

INFORMS 2022

MSOM Business Meeting

INFORMS Annual Meeting
Sunday, October 16, 2022

Agenda

- **State of the Society:**
 - MSOM Officers
 - 2023 and Beyond
 - Society Update (Membership, Finances)
 - New Initiatives
- **Awards and Journal Updates – M&SOM:**
 - Journal update: M&SOM
 - MSOM Distinguished Fellows
 - MSOM Distinguished Service Award
 - Young Scholar Award
 - Best Paper Awards: Management Science (OM); Operations Research; M&SOM
 - MSOM Responsible Research Award
 - SIG Awards: Service SIG Award; iFORM SIG Award
 - MSOM Student Paper Competition
- **Research Challenge and Journal Updates – OR and MS:**
 - MSOM Research Challenge: Data-driven Research
 - Journal update: OR
 - Journal update: MS

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 - MSOM Student Paper Competition
- **Research Challenge and Journal Updates – OR and MS:**
 - MSOM Research Challenge: Data-driven Research
 - Journal update: OR
 - Journal update: MS

MSOM Officers 2022-2023



President
Burak Kazaz
Syracuse
University



President-Elect
Lingxiu Dong
Washington
University in STL



VP Meetings
Aydin Alptekinoglu
Penn State
University



Secretary/Treasurer
Esma Gel
University of
Nebraska-Lincoln



Webmaster
Hyun Seok Lee
Korea University

**INFORMS Subdivisions
Council Liaison**
Tolga Aydinliyim
Baruch College



MSOM SIG Chairs 2022-2023

Healthcare
Operations

Tolga Tezcan
Rice University



iFORM

Andrew Wu
University of Michigan



Service
Management

Laurens Debo
Dartmouth



Supply Chain
Management

Zümbül Atan
Eindhoven University
of Technology



Sustainable
Operations

Basak Kalkanci
Georgia Tech



Technology, Innovation
and Entrepreneurship

Morvarid Rahmani
Georgia Tech



MSOM DEI Committee



Anupam Agrawal
TAMU



So Yeon Chun
INSEAD



Jorge Mejia
Indiana



Chris Parker
American



Siddharth Singh
UCL



Terry Taylor
Berkeley

SPECIAL THANKS TO ...

MSOM OFFICERS (2021-2022)



President
Feryal Erhun
University of
Cambridge



VP Meetings
Owen Wu
Indiana
University



**Secretary/
Treasurer**
Tim Kraft
NC State
University

SIG CHAIRS (2020-2022)



iFORM

Onur Boyabatlı
Singapore Management
University



Sustainable Operations
Gökçe Esenduran
Purdue University

2022 INFORMS Annual Meeting (Indianapolis)

MSOM Cluster Chairs



Fei Gao
Indiana University



Basak Kalkanci
Georgia Tech

2022 INFORMS Annual Meeting

SIG Track Chairs

Healthcare Operations

Bob Batt
Serhan Ziya



iFORM

Jie Ning
Fasheng Xu



Supply Chain Management

Amy Pan
Haoying Sun



Service Management

Daniela Saban
Liu Yang



Sustainable Operations

Ximin (Natalie) Huang
Michael K. Lim



2022 MSOM Conference Chairs



Prof. Dr. Alexander Hübner



Prof. Dr. Stefan Minner



2023 and Beyond

2023 MSOM Conference SIG Day Chairs

Healthcare Operations

Kenan Arifoglu
Song-Hee Kim



iFORM

Nitish Jain
Gerry Tsoukalas



Service Management

Zeynep Akşin
Pnina Feldman



Supply Chain Management

Yimin Wang
Zhu Leon Yang

Sustainable Operations

Saed Alizamir
Tarkan Tan

Technology, Innovation, and Entrepreneurship

Tian Heong Chan
Jun Li

2023 INFORMS Annual Meeting

MSOM Cluster Co-Chairs



Hongmin Li
Arizona State



Brent Moritz
Penn State



McGill

MSOM 2023: McGill University
June 24th – 26th



Conference Executive Committee



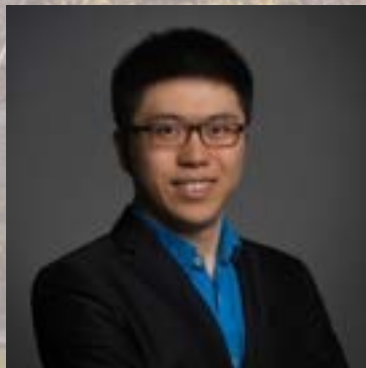
Javad Nasiry



Daniel Ding



Rim Hariss



Sentao Miao



Sanjith Gopalakrishnan



Where?
When?

- **Mont Royal Center, Downtown Montreal**
~ 1min from Desautels Faculty of Management
- **June 24th – 26th**



Where?
When?

- **Mont Royal Center, Downtown Montreal**
~ 1min from Desautels Faculty of Management
- **June 24th – 26th**

Sponsors

Montréal 



What to expect?



Indigenous Culture Tour at McCord Museum



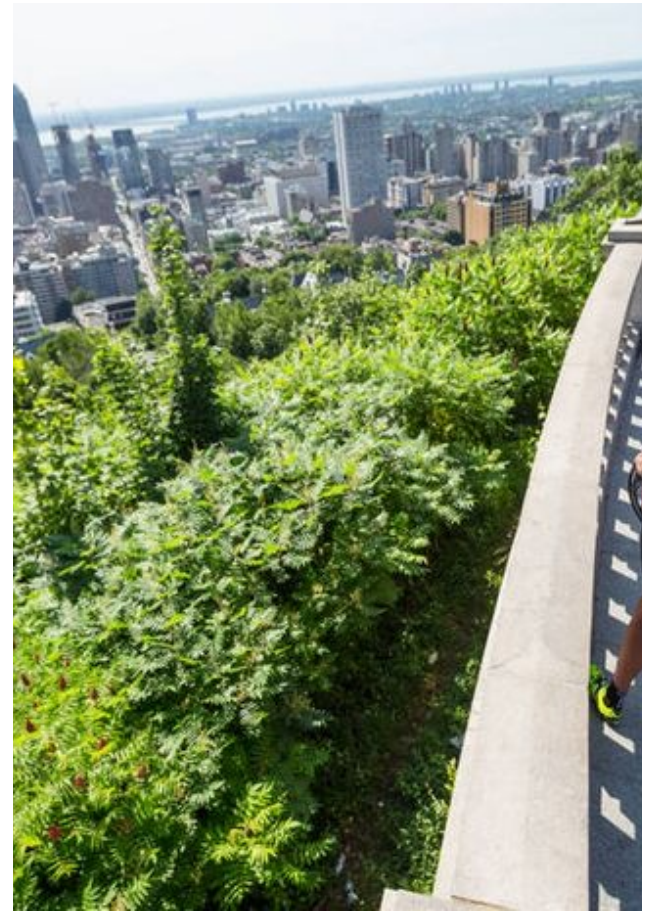
Field Trip to Pratt & Whitney's Manufacturing Plant



Field Trip to Cirque du Soleil's Headquarter

Montreal is waiting for you!





Montreal is waiting for you!

2023 INFORMS Annual Meeting, Phoenix, AZ



October 15-18
meetings.informs.org/phoenix2023

2023 INFORMS Annual Meeting

MSOM Cluster Co-Chairs



Hongmin Li
Arizona State

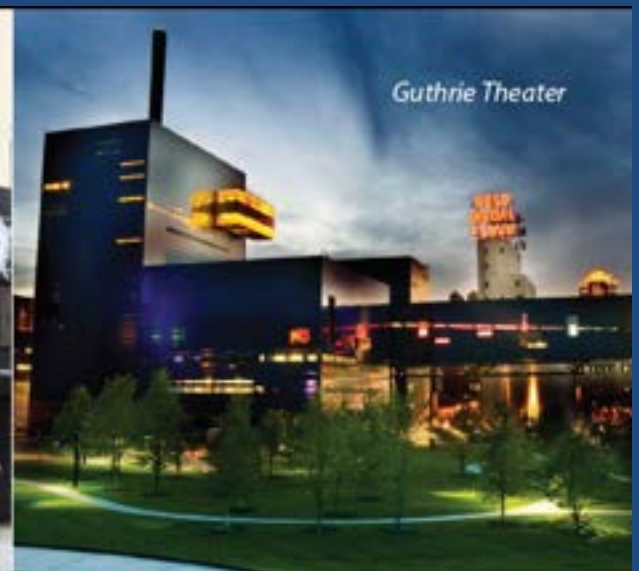
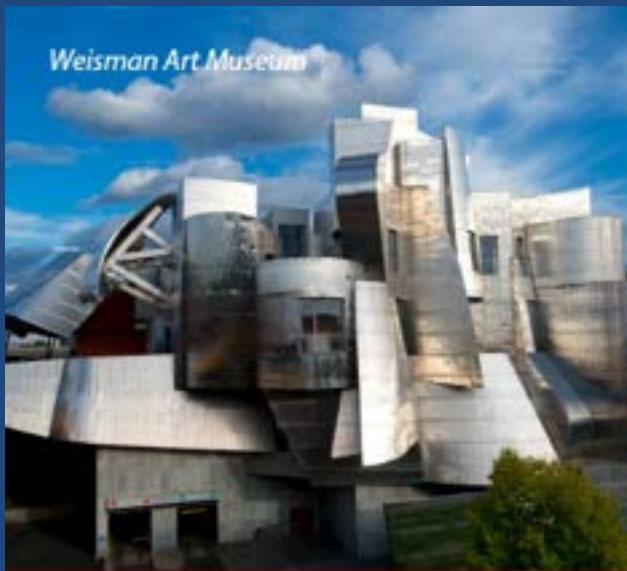


Brent Moritz
Penn State



MSOM 2024 Conference University of Minnesota Minneapolis, MN

Organizing Committee: Saif Benjaafar (chair), Bill Cooper (co-chair), Kris Iyer (co-chair), Nick Arnosti, Tony Cui, Karen Donohue, Sherwin Doroudi, Ankur Mani



2023 and 2024 MSOM Conferences Sponsor



Inviting Proposals for Hosting
2025 MSOM Conference
International Location

Society Update

MSOM Society Membership 2008-2022



Notes:

Total membership = 1647 in 2022. Low was 951 in 2008 and high was 1813 in 2018.
Student members = 29.3% in 2022. Low was 26.4% in 2008 and high was 38.7% in 2012.
2022 number is based on download of active membership on May 12, 2022.

MSOM Finances

Financial position remains healthy with

Cash balance of \$182,327 on 7/31/2022

Cash Balance of \$182,434 on 7/31/2021

Comparisons:

Cash balance of \$172,439 at the end of 2020

Cash balance of \$171,668 at the end of 2021

New Initiatives

Fast-Tracking Accepted SIG Conference Papers to M&SOM Journal

- Committee Members:
 - M&SOM Journal: Anita Tucker, Georgia Perakis, Guillaume Roels, Kamalini Ramdas
 - MSOM Society: Burak Kazaz, Laurens Debo, Zümbül Atan
- Goals:
 - Raise the quality standards of referee reports for the SIG conferences
 - Entice authors to submit early work to the MSOM SIG conferences
 - Increase the number of high-quality submissions to M&SOM
 - Avoid duplicating referee work
- Revised Process Overview:
 1. SIG Authors opt-in to be considered for fast track
 2. Review form is aligned with the review form of the journal M&SOM
 3. One journal AE serves as SIG Day event chair
 4. Authors submit their manuscripts through the journal's manuscriptcentral.com platform into "pseudo" special issues
 5. SIG chairs share with M&SOM Managing Editor the set of accepted papers to be considered for fast track, with reviews, reviewers' identity, and submission statistics (possibly decoupling SIG acceptances from fast-track decisions)
 6. DEs determine whether a paper should be invited for (a) fast track, (b) regular track, or (c) rejected from fast-track consideration
 7. EIC assigns papers to DEs and provides the full history. The DE invites authors to submit their paper for fast tracking within 3 months
 8. If authors submit, DE shares history with AE, who enlist referees (ideally the same set as for the conference)

Fast-Tracking Accepted SIG Conference Papers to M&SOM Journal: Process

1. SIG authors opted-in to be considered for fast track.
2. SIG day chairs assigned papers to reviewers using a review form that is aligned with M&SOM.

SIG	No of Papers Submitted	No of Papers Indicating Fast Track	No of Papers Passed to Journal for Fast Tracking	No of Papers Invited for Fast-track at M&SOM
Healthcare	63 (24%)	33		
iFORM	24 (9%)	8		
Service	84 (33%)	26		
SCM	48 (19%)	20		
Sustainable Ops	39 (15%)	17		
Total	258	104 (40%)		

Fast-Tracking Accepted SIG Conference Papers to M&SOM Journal: Process

3. SIG conference chair shared with M&SOM Managing Editor the set of accepted papers (to the SIG) that are tagged as “fast track eligible at the time of submission” to be considered for fast track, with reviews, reviewers’ identity, and submission statistics.

SIG	No of Papers Submitted	No of Papers Indicating Fast Track	No of Papers Passed to Journal for Fast Tracking	No of Papers Invited for Fast-track at M&SOM
Healthcare	63 (24%)	33	2	
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Service	84 (33%)	26	2	
SCM	48 (19%)	20	3	
Sustainable Ops	39 (15%)	17	2	
Total	258	104 (40%)	9	

Fast-Tracking Accepted SIG Conference Papers to M&SOM Journal: Process

4. EIC assigns papers to DEs and provides the full history.
- Georgia Perakis
 - Anita Carson (Healthcare)
 - Guillaume Roels (Service)
 - Wedad Elmaghraby and Mahesh Nagarajan (SCM)
 - Beril Toktay (Sustainable Operations)

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Fast-Tracking Accepted SIG Conference Papers to M&SOM Journal: Lessons Learnt

- We need to be more careful about the selection of reviewers
Journal AEs will help in identifying reviewer expertise
 - Society officers will continue to monitor Col
 - Reviewers will continue to be referees for manuscripts selected for fast track
- Although the reviews we received are much improved, can we make them even better?
 - Manuscriptcentral.com platform will enable reviews to comply with the journal standards
- How can we make the transition from SIG chairs to the journal smoother?
 - AEs are part of the review process now

Africa Initiative

MSOM had no members from African universities

There are no publications by an author from African universities in the three premier journals since 2010

Africa Initiative: Goal

The goal of the *Africa Initiative* is to stimulate collaborative research that would enrich the OM professional community in research and teaching, as well as in diversity and inclusivity:

- (1) to serve the interests of the African economy and people through research in collaboration with colleagues in Africa;
- (2) to help the profession with new ideas, new solutions, and new approaches in research for mainstream OM.

Africa Initiative

- Africa-related session in the 2022 MSOM Conference
 - June 28, Tuesday 10:30am – 12:00pm, Forum 10
- MSOM session in the 2022 CARISCA Summit
 - Supply Chain Research Summit, *How Africa Matters to the Global Supply Chain*, June 28-30, 2022
 - MSOM Session: January 29, 1:30-2:30pm UTC, Session Chair: Jonas Jónasson
 - Free registration: <https://research.wpcarey.asu.edu/carisca/2022-summit/save-the-date/>
- Working with AFROS to establish an MSOM track
- We will begin a MSOM seminar series to disseminate OM and SCM skills targeted for universities in Africa

3

MSOM Society Best AE Award

- A new award to show our appreciation to AEs for the often challenging and time-consuming voluntary service they provide
- A total of three awards every year
 - MSOM Society Best AE Award (Management Science)
 - MSOM Society Best AE Award (M&SOM)
 - MSOM Society Best AE Award (Operations Research)
- Each journal manages its own selection process
- Common criteria
 - Constructive, nourishing reports
 - Volume of papers processed by the AE
 - Speed of processing the reviews
 - Leadership and creativity

Technology, Innovation and Entrepreneurship (TIE)

Statement of Purpose:

TIE SIG aims to promote research on product and process innovation, business model innovation, technology management, new product development, and entrepreneurial activities (from venture formation to launch to scale)

Founding Chair: Morvarid Rahmani (Georgia Tech)

Advisory Committee:

Francis de Vericourt (ESMT Berlin); Stelios Kavadias (Cambridge University); Kamalini Ramdas (London Business School); Guillaume Roels (INSEAD)

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M&SOM Journal

Manufacturing & Service Operations Management Journal

October 2022

INFORMS

Departments and Department Editors

MANUFACTURING & SUPPLY CHAIN



Wedad
Elmaghraby
U. Maryland



NEW Oct 1
Feryal
Erhun
U. Cambridge



Mahesh
Nagarajan
UBC

SERVICES, PLATFORMS & REVENUE MANAGEMENT



Mor
Armony
NYU



Marcelo
Olivares
U. Chile



Guillaume
Roels
INSEAD

ENVIRONMENT, HEALTH & SOCIETY



Beril
Toktay
GTech



Anita
Carson
BU



Ozlem
Ergun
Northeastern

OPERATIONAL INNOVATION



Kamalini
Ramdas
LBS



Francis de
Vericourt
ESMT
Berlin

ANALYTICS IN OPERATIONS



Melvyn
Sim
NUS



Huseyin
Topaloglu
Cornell Tech

PRACTICE PLATFORM



Pavithra
Harsha
IBM



Ananth
Raman
HBS

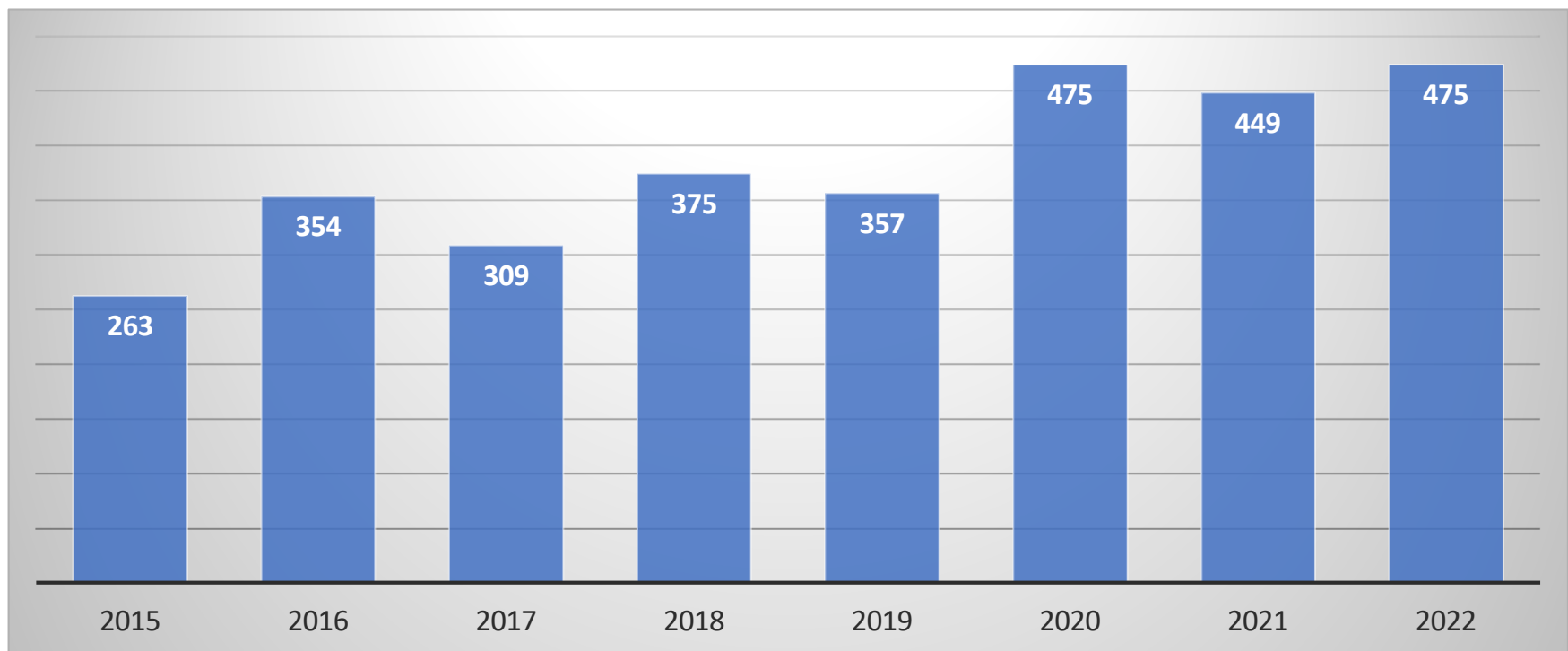


Jérémie
Gallien
LBS

THANK YOU!

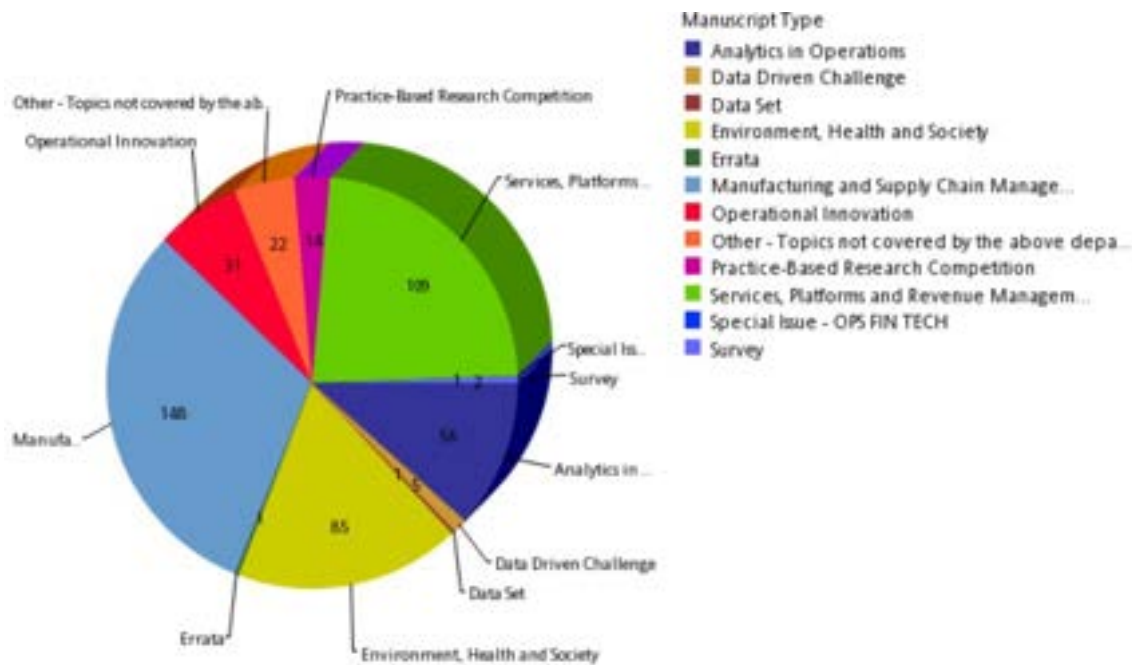
THANK YOU to all the AEs and
all the reviewers
for your service to the journal!

Original submissions



* Up to September 26

Manuscripts Received in M&SOM Journal



Manuscript Type	# Manuscripts	Percentage
Analytics in Operations	56	11.8 %
Data Driven Challenge	5	1.1 %
Data Set	1	0.2 %
Environment, Health and Society	85	17.9 %
Errata	1	0.2 %
Manufacturing and Supply Chain Management	148	31.2 %
Operational Innovation	31	6.5 %
Other - Topics not covered by the above departments	22	4.6 %
Practice-Based Research Competition	14	2.9 %
Services, Platforms and Revenue Management	109	22.9 %
Special Issue - OPS FIN TECH	1	0.2 %
Survey	2	0.4 %
Summary	475	100.0 %

* Up to September 26

Acceptance rate

Till September 26

- 475 total original submissions (till September 26)
 - 306 have been decisioned
 - 167 still in process

In summary

20% offered revision (out of 306 decisions)

- **2 accept (0.6%)**
- **1 minor revision (0.3%)**
- **60 major revision (20%)**
- **243 reject (79%) (106 desk reject, 35%)**

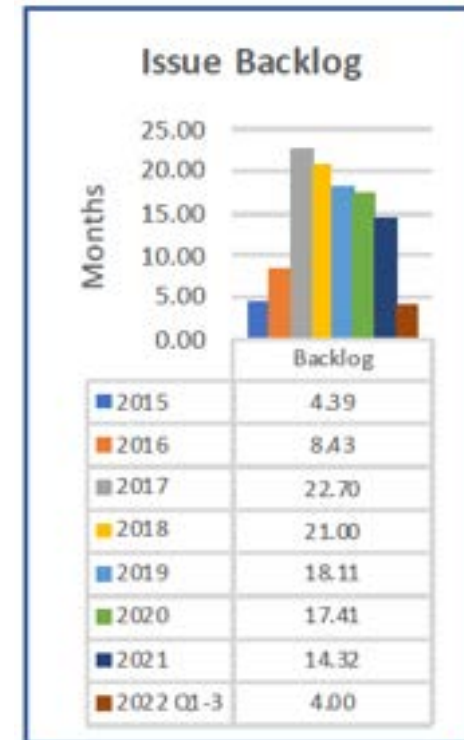


Updates

New DE in Manufacturing and
Supply Chain Department
Feryal Erhun from U of Cambridge

Changed into authors indicating 2
DEs to make it more author
friendly

Backlog reduced



Median/Min/Max time to first and final decisions for journal overall

Time to **first decision** for externally reviewed papers submitted on or after January 1, 2022

Minimum: 38 days

Maximum: 221 days

Median: 88 days

Average: 95 days

Time to **final decision** for externally reviewed papers submitted on or after January 1, 2022

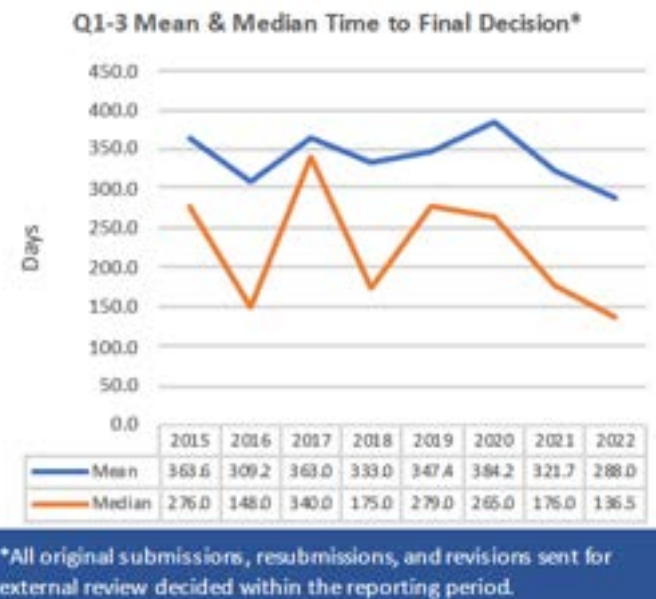
Minimum: 38 days

Maximum: 1339 days

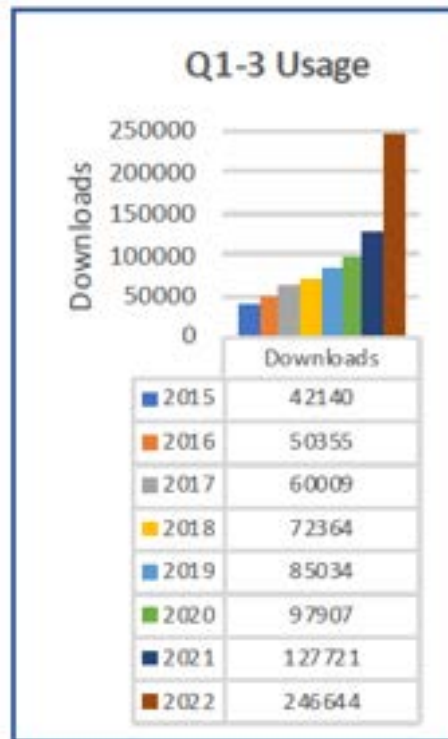
Median: 102 days

Average: 196 days

**as of September 26, 2022*

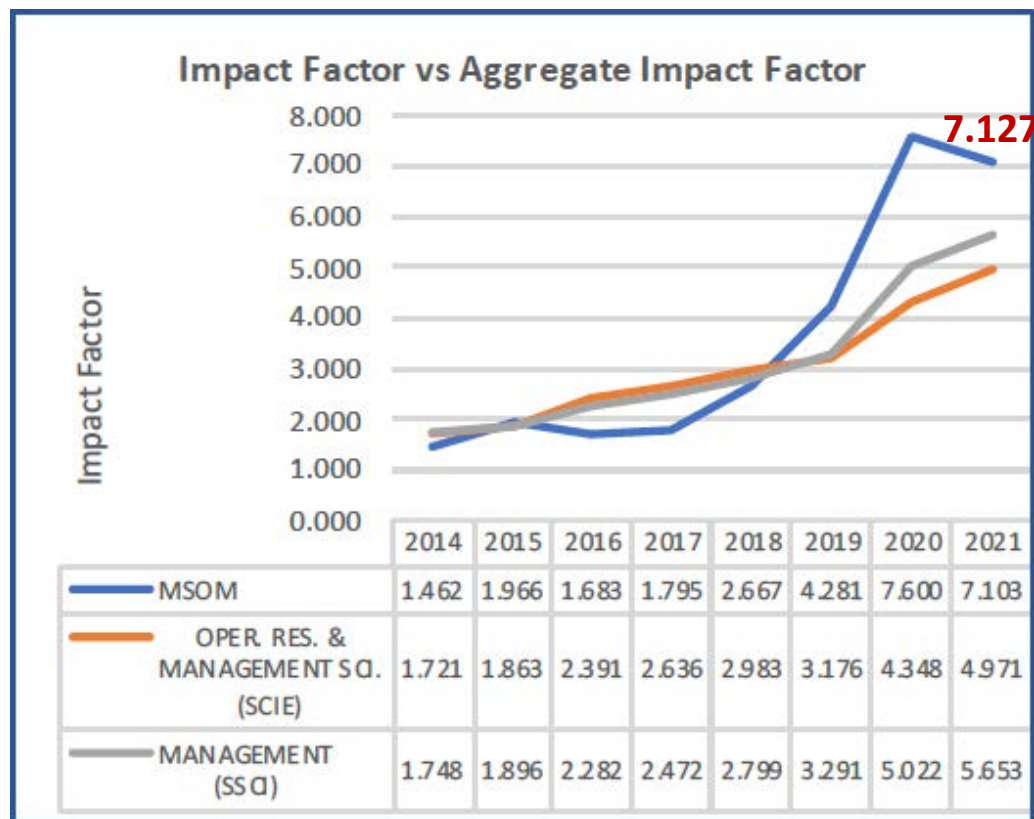


Downloads of M&SOM Journal Articles



~+93%

Impact factor



Article Influence Score (AIS)

M&SOM 3.09

Ongoing Initiatives and Special Issues

Social Media Outreach

- We now have a LinkedIn page for M&SOM journal

<https://www.linkedin.com/company/manufacturing-and-service-operations-management-journal-m-som/>

Please join!

- We will be featuring news from conferences, members and post in layman terms write-ups on recently published papers.

M&SOM Practice Platform

Vision: Voice of practitioners discussing new and important practical problems that could benefit from academic OM research, and facilitate this research (e.g., datasets, contextual literature)

- Structured presentation / interview + open Q&A
- Online forum (via **journal, YouTube, LinkedIn**) to interact with speaker(s) for one month after presentation
- See LinkedIn webpage <https://lnkd.in/gvRVY6ef> and Practice Platform website <https://pubsonline.informs.org/page/msom/practice-platform>
- First invited seminar took place online on May 4, 2022
- *“Pooled Purchasing for Vaccines, Medicines and Other Health Technologies: Issues and Opportunities for Research”* by **Brenda Waning (Stop TB Global Drug Facility), Aurelia Nguyen (COVAX) and Prashant Yadav (INSEAD)**. **50+ attendees**, Slides and Seminar Recording on Practice Platform website <https://pubsonline.informs.org/page/msom/practice-platform> and **YouTube** at <https://lnkd.in/gcSYjjZq>
- What else:
Fall 2022:
(1) Walmart (Prakhar Mehrotra) **Wed Nov 16, 11am EST** **(2) Wizsoft / H-ERP** (Assaf Avrahami) **Wed Dec 7, 11am EST**
(3) Merck Animal Health (Marc Baaijens (Merck Animal Health) and Tugce Martagan (Eindhoven University of Technology))
(4) Energy Industry (Nicola Secomandi (Carnegie Mellon University) and Vincent Kaminski (Energy industry))

New Practice M&SOM Based Research 2022-23

Co-Chairs: Turgay Ayer (Georgia Tech) and Jeremie Gallien (LBS)

- **September 12, 2022: Deadline for submission of papers and supporting material;**
- **September-November 2022: First round review process;**
- December 2022: Academic Competition Committee decides first round outcomes;
- April 30, 2023: Deadline for selected authors to submit second round paper revisions;
- May-June 2023: Second round review process, Academic Committee selects Finalists;
- June 24-26 2023: Finalist presentations at the 2023 MSOM Conference (McGill University).
- <https://pubsonline.informs.org/page/msom/practice-based-research-competition>
- Academic Committee :
- **Turgay Ayer (Georgia Tech, Co-Chair)**, Feryal Erhun (Cambridge Judge Business School), Marshall Fisher (The Wharton School), **Jérémie Gallien (London Business School, Co-Chair)**, Geert-Jan van Houtum (Eindhoven University of Technology), Hongmin Li (Arizona State University), Jun Li (University of Michigan) and Chung Piau Teo (National University of Singapore).

Frontiers in Operations -- New Initiative

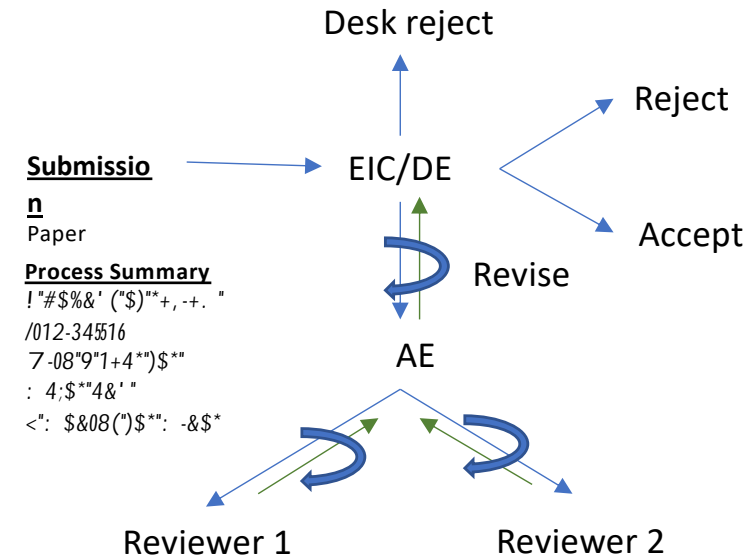
- (i) Pilot a different way of reviewing papers that is more holistic, as **papers will be reviewed all together by a panel of senior scholars** (that will include all the DEs, EIC and senior scholars who serve as AEs) who will make an “up or down” recommendation.
- (ii) Due to this more **holistic approach**, an outcome will be to encourage and publish **more risky research** in the *M&SOM* journal.
- (iii) Promote a **faster publication** venue for papers in the *M&SOM* journal (target is to accept papers within a year).

- **Dates for Submission: November 1, 2022 – January 15, 2023**

- **Committee:** Anita Carson, Jeremie Gallien, Marcelo Olivares, **Kamalini Ramdas (chair)** and myself

Frontiers

Traditional Process



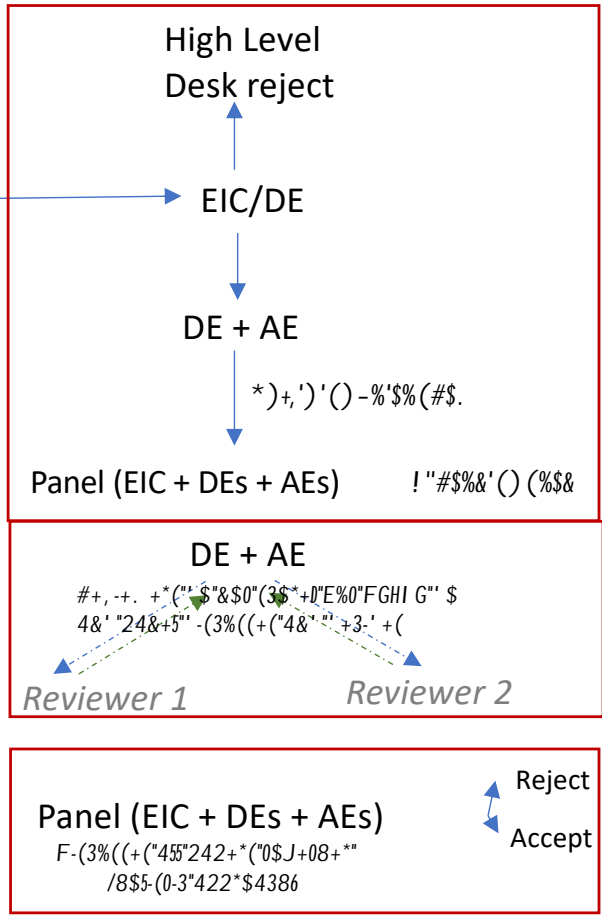
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Frontiers Process

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Submission
Paper +
2-page extended abstract
(**impact, innovation, new contribution**) +
commitment letter

Process Summary
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Stage 1
Preprocessing

Stage 2
Round of Review

Stage 3
Panel

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Piloted for this first time year with MSOM Society
Fast-Tracking of Some Accepted Papers from the MSOM SIG Conference Day
to the M&SOM journal

- Increase the number of high-quality submissions to M&SOM
- Entice authors to submit early work to the MSOM SIG conferences
- Avoid duplicating referee work
- Raise the quality standards of referee reports for the SIG conferences
- **258 SIG submissions with 104 declaring interest for FT (processed in 8 weeks)**
- **SIG chairs/SIG Day Chairs decided 9 papers forwarded to M&SOM journal**
- **7 papers invited for Fast Track by the corresponding DEs**
- **2 invited for Regular Track**

COVID-19 virtual special issue

- Virtual special issue for the M&SOM journal on the topic of COVID-19
- <https://pubsonline.informs.org/page/msom/the-impact-of-operations-in-the-covid-19-pandemic>
- We have 52 submissions already:
 - 11 accepted, 10 on the VSI page (22%)
 - 7 under Major Revision (with authors)
 - 8 in process
 - 26 rejected (50%)
- The authors of the accepted papers are providing a 100 word abstract on **layman terms** to convey the **important contribution to the public**. We are posting all this online **on a rolling basis on the journal carousel**.

Special Issues

Ongoing

- Responsible Research in Operations Management
 - Editors: Serguei Netessine, Chris Tang, and Michael Toffel, **will publish in Nov/Dec 2022 issue**
- Interface of Operations, Finance and Technology (OpsFinTech)
 - Editors: Dan Iancu and S. Alex Yang

Published

- Sharing Economy and Innovative Marketplaces
 - Editors: Saif Benjaafar and Ming Hu, **published in May/June 2021 issue**
- People-Centric Operations
 - Editors: Guillaume Roels and Brad Staats, **published in July/August 2021 issue**
- Smart City Operations
 - Editors: Sameer Hasija and Chung Piau Teo, **published in Sept/Oct 2022 issue**
- Practice-Based Research Competition (competition took place in June) **but paper acceptance ongoing**
 - Editors: Jeremie Gallien/ Turgay Ayer

Most Common Keywords in M&SOM papers



A HUGE Thank you to Beatrice Allen
Former Managing Editor of M&SOM Journal!
Goodluck in her new career!



A Warm Welcome to Machele Zellers Incoming Managing Editor of M&SOM Journal



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Process for Award Recipients

- All winners please come to the podium at the end of the meeting for a group picture

2022 MSOM DISTINGUISHED FELLOW

TO RECOGNIZE EXCEPTIONAL CONTRIBUTIONS TO SCHOLARSHIP IN OPERATIONS
MANAGEMENT.

2022 Committee:

Atalay Atasu

Feryal Erhun (chair)

Linda Green

Georgia Perakis

Brian Tomlin

2022 MSOM Distinguished Fellow



Panos Kouvelis

Washington University, St Louis

“[Panos’] earlier work was definitely more manufacturing planning and scheduling in nature ... but then he has broadened his work to cover global supply chain designs, facility networks, supply contracts and multi-party coordination, and the interface between marketing and manufacturing. *This is a very ambitious coverage, but Panos was able to produce very high-quality outputs in all these areas.*”

“In supply chain risk management, he has worked on the integration of operational hedges and financial hedges. ... In supply chain finance, he has worked on the interaction of operational and financial decisions, and especially the role of short-term financing of inventories on the efficiency of supply chains. ... he is among the few operations management scholars to integrate trade finance instruments ... and other hedging devices ..”

2022 MSOM DISTINGUISHED SERVICE AWARD

**TO RECOGNIZE DISTINGUISHED SERVICE TO MSOM THAT HAS HELPED TO ADVANCE
SIGNIFICANTLY THE GOALS AND OBJECTIVES OF THE SOCIETY.**

PRIZE ACCOMPANIED BY PLAQUE AND \$1000 HONORARIUM.

2022 Committee:

Atalay Atasu

Feryal Erhun

Burak Kazaz (chair)

2022 MSOM Distinguished Service Award



Kamalini Ramdas

LBS

"Kamalini's service to the MSOM Community ... is truly extensive and multi-faceted. Kamalini has made important and high impact contributions not only to the *M&SOM Journal* but also to the *MSOM Society* and the MSOM community as a whole. She is thoughtful, thorough, and deliberate in all that she does in service of our MSOM community."

"Our Society has long benefited from committed and courageous leaders such as Kamalini Ramdas. Her positive outlook and her numerous efforts to help the community be more diverse and overall better is what makes Kamalini truly special."

2022 MSOM YOUNG SCHOLAR AWARD

TO RECOGNIZE EXCEPTIONAL YOUNG RESEARCHERS (40 OR YOUNGER) WHO HAVE MADE OUTSTANDING CONTRIBUTIONS TO SCHOLARSHIP IN OPERATIONS MANAGEMENT.

PRIZE ACCOMPANIED BY PLAQUE AND \$1000 HONORARIUM.

2022 Committee:

Wedad Elmaghraby

Ozlem Ergun

Burak Kazaz (chair)

Tava Olsen

Soroush Saghafian

Scott Webster

2022 MSOM Young Scholar Award



Maxime Cohen
McGill University



Jun Li
University of Michigan

2022 MSOM Young Scholar Award



Maxime Cohen
McGill University

"As a researcher, it is remarkable to observe Maxime's capability to embark on a **wide range of research topics** ranging from Mathematical Programming to empirical work, and from Energy Policy Analysis to Revenue Management."

"... this is evident from what I would say is a **stunning cv, with research papers in our leading journals that showcase an impressive volume and generally of consistent high quality** (applications or theory). The breadth of the research methods demonstrated in the body of his work is once again extremely impressive, ranging from behavioral work to field experiments, applied statistics to work that requires being an adept in deep mathematical analysis."

"... he has a total of **21 papers** either that have appeared or that are forthcoming in top journals. In addition, he has an **amazing pipeline** with another seven papers in advanced stages of review (minor or advanced major revision). ... This is a VERY strong record for someone ... seven years after his PhD graduation."

2022 MSOM Young Scholar Award

“In my career, I have had the privilege of working with some of the most highly accomplished scholars in our field. But **none has had a more impressive combination of technical skill, modeling insight, and dedication to having a positive impact on the world than Jun.**”

“Jun is not just an outstanding candidate for the award: **her work truly broadened and extended the way Operations Management** is conceptualized and her contributions to date are far superior ... and, ... she compares favorably to most past winners.”

“Jun is a highly **eclectic researcher, with the common thread through her work being empirical research and a focus on problems of practical significance – be it in supply chain management, air travel, healthcare, or social issues.** She uses a wide array of econometric methods and has also contributed more recently to developing methodology.”



Jun Li

University of Michigan

2022 RESPONSIBLE RESEARCH AWARD

TO ENCOURAGE STUDIES CONTRIBUTING KNOWLEDGE THAT MAY HAVE IMPLICATIONS FOR MAKING THE WORLD A BETTER PLACE BY INFORMING EVIDENCE-BASED, HIGH-QUALITY, AND SOCIETALLY BENEFICIAL ORGANIZATIONAL PRACTICES ACROSS THE BUSINESS, GOVERNMENT, AND NON-GOVERNMENT ORGANIZATIONS.

PRIZE ACCOMPANIED BY PLAQUE AND \$500 HONORARIUM.

2022 Committee:

Ravi Anupindi

Ling Dong

Burak Kazaz (chair)

Pengyi Shi

Masha Shunko

2022 MSOM Responsible Research Award:

Finalists (in alphabetical order)

Alban, A., P. Blattchen. L. Van Wassenhove, H. de Vries. Resource allocation in sigmoidal demands: Mobile healthcare units and service adoption. Forthcoming in *Manufacturing & Service Operations Management* (2021).

Keppler, S.M., J. Li, D. Wu. Crowdfunding the front lines: An empirical study of teacher-driven school improvement. Forthcoming in *Management Science* (2022). <https://doi.org/10.1287/mnsc.2022.4331>

Kesavan, S., S.J. Lambert, J.C. Williams, P.K. Pendem. Doing well by doing good: Improving retail store performance with responsible scheduling practices at the Gap, Inc. Forthcoming in *Management Science* (2022).

Kotsi, T.O., O.Q. Wu, A.J. Pedraza-Martinez. Donations for refugee crises: In-kind versus cash assistance. Forthcoming in *Manufacturing & Service Operations Management* (2022).

Lu, L.X., S.F. Lu. Does nonprofit ownership matter for firm performance? Financial distress and ownership conversion of nursing homes. Forthcoming in *Management Science* (2021).

Uppari, B.S., I. Popescu, S. Netessine. Selling off-grid light to liquidity-constrained consumers. *Manufacturing & Service Operations Management* 21(2): 308-326 (2019).

2022 MSOM Responsible Research Award:

Honorable Mention

Kotsi, T.O., O.Q. Wu, A.J. Pedraza-Martinez. Donations for refugee crises: In-kind versus cash assistance. Forthcoming in *Manufacturing & Service Operations Management* (2022).
<https://doi.org/10.1287/msom.2021.1073>



2022 MSOM Responsible Research Award: Two Winners

Keppler, S.M., J. Li, D. Wu. Crowdfunding the front lines: An empirical study of teacher-driven school improvement. Forthcoming in *Management Science* (2022).
<https://doi.org/10.1287/mnsc.2022.4331>



2022 MSOM Responsible Research Award: Two Winners

Kesavan, S., S.J. Lambert, J.C. Williams, P.K. Pendem. Doing well by doing good: Improving retail store performance with responsible scheduling practices at the Gap, Inc. Forthcoming in *Management Science* (2022). <https://doi.org/10.1287/mnsc.2021.4291>



2022 M&SOM JOURNAL BEST PAPER AWARD

2022 M&SOM JOURNAL BEST PAPER AWARD:

Finalists (in chronological order)

Vol. 21 No. 3 Cho, Fang, Tayur, Xu, Combating Child Labor: Incentives and Information Disclosure in Global Supply Chains 10.1287/msom.2018.0733

Vol. 22 No. 3 Ettl, Harsha, Papush, Perakis, A Data-Driven Approach to Personalized Bundle Pricing and Recommendation 10.1287/msom.2018.0756

Vol. 21 No. 2 de Zegher, Iancu, Lee, Designing Contracts and Sourcing Channels to Create Shared Value 10.1287/msom.2017.0627

Vol. 22 No. 5 Kok, Shang, Yucel, Investments in Renewable and Conventional Energy: The Role of Operational Flexibility 10.1287/msom.2019.0789

Vol. 23 No. 4 Bavafa, Jonasson, Recovering from Critical Incidents: Evidence from Paramedic Performance 10.1287/msom.2019.0863

2022 M&SOM JOURNAL BEST PAPER AWARD:

Winner

Soo-Haeng Cho, Xin Fang, Sridhar Tayur, Ying Xu. 2018. Combating Child Labor: Incentives and Information Disclosure in Global Supply Chains. *M&SOM*. **21**(3):692-711.



MS BEST PAPER IN OM AWARD 2022

MS BEST PAPER IN OM AWARD 2022:

Finalists (in chronological order)

Vol. 65, No. 1 Alizamir, Iravani, Mamani, An Analysis of Price vs. Revenue Protection: Government Subsidies in the Agriculture Industry

Vol. 65, No. 2 Benjaafar, Kong, Li, Courcoubetis , Peer-to-Peer Product Sharing: Implications for Ownership, Usage, and Social Welfare in the Sharing Economy

Vol. 65, No. 3 Cui, Zhang, Bassamboo, Learning from Inventory Availability Information: Evidence from Field Experiments on Amazon

Vol. 65, No. 6 Bimpikis, Ehsani, İlkılıç, Cournot Competition in Networked Markets

Vol. 66, No. 10 Chod, Trichakis, Tsoukalas, Aspegren, Weber, On the Financing Benefits of Supply Chain Transparency and Blockchain Adoption

MS BEST PAPER IN OM AWARD 2022:

Winner

Saif Benjaafar, Guangwen Kong, Xiang Li, Costas Courcoubetis. 2018. Peer-to-Peer Product Sharing: Implications for Ownership, Usage, and Social Welfare in the Sharing Economy. *Management Science*. **65**(2):477-493.



MSOM 2022 SIG AWARDS

2022 MSOM SIG Best Paper Award Service Management

- All papers in prior three years (2019-2021) eligible.
- Award accompanied by plaque and \$500 honorarium for winners (shared amongst authors) and certificates for finalists.
- 19 submissions: Four shortlisted papers: 3 finalists and 1 Winner.



This year's judging
committee:

Achal Bassamboo
Ryan Buell (chair)
Samantha Keppler
Nicos Savva



Laurens Debo
(Service Management
SIG chair)

2022 MSOM SIG Best Paper Award

Service Management

Finalists:

- Hu, Ming ; Zhou, Yun. Dynamic Type Matching. *Manufacturing & Service Operations Management*, 2022, Vol.24 (1), p.125-142
- Yu, Quiping ; Zhang, Yiming ; Zhou, Yong-Pin. Delay Information in Virtual Queues: A Large-Scale Field Experiment on a Major Ride-Sharing Platform. *Management Science*, 2022, Vol.68 (8), p.5745-5757
- Wang, Guihua ; Zheng, Ronghuo ; Dai, Tinglong. Does Transportation Mean Transplantation? Impact of New Airline Routes on Sharing of Cadaveric Kidneys. *Management Science*, 2022, Vol.68 (5), p.3660-3679

2022 MSOM SIG Best Paper Award Service Management

Winner

**Delay Information in Virtual Queues: A Large-Scale Field
Experiment on a Major Ride-Sharing Platform**

Management Science, 2022, Vol.68 (8), p.5745-5757

Qiuping Yu

Yiming Zhang

Yong-Pin Zhou



2022 MSOM SIG Best Paper Award iFORM

- All papers in prior three years (2019-2021) eligible.
- Record-breaking 35 nominations this year!
- 6 finalists: 1 Winner and 1 runner-up

This year's judging committee:



John Birge



Jiří Chod



Vishal Gaur



Vinod Singhal

2022 MSOM SIG Best Paper Award

iFORM

Finalists:

- **Panos Kouvelis, Fasheng Xu (2021).** A Supply Chain Theory of Factoring and Reverse Factoring. *Management Science* 67(10):6071-6088.
- **Volodymyr Babich, Simone Marinesi, Gerry Tsoukalas (2021).** Does Crowdfunding Benefit Entrepreneurs and Venture Capital Investors? *Manufacturing & Service Operations Management* 23(2):508-524.
- **Jingxing (Rowena) Gan, Gerry Tsoukalas, Serguei Netessine (2021).** Initial Coin Offerings, Speculation, and Asset Tokenization. *Management Science* 67(2):914-931.
- **Kevin B. Hendricks, Brian W. Jacobs, Vinod R. Singhal (2020).** Stock Market Reaction to Supply Chain Disruptions from the 2011 Great East Japan Earthquake. *Manufacturing & Service Operations Management* 22(4):683-699.
- **Nitish Jain, Sameer Hasija, Serguei Netessine (2021).** Supply Chains and Antitrust Governance. *Management Science* 67(11):6822-6838.
- **Yixin (Iris) Wang, Jun Li, Di (Andrew) Wu, Ravi Anupindi (2021).** When Ignorance Is Not Bliss: An Empirical Analysis of Subtier Supply Network Structure on Firm Risk. *Management Science* 67(4):2029-2048.

2022 MSOM SIG Best Paper Award iFORM

Runner-Up

Volodymyr Babich, Simone Marinesi, Gerry Tsoukalas (2021)

Does Crowdfunding Benefit Entrepreneurs and Venture Capital Investors?
Manufacturing & Service Operations Management 23(2):508-524.



2022 MSOM SIG Best Paper Award iFORM

Winner

Yixin (Iris) Wang, Jun Li, Di (Andrew) Wu, Ravi Anupindi (2021)

When Ignorance Is Not Bliss: An Empirical Analysis of Subtier Supply Network Structure on Firm Risk. *Management Science* 67(4):2029-2048.



2022 MSOM STUDENT PAPER COMPETITION

2022 Competition Co-chairs



Florin Ciocan
(INSEAD)



Ersin Korpeoglu
(UCL)



Nikos Trichakis
(MIT)

Competition Overview

- We received 100 papers this year.
- 122 judges were on the review committee.
- We applied standard reviewer conflict-of-interest rules.
- Each paper was reviewed by 3 different judges in the first round; 8 papers moved to second round.
- Finalists and first and second prize winners are selected by votes of 81 judges in the second round.
- The finalists presented their work in two special sessions.

Finalist

Tianyi Peng (MIT)

Learning from Observational
Commerce Data

Coauthors: Vivek Farias,
Andrew Li



Finalist

Alp Sungu (LBS)

The Digital Lives of the Poor:
Entertainment Traps and
Information Isolation

Coauthor: Kamalini Ramdas



Finalist

Chengcheng Zhai (Indiana)

Improving Drinking Water Access
and Equity in Rural Sub-Saharan
Africa

**Coauthors: Kurt Bretthauer, Alfonso
Pedraza-Martinez, Jorge Mejia**



Finalist

Ian Y. Zhu (Toronto)

Spatial Price Integration in
Commodity Markets with
Capacitated Transportation
Networks

Coauthors: John Birge, Timothy
Chan, Michael Pavlin



2nd Prize Winner

Jackie Baek (MIT)

Fair Exploration via Axiomatic
Bargaining

Coauthor: Vivek Farias



1st Prize Winner

Pia Ramchandani (UPenn)

Unmasking Human Trafficking Risk in
Commercial Sex Supply Chains with
Machine Learning

**Coauthors: Hamsa Bastani, Emily
Wyatt**



Agenda

- **State of the Society:**
 - MSOM Officers
 - 2023 and Beyond
 - Society Update (Membership, Finances)
 - New Initiatives
- **Awards and Journal Updates – M&SOM:**
 - Journal update: M&SOM
 - MSOM Distinguished Fellows
 - MSOM Distinguished Service Award
 - Young Scholar Award
 - Best Paper Awards: Management Science (OM); Operations Research; M&SOM
 - MSOM Responsible Research Award
 - SIG Awards: Service SIG Award; iFORM SIG Award
 - MSOM Student Paper Competition
- **Research Challenge and Journal Updates – OR and MS:**
 - MSOM Research Challenge: Data-driven Research
 - Journal update: OR
 - Journal update: MS

THE 2022 MSOM DATA DRIVEN RESEARCH CHALLENGE

RiRiShun: A logistics ecosystem

- Logistics subsidiary of Haier
- Focus on logistics service for household appliances
- Provide service for Ali, JD.com, and hundreds of manufacturers, and online & offline retailers
- 4-dimensional logistics network
 - 7 national CDCs
 - 26 RDCs
 - 100 LTCs
 - 2,000 hubs
 - 5,000,000 m² storage area
- Distribution: 100,000 trucks
- Service: 6,000 service stations, 200,000 installation servers
- Each province has one RDC or CDC



CDC: central distribution centers
RDC: regional distribution centers
LTC: local transfer centers

Committee

- Gad Allon (co-chair)
- Georgia Perakis (co-chair)
- Lauren Lu
- Yugang Yu
- Fuqiang Zhang
- Dennis Zhang
- Fanyin Zheng

Winners

“Shall I Only Store Popular Products? Warehouse Assortment Selection for E-Companies”

By Xiaobo Li, Hongyuan Lin and Fang Liu

“Distributionally Robust Multilocation Newsvendor at Scale: A Scenario-Based Linear Programming Approach”

By Chenxi Li, Sheng Liu, Wei Qi, Lun Ran and Aiqi Zhang

Agenda

- State of the Society:
 - MSOM Officers
 - 2022 and Beyond
 - Society Update (Membership, Finances)
 - New Initiatives: DEI; The footprint of OM & OR conferences; Fast-Tracking Accepted SIG Conference Papers to M&SOM Journal
- Awards and Journal Updates - MS:
 - Journal update: MS
 - MSOM Distinguished Fellows
 - MSOM Distinguished Service Award
 - Young Scholar Award
 - Best Paper Awards: Management Science (OM); Operations Research; M&SOM
 - MSOM Responsible Research Award
 - SIG Awards: Service SIG Award; iFORM SIG Award
 - MSOM Student Paper Competition
- **Research Challenge and Journal Updates – OR and MS:**
 - MSOM Research Challenge: Data-driven Research
 - Journal update: OR
 - Journal update: M&SOM



Operations Research Journal Update

October 2021
INFORMS

Operations Research Updates

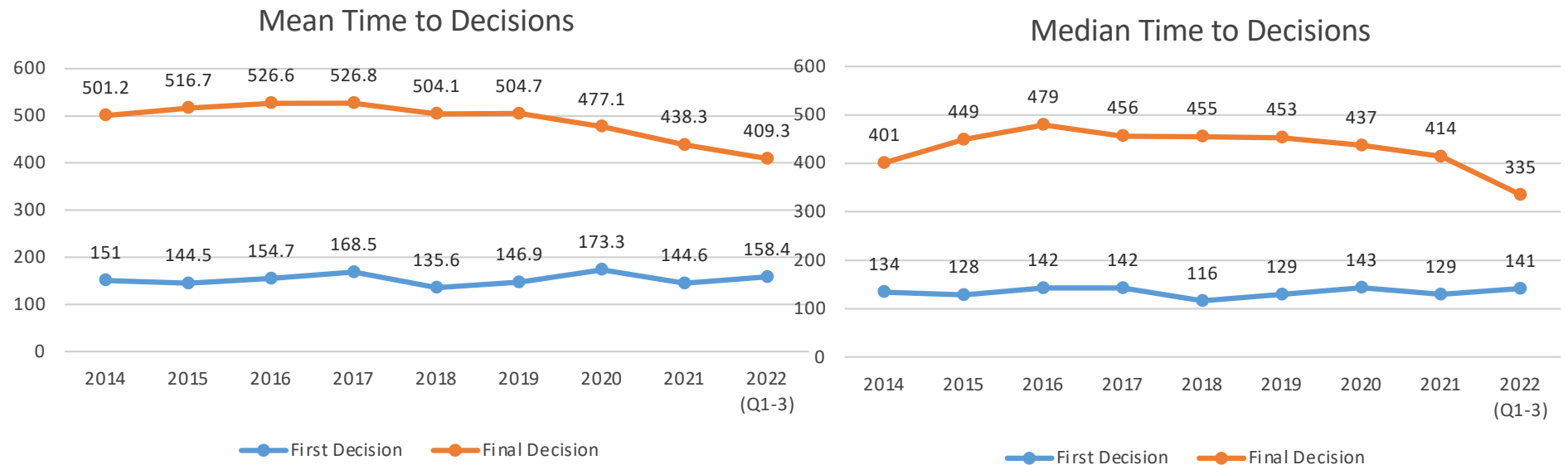
John Birge, EiC

- Ongoing activities:
 - Fast-tracking (Dan Adelman)
 - Forward-to-journal for conferences (EC)
 - Survey papers (Tava Olsen)
 - Area editor changes in 2022: Devavrat Shah (MLDS); Neil Walton/Raman Randhawa (SM)
 - Reproducibility: online supplements for code/data
 - Special issues: next: reinforcement learning
 - Enhancements: XML, video supplements

OR Data: Submissions by Area

				Totals by Area		Shares by Area	
Area				2021	2022	2021	2022
Decision Analysis				26	26	6%	7%
Environment, Energy, and Sustainability				16	6	4%	2%
Financial Engineering				35	39	8%	10%
Machine Learning and Data Science				22	21	5%	6%
Market Analytics and Revenue Management				64	52	15%	14%
Military and Homeland Security				5	5	1%	1%
Operations and Supply Chains				45	41	10%	11%
Optimization				87	66	20%	18%
OR Practice				7	7	2%	2%
Policy Modeling and Public Sector OR				27	23	6%	6%
Simulation				26	10	6%	3%
Stochastic Models				37	48	8%	13%
Transportation				39	33	9%	9%

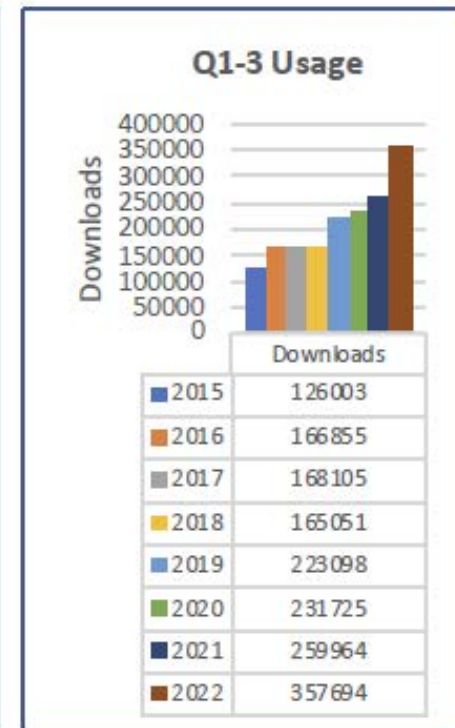
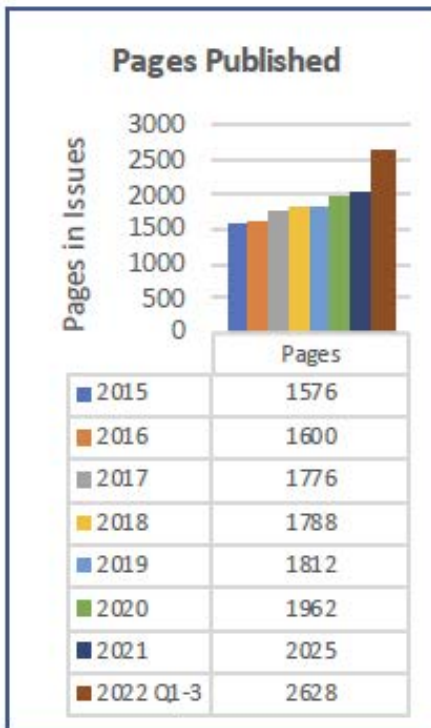
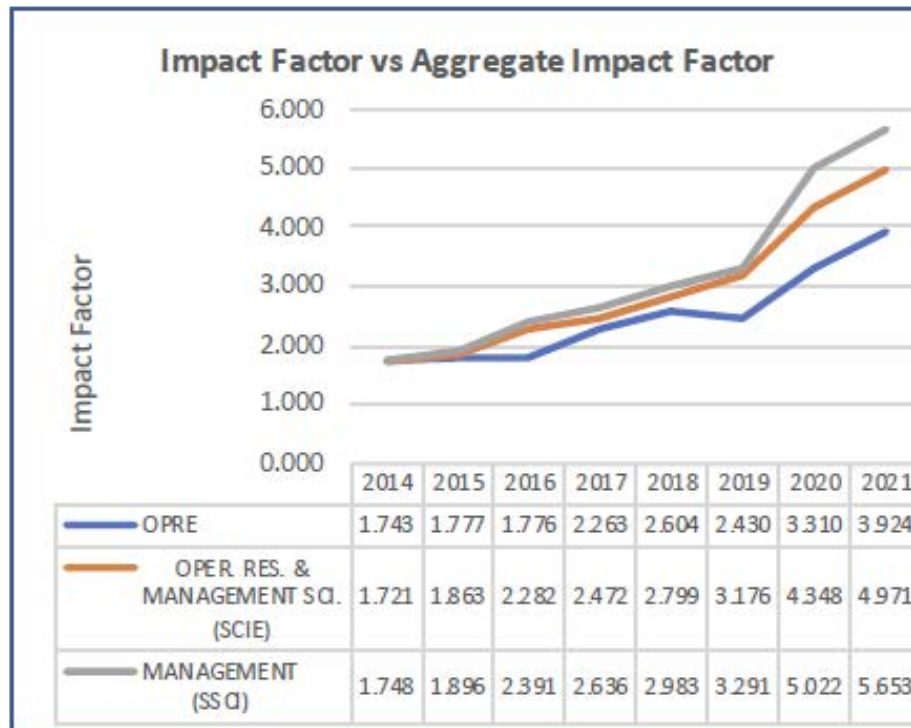
OR Times to Decision



Alternative Data: (Manuscript Central – no immediate rejections, original submission)

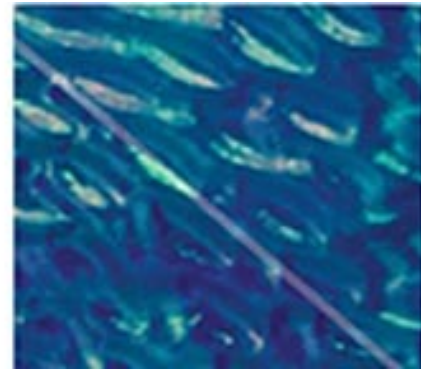
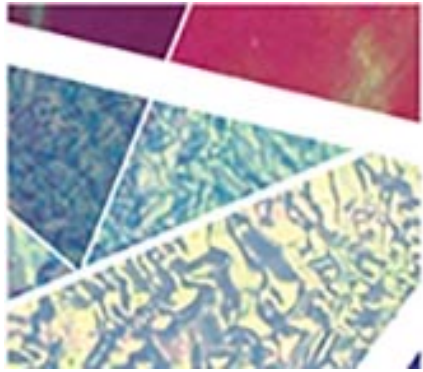
Years	Average of Days to First Decision	Decision Year	Average of Days to Final Decision
2021	119	2021	254
2022	87	2022	286

OR Impact and Usage



Eigenfactor and Article Influence: OR&MS (last report – not updated)

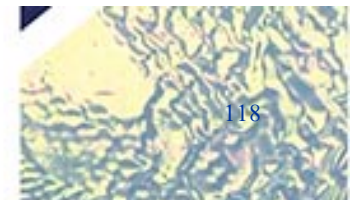
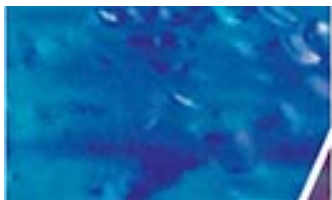
Order	Journal	Percentile	EF +	AI +	EFn +
1	MANAGE SCI 0025-1909	EF:  95 AI:  97	0.034	3.0	3.9
2	J OPER MANAG 0272-6963	EF:  77 AI:  95	0.007	2.4	0.8
3	MATH PROGRAM 0025-5610	EF:  89 AI:  95	0.017	2.2	1.9
4	OPER RES 0030-364X	EF:  89 AI:  94	0.016	2.0	1.8
5	MATH OPER RES 0364-765X	EF:  76 AI:  94	0.007	2.0	0.8
6	M&SOM-MANUF SERV OP 1523-4614	EF:  73 AI:  93	0.006	1.9	0.7
7	TRANSPORT SCI 0041-1655	EF:  69 AI:  92	0.005	1.7	0.5
8	TRANSPORT RES B-METH 0191-2615	EF:  86 AI:  90	0.013	1.5	1.5
9	SOCIO-ECON PLAN SCI 0038-0121	EF:  34 AI:  90	0.001	1.5	0.1
10	J QUAL TECHNOL 0022-4065	EF:  53 AI:  87	0.002	1.3	0.3



MSOM Business Meeting

UPDATES ON *MANAGEMENT SCIENCE*

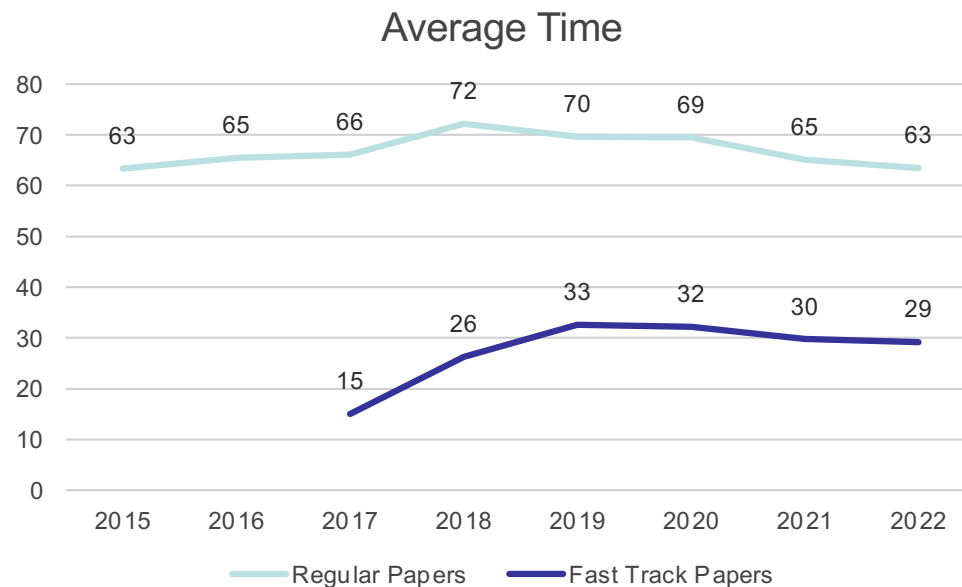
OCTOBER 2022



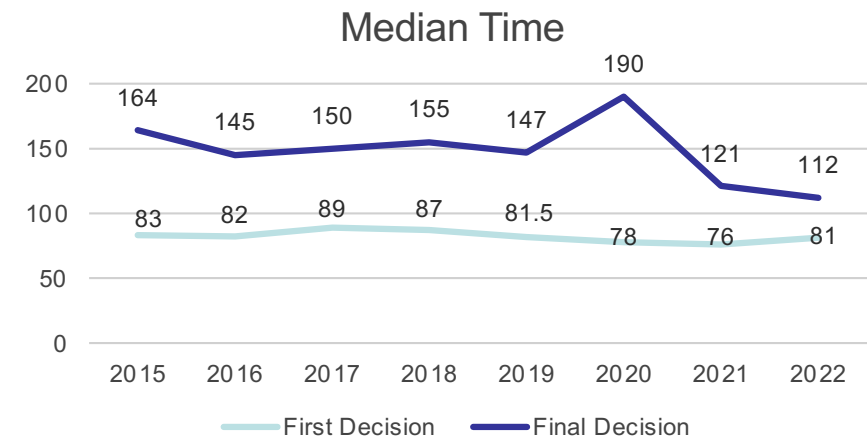
Management Science by the Numbers



2022 is projection based on Q1-3

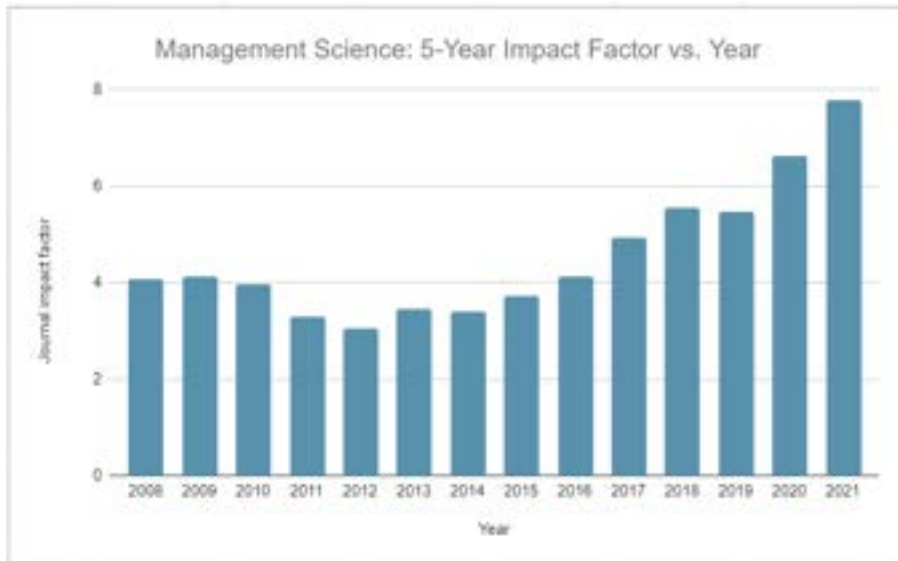
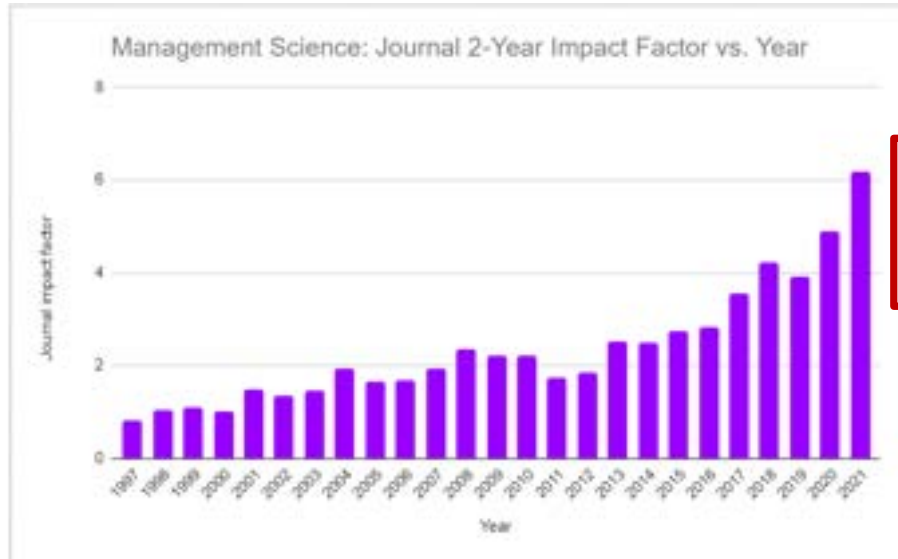


All Original submissions



All Original submissions sent to external reviews

Management Science by the Numbers



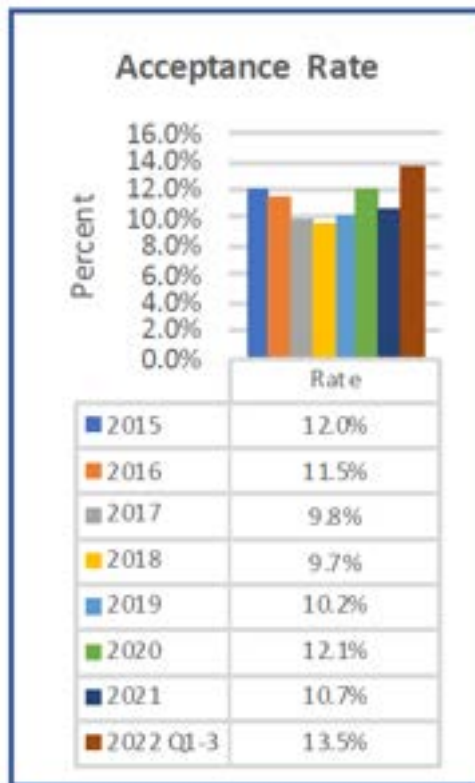
Google Scholar Metric for Journals on the UTD-List

Journal	h5-index	h5-median
Journal of Financial Economics	120	197
The Review of Financial Studies	115	195
Management Science	109	165
Journal of Finance	103	171
Strategic Management Journal	92	147
Academy of Management Journal	87	134
Journal of International Business Studies	73	117
MIS Quarterly	70	113
Academy of Management Review	69	112
The Accounting Review	68	101
Journal of Consumer Research	66	116
Journal of Marketing	64	106
Journal of Accounting and Economics	57	97
Administrative Science Quarterly	56	102
Manufacturing and Service Operations Management	55	86
Journal of Marketing Research	54	88
Production and Operations Management	53	86
Organization Science	52	79
Journal of Accounting Research	51	94
Operations Research	51	76
Information Systems Research	50	81
Marketing Science	49	91
Journal of Operations Management	41	67
Journal on Computing	32	51

120

These two metrics count citation for papers published in the last five complete calendar years

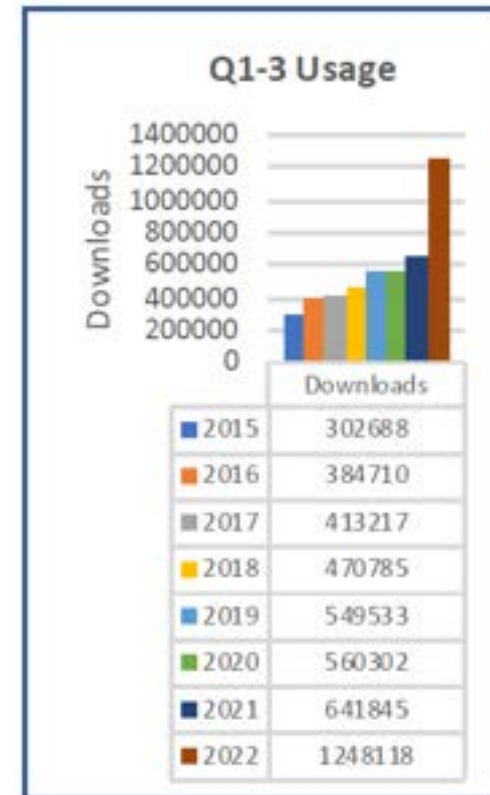
Management Science by the Numbers



2022 Acceptance Rate:
Regular=14.1%
Fast Track=7.3%



Significant Reduction
In Backlog



Interest in Papers published by
Management Science is growing:
This number (Q1-3 Usage) is 600,000 greater
than same period last year (Q1-3, 2021) and
200,000 greater than the entire (Q1-4) 2021

The 2022 Economic Report of the US President

- ❑ The Report, published in April, 2022, “presents an overview of the nation’s economic progress and makes the case for the Administration’s economic policy priorities.”
- ❑ The Report includes references to three papers published by Management Science (2022, 2021, and 2010)
 - OM, Entrepreneurship & Innovation, Organizations
- ❑ The Report also includes references to two HBR papers on Supply Chain Resiliency published by a member of the MSOM community

The Three MS papers Cited in the Report

Operations Management

- ❑ Kesavan, S., S. Lambert, J. Williams, and P. Pendem 2022. “Doing Well by Doing Good: Improving Store Performance with Responsible Scheduling Practices at the Gap, Inc.”

Organizations

- ❑ Lipsitz, M., and E. Starr. 2021. “Low-Wage Workers and the Enforceability of Noncompete Agreements.”

Entrepreneurship & Innovation

- ❑ Fuchs, E., and R. Kirchain. 2010. “Design for Location? The Impact of Manufacturing Offshore on Technology Competitiveness in the Optoelectronics Industry.”

2022 Stat for OM Related Departments

- ❑ OM, HCM, DS and RMA
- ❑ Submission Q1-3: 480 papers (43 papers are FT)
- ❑ Average Time to First Decision: 76 days for regular papers (40 days for FT)
- ❑ Acceptance Rate; 21% for regular papers (7% for FT)

Management Science Best OM AE Award

- ❑ *The Management Science OM Department best AE award recognizes an exceptional Associate Editor in the operations management department at Management Science*
- ❑ *This inaugural year, the award goes to Prof. Xuanming Su from the Wharton School at the University of Pennsylvania. Over the last year, Prof. Su has provided exceptional service to the Operations Management department by handling several papers in a timely manners. His assessments were consistently noted for their detail, rigor and constructive nature.*





Kyle
Hyndman and
Elena Katok



Samantha
Keppler and
Stephen Leider



Jordan Tong
and Xiaoyang
Long



Andrew
Davis



Blair
Flicker

Management Science Replication Project

<https://msreplication.utdallas.edu>

The team:



Overall Results

○ Forecasting

- Mirko Kremer, Brent Moritz, Enno Siemen, (2011) Demand Forecasting Behavior: System Neglect and Change Detection.
- Özalp Özer, Yanchong Zheng, Kay-Yut Chen, (2011) Trust in Forecast Information Sharing.

○ Inventory

- Li Chen, A. Gürhan Kök, Jordan D. Tong, (2013) The Effect of Payment Schemes on Inventory Decisions: The Role of Mental Accounting.
- Maurice E. Schweitzer, Gérard P. (2000) Decision Bias in the Newsvendor Problem with a Known Demand Distribution: Experimental Evidence.

○ Supply Chain

- Rachel Croson, Karen Donohue, (2006) Behavioral Causes of the Bullwhip Effect and the Observed Value of Inventory Information.
- Teck-Hua Ho, Juanjuan Zhang, (2008) Designing Pricing Contracts for Boundedly Rational Customers: Does the Framing of the Fixed Fee Matter?

○ Queuing

- Mirko Kremer, Laurens Debo (2016) Inferring Quality from Wait Time.
- Masha Shunko, Julie Niederhoff, Yaroslav Rosokha (2018) Humans Are Not Machines: The Behavioral Impact of Queueing Design on Service Time.

○ Sourcing

- Andrew M. Davis, Elena Katok, Anthony M. Kwasnica, (2011) Do Auctioneers Pick Optimal Reserve Prices?.
- Richard Engelbrecht-Wiggans, Elena Katok, (2008) Regret and Feedback Information in First-Price Sealed-Bid Auctions.

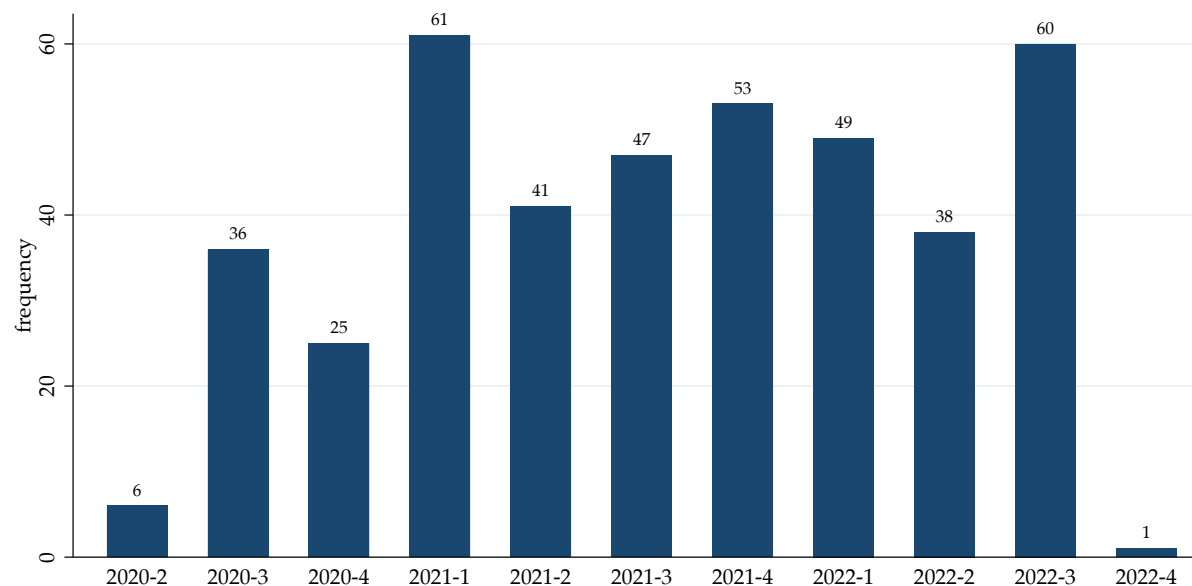


Next steps

- To address issues raised in the minor revision.
- Including additional data collection for the Ho and Zhang (2008) replication.
- Expect to re-submit by the end of Fall 2022.

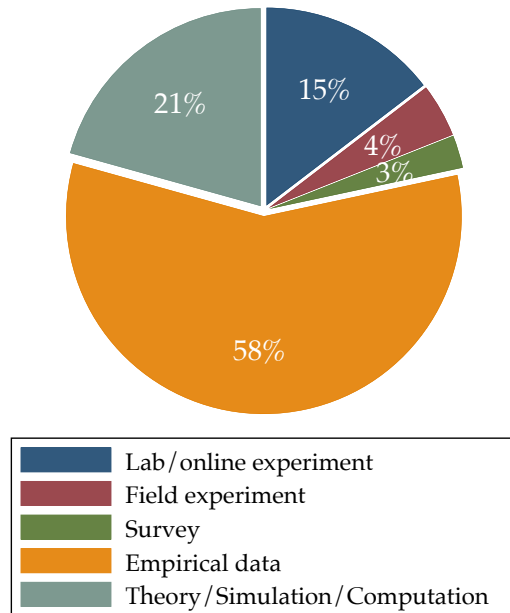
Data & Code Disclosure Policy: Update

- ❑ Established by Management Science in 2019
- ❑ Data Editor (Ben Greiner), and a review team (Milos Fisar, Christoph Huber, and Ali Ozkes), appointed in April 2020
- ❑ Goal: Ensure that data and code is provided to allow replication of all results in the main manuscript of the article
- ❑ Since beginning (April 2020 – October 2022), the Data Editorial team collaborated with authors of 417 accepted papers

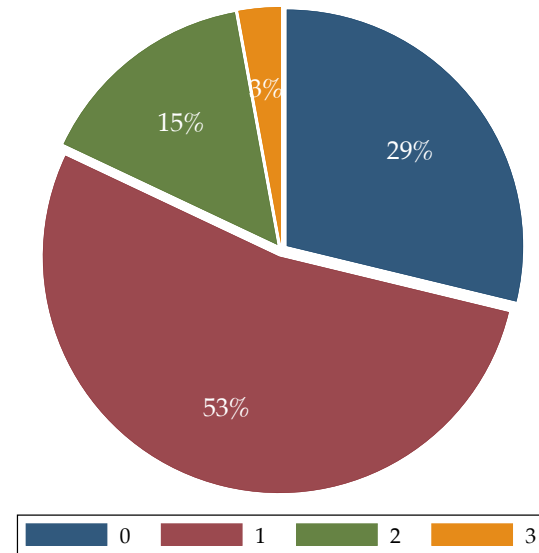


Data & Code Disclosure Policy: Update

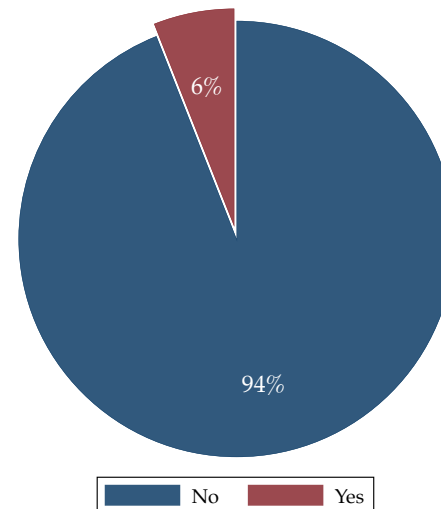
Types of papers reviewed



Number of revisions



Change in paper necessary



**Median Days in
code/data review= 14**

New Special Issue: The Human-Algorithm Connection

- ❑ The special issue on the human-algorithm connection seeks to attract research that gives decision-makers a better understanding of the coexistence of humans with algorithms and how to improve it.
- ❑ The work must have an important human component (i.e., purely focusing on algorithms won't suffice) and algorithms can be understood in a broad sense including machines and apps.
- ❑ Top quality papers in any of the research areas represented by Management Science are welcome, both theoretical and empirical.
- ❑ Interdisciplinary studies are also highly encouraged.

New Special Issue: The Human-Algorithm Connection

- ❑ Felipe Caro (Operations Management)
 - ❑ Jean-Edouard Colliard (Finance)
 - ❑ Elena Katok (Operations Management and Behavioral)
 - ❑ Axel Ockenfels (Market Design)
 - ❑ Nicolas Stier-Moses (Data Science)
 - ❑ Catherine Tucker (Marketing)
 - ❑ D. J. Wu (Information Systems)
-
- ❑ Submission Deadline: December 9, 2022

Thank You to

- ❑ The Department Editors of
 - Data Science
 - Healthcare Management
 - Operations Management
 - Revenue Management and Market Analytics
- ❑ More than 100 AEs across the four departments
- ❑ Hundreds of referees
- ❑ Authors and the MSOM Community

We are done!

Let's give an applause to
all award winners!

All of you who can attend the Reception,
enjoy a much-missed get together!

DANKSCHEEN
 SPASIBO
 TASHAKKUR ATU
 CHALTU
 YAQHANYELAY
 MURON
 SHAKHMAHYE
 GRACIAS
 ARIGATO
 SHUKURIA
 TEVTERPUCH
 MEDANWIDE
 GOZAIMASHITA
 EFCHARISTO
 AGUYUR
 TAKAARU
 KOMAPSUMNIDA
 LAE
 MAAKE
 GRAZIE
 MEHRBANI
 PALDIES
 SUKSAMA
 EKHMET
 MERSI
 SPASIBO
 DENKULJA
 HEDACHALUYA
 UNALCHETSE
 TINGKI
 BIYAN
 SHUKRIA
 THANK
 YOU
 BOLZIN
 MERCI
 HINNONCHUB
 SHIDAO
 EDOU
 KATIR
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