalchschmidt, M. (2015). Supply risk management and competitive advantage: a misfit model. *The International Journal Of Logistics Management*, vol. 26
- A28. Golini, R., Kalchschmidt, M. (2015). Designing an expert system to support competitiveness through global sourcing. *International Journal Of Production Research*, vol. 53, p. 3836-3855
- A29. Gualandris, J., Kalchschmidt, M. (2016). Mitigating the effect of risk conditions on supply disruptions: the role of manufacturing postponement enablers. *Production Planning & Control*, vol. 26, p. 637-653

- A30. Golini, R., Caniato, F., Kalchschmidt, M. (2016). Linking global value chains and supply chain management: evidence from the electric motors industry. *Production Planning & Control*, vol. 27, p. 934-951
- A31. Golini, R., Moretto, A., Caniato, F., Caridi, M., Kalchschmidt, M., (2017). Developing sustainability in the Italian meat supply chain: an empirical investigation, *International Journal of Production Research*, vol. 55, p. 1183-1209
- A32. Golini, R., Caniato, F., Kalchschmidt, M. (2017). Supply chain integration within global manufacturing networks: A contingency flow-based view. *Journal of Manufacturing Technology Management*, vol. 289
- A33. Golini, R. Landoni, P. Kalchschmidt, M. (2017). The adoption of the logical framework in international development projects: a survey of non-governmental organizations. *Impact Assessment and Project Appraisal*.

#### CONTRIBUTIONS TO INTERNATIONAL BOOKS

- D1. Cagliano R, Caniato F, Golini G, Kalchschmidt M., Spina G (2008). Manufacturing Sustainability In Declining Industries. In: Laugen B.T., Boer H.. *The International Manufacturing Strategy Survey - A global Report*. p. 27-32, ISBN: 978-90-77360-11-8.
- D2. Golini R, Kalchschmidt M. (2009). Threats of sourcing locally without a strategic approach: impacts on lead time performances. In: Reiner G. *Rapid Modelling for Increasing Competitiveness: Tools and Mindset*. p. 277-292, London:Springer, ISBN: 1848827474.
- D3. Kalchschmidt M., Nieto Y, Reiner G (2009). Managing demand through the enablers of flexibility: the impact of forecasting and process flow management. In: Reiner G., *Rapid Modelling for Increasing Competitiveness: Tools and Mindset*. p. 265-277, London:Springer, ISBN: 1848827474.
- D4. Golini R, Kalchschmidt M. (2010). Global Supply Chain Management And Delivery Performance: A Contingent Perspective. In: Reiner G., *Rapid modelling and quick response - intersection of theory and practice*. p. 231-247, London:Springer, ISBN: 978-1-84996-524-8.
- D5. Bartezzaghi E, Kalchschmidt M. (2011). The Impact of Aggregation Level on Lumpy Demand Management. In: (a cura di): Altay N., Litteral L.A., *Service Parts Management. Demand forecasting and inventory control*. p. 89-104, London:Springer, ISBN: 978-0-85729-038-0.
- D6. Gualandris J, Kalchschmidt M. (2013). Improving Preparedness in Supply Chain Risk Management at Jacket. In: (edited by): Munson Chuck, *The Supply Chain Management Casebook: Comprehensive Coverage and Best Practices in SCM*. p. 220-228, Upper Saddle River, New Jersey:FT Press, ISBN: 978-0-13-336723-2
- D7. Zanetti V., Cavalieri S., Kalchschmidt M., Pinto R. (2015). The Role of Additive Manufacturing in the B2C Value Chain: Challenges, Opportunities and Models. In: *Advances in Production Management Systems: Innovative Production Management Towards Sustainable Growth - IFIP Advances in Information and Communication Technology*, 460, 137-145
- D8. Vereecke, A., Kalchschmidt, M. (2016). E-business strategy: How companies are shaping their manufacturing and supply chain through the internet. A review and outlook. In (edited by): Bartezzaghi E., Caniato F., Cagliano R., *A Journey*

*through Manufacturing and Supply Chain Strategy Research: A Tribute to Professor Gianluca Spina*, Springer, ISBN: 978-3-319-31103-6

#### **INTERNATIONAL EDITORIALS**

- F1. Spina G, Vinelli A, Cagliano R, Kalchschmidt M., Romano P, Salvador F (a cura di) (2003). *One World? One View of OM? The Challenges of Integrating Research and Practice*, Proceedings of the 1st Euroma-Poms Conference. Di Spina G., Vinelli A., Cagliano R., Kalchschmidt M., Romano P., Salvador F.. ISBN: 88-86281-78-1
- F2. Cagliano R, Kalchschmidt M., Romano P, Salvador F (a cura di) (2004). Special Issue on Supply Chain Management. *Journal Of Purchasing & Supply Management*, Di Cagliano R., Kalchschmidt M., Romano P., Salvador F.. vol. 10, ISSN: 1478-4092
- F3. Cagliano R, Kalchschmidt M., Romano P, Salvador F (a cura di) (2005). Special Issue EurOMA-POMS Joint International Conference. *Journal Of Manufacturing Technology Management*, Di Cagliano R., Kalchschmidt M., Romano P., Salvador F.. vol. 16, ISSN: 1741-038X