

## **Curriculum Vitae**

Hans-Henrik Hvolby, Professor of Supply Chain Integration  
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### **A) Education**

Ph.D. in Information Systems for Production Planning and Control, Aalborg University (1989)  
Master of Science in Engineering in Industrial Management (Virksomhedssystemer), Aalborg University (1984)

### **B) Current positions**

Professor of Supply Chain Integration at Aalborg University since 2001  
Program Manager (studieleder) of Industry and Global Business Studies at Aalborg University since 2000

### **C) International positions**

Smartlink Fellow, University of South Australia, 2005, 2006

Member of the editorial board of the following journals

- Chain and Network Science since 2002
- Production Planning and Control since 2001
- Computers in Industry since 2004
- International Journal of Product Lifecycle Management since 2005

Chairman of IDA Automation Board since 2001 (member since 1995)

Member of the international programme committee of

- SMESME conferences (Stimulating Manufacturing Excellence in Small and Medium Enterprises) since 1999
- APMS conferences (Advanced in Production Management Systems) since 1998
- IFIP Working Group 5.7 on Computer Aided Production Management since 1998

### **D) Previous positions**

Member of the Board at Department of Production at Aalborg University, 2001-2005

Associate Professor, Aalborg University, 1993-2001

Assistant Professor, Aalborg University, 1992-1993

Project Manager, F.L.Schmidt Data, 1990-1992

Assistant Professor, Aalborg University, 1989-1990

Ph.D. Student (kandidatstipendiat), Aalborg University, 1986-1989

Production Systems Developer, Aalborg Boilers, 1984-1986

### **E) Ph.D. review assignments**

Chairman of the assessment committee of the Ph.D. study "Modular Product Families and Assembly Systems – A case of utilizing product modularity", Jesper Thyssen, Aalborg University, Denmark (August, 2005)

Member of the assessment committee of the Ph.D. study "Development of Industrial Variant Specification Systems", Benjamin Friis Hansen, Danish Technical University, Copenhagen, Denmark (November, 2003)

Member of the assessment committee of the Ph.D. study "Development of an Integrated 2D Spatial Orientation and Production Scheduling System", Fergus Connolly, University of Limerick, Ireland (October, 2003)

Member of the assessment committee of the Ph.D. study "Ensuring availability and access to new and existing technologies in consumer electronics supply chain", Marika Lindström, Helsinki University, Finland (June, 2003)

Chairman of the assessment committee of the Ph.D. study "Mass Customization and Build to Order Production - In Manufacturing Networks", Carsten Svensson, Danish Technical University, Copenhagen, Denmark (May, 2003)

Member of the assessment committee of the Ph.D. study "Development of an Batch Machine Scheduling System within a Job Shop Production Environment", Darren Lavelle, University of Limerick, Ireland (November, 2002)

Chairman of the assessment committee for the Ph.D. study "Risk and the acceptance of new technologies: a field study" of Stefano Perlusz, Aalborg University, Denmark (April, 2002)

Member of the assessment committee for the of Ph.D. study "Management of processes in chains - A research framework", Jacques Trienekens, Wageningen University (October, 1999)

#### **F) Ph.D. supervision:**

Supervisor for Ph.D. student Thomas Pedersen with Kaj A. Jørgensen: *Optimal Information Models for Product Configuration in Global Industrial Companies*. The project is carried out in collaboration with Aalborg Industries. The aim of this industrial PhD project is to further develop Aalborg Industries configuration system further, by developing information models, which are models that structure information in an appropriate way to support different applications. The information models are to support that there are both commonalities and differences between as well markets as products, while at the same time minimizing the development time and easing maintenance of the above mentioned systems (2004-2007)

Supervisor for Ph.D. student Chee Yew Wong together with John Johansen: *Intelligent Advanced Planning and Scheduling System (APS): Distributed Supply Chain Planning Coordination*. The main ambition of the project is to develop a concept for loose coupled APS systems. Completed October 2005

Supervisor for industrial Ph.D. student Hans Strunge Bonde at Microsoft Business Solutions (former Navision): *Implementing Advanced Planning Systems in the Supply Chain*. The main ambition of the project is to model and design generic Advanced Planning Systems of reduced complexity for small and medium sized enterprises. Completed August 2004

Supervisor for industrial Ph.D. student Kenn Steger-Jensen at Oracle Denmark: *Intelligent Manufacturing Systems*. The main ambition of the project is to design systems for intelligent planning and control in terms of improved information sharing and improved planning techniques, based on current design of ERP and APS systems. Completed February 2004.

Supervisor for Ph.D. student Stig Taps: *Administrative framework in Manufacturing Joint Ventures*. The main ambition is to construct an administrative framework by combining coordination mechanisms in the operation environment of Manufacturing Joint Ventures. Completed December 2004.

Supervisor for industrial Ph.D. student Jesper Momme at Aalborg Industries: *Outsourcing Manufacturing to Suppliers: A Conceptual Framework*. The main ambition is to determine which decision variables and action parameters are important when outsourcing elements of the production system. Completed 2001.

Supervisor for Ph.D. student Henning de Haas together with Jens Ove Riis: *Integration between central and local planning*. The main ambition of the project was to develop a tool to

model integration in the planning process and to identify generic characteristics of integration requirements. Completed 1998.

### **G) Research stays**

University of South Australia, February to April, 2006

Rutgers University, USA, September to November, 2005

### **H) Research Projects**

Partner in the EU-project EMPOSME (Enterprise Modeling and Performance Optimisation for SME's). The objective of the project is to develop and implement a software tool that will enable Small and Medium Sized manufacturing companies to increase their competitiveness by modelling and optimising their manufacturing enterprises, as an holistic entity , against a set of strategic key performance indicators. Participants: University of Limerick (Ireland), University of Pragh (Czech), University Colledge Corc (Ireland) , Duisburg-Essen University (Germany), Fira International (United Kingdom), Manopt Systems (Ireland), Nexedi Sarl (France), Burnside (Ireland), Tippo (Ireland), Dolle (Denmark), Marshall (United Kingdom). Funded by European Union. Budget: 871000 € (2005-2007).

Project coordinator and originator of the PLUS project regarding supplier-manufacturer integration in three manufacturing networks in Northern Jutland. The main purpose of the project is to improve the coordination between three manufacturers and their suppliers/customers by use of IT. This should lead to improved delivery performance and improved resource utilisation. The project is financed by the Danish Ministry of Science, Technology and Development (2.9 million DKK) and the participating companies. Budget: 6,8 million DKK. (2003-2004).

Partner in the SCOR (Supply Chain Operations Reference) project regarding improvement of the interplay between product customisation and the companies' supply systems. One important step in making the needed improvements is to hone the SCOR model; i.e., advancing and adapting the techniques inherent in the model to better suit Danish SMEs. The project is financed by the Danish Ministry of Science, Technology and Development (2.5 million DKK) in relation to the Center of Production. (2002-2004).

Member and originator of the SMER research group. The intention of the group is to form a research forum which will encourage research and communication of research beneficial to SMEs. The main focus is on development and adaptation of entire production concepts based on special conditions typical for SMEs. A production profile of the manufacturing industry in Northern Jutland has been published, based on a survey of 337 companies of which 83 questionnaires were returned. (1999-2000)

Affiliated to the Centre for Industrialisation of Engineering (in Danish IAIA). The project aims at incorporating engineering knowledge of e.g. the structure, function, production, transport, assembly, use etc. of a product in a product model. Financed by the Danish Industrial Board (in danish: Erhvervsfremme Styrelsen).

Partner in the OM2000 project (Applied Order Management) with NOVI (Northern Jutland Knowledge Centre) and ten companies in Northern Jutland regarding improved order management by adapting the Activity Chain Model (se ACM project) and Value Management in the companies. Financed by a regional EEC project (in danish: Mål2) and the participating companies. Budget: 1,3 mio. D.kr. (1997-2000).

Project manager and originator of the VIVIT project regarding Integration of Information Technology in six companies in Northern Jutland. The main purpose of the project was to improve the integration of information technology in the companies with a focus on manufacturing ERP. As a result, four out of six companies replaced their ERP system, and the last two improved the benefit of their existing ERP system. Partly financed by a regional EEC project (in danish: Mål2) and the participating companies. Budget: 2,8 mio. D.kr. (1997-1999)

Project manager and originator of the Activity Chain Modelling project together with Ari Barfod from the Technical University in Denmark regarding development of a generic tool to model and improve Order Management in industry. Financed by the Danish Industrial Board (in danish: Erhvervsfremme Styrelsen). Budget: 1 mio. kr. (1995-1997)

Participated in the IPS (Integrated Production Systems) research project, aiming to establish joined research projects between Aalborg University and the Technical University in Lyngby (Copenhagen). My major contribution was research/publication and Ph.D. supervision within two of seven areas: Production Planning and Control & Information Technology. (1993-1998)

Participated in the Nilpeter project carried out in corporation with the organisation "Danish Industry" and the company "Nilpeter A/S" regarding integration of systems in order management. Budget: 0,5 mio. kr. (1992).

### **I) Articles in refereed proceedings and journals**

77) Steger-Jensen, K; Hvolby, H-H; "Review of an ERP-system Supporting Lean Manufacturing", Submitted for the APMS conference in Poland, September 2006.

76) Trienekens, J; Hvolby, H-H; Steger-Jensen, K; Falster, P; Verdouw, C. "Review of reference models for Supply Chain Modelling". Submitted for the APMS conference in Poland, September 2006.

75) Rolstadaas, A; Hvolby, H-H; Steger-Jensen, K; Falster, P. "Conceptual Modelling of Production Management Systems – Towards after-sales services". Submitted for the APMS conference in Poland, September 2006.

74) Hvolby, H-H. "Lean Order Management". Accepted for the IRMA conference, Washington, May 2006.

73) Hvolby, Hans-Henrik; Trienekens, Jacques; Steger-Jensen, Kenn; "Buyer-supplier relationships and planning solutions". Submitted to Production Planning and Control, January 2006.

72) Bonde, Hans; Hvolby, Hans-Henrik; "The Demand Planning Process". Journal of Chain and Network Science, 2005 vol 5 p73-84.

71) Hvolby, Hans-Henrik; Steger-Jensen, Kenn; Gullledge, Thomas; Sommer, Ray; Sheahan, Con: "Supply Chain Integration Solutions", Proceedings of the APMS conference, Washington DC, September 2005.

70) Hvolby, Hans-Henrik; Trienekens, Jacques: "Supply chain planning options for supplier relationships". In proceedings of the SMESME 2005 conference, Glasgow, Scotland, June 2005.

69) Hvolby, H-H; Sheahan, C; Sommer, R; Steger-Jensen, K: "Supply Chain Integration Roadmap". In proceedings of The Second IMS-NoE SIG9 Workshop on Supply Chain Integration, December 2004. Published May 2005. ISBN 879-100-423.

68) Hvolby, H-H (ed). Proceedings of The Second IMS-NoE SIG9 Workshop on Supply Chain Integration, December 2004. Published May 2005. ISBN 879-100-423.

67) Gullledge, T; Hvolby, H-H; Sheahan, C; Sommer, R; Steger-Jensen, K: "Supply Chain Integration Roadmap". In proceedings of The Second IMS-NoE SIG9 Workshop on Supply Chain Integration, December 2004. Published May 2005. ISBN 879-100-423.

66) Wong, C.Y., El-Beheiry, M.M., Johansen, J. and Hvolby, H-H. "The implications of information sharing on bullwhip effects in a toy supply chain", International Journal of Risk Assessment and Management. Accepted in March 2005.

65) Wong, C.Y., Arlbjørn, J.S, Hvolby, H-H., and Johansen, J. "Assessing responsiveness of a volatile and seasonal supply chain: A case study", International Journal of Production Economics. Accepted in December 2004.

64) Steger-Jensen, Kenn; Hvolby, Hans-Henrik; "Improved Optimisation within APS-Systems", In proceedings of the Logistics Research Networks Conference, Dublin, September 2004.

- 63) Wong, Chee Yew; El-Beheiry, Mohammed; Johansen, John; Hvolby, Hans-Henrik: "Implication of Information Sharing on Bullwhip Effects in a Toy Supply Chain". In proceedings of the 2nd International Workshop on Supply Chain Management and Information System (SCMIS), Hong Kong, China, July 2004, ISBN 962-367-386-8.
- 62) Steger-Jensen, Kenn; Hvolby, Hans-Henrik; "Review of Web Services and Business Management through Web Services". In the proceedings of the IMS International Forum, Italy, June 2004. ISBN: 960-87716-0-9
- 61) Wong, Chee Yew and Hvolby, Hans-Henrik; "Understanding Intra-Organisational Planning Coordination". In proceedings of the Euroma Conference, INSEAD, Fontainebleau, France, June 2004.
- 60) Bonde, Hans; Hvolby, Hans-Henrik; "Collaborative Demand Planning". In the proceedings of the IMS International Forum, Italy, June 2004. ISBN: 960-87716-0-9
- 59) Wong, C.Y. and Hvolby, H-H. "Coordinated responsiveness for volatile toy supply chain". Submitted to Production Planning and Control, April 2005
- 58) Wong, Chee Yew; Arlbjørn, Jan Stentoft; Johansen, John; Hvolby Hans-Henrik: "Assessing responsiveness of product differentiation model and supply chain strategy in a toy company. 13th International Workshop on Production Economics", Innsbruck, Austria, February 2004.
- 57) Wong, Chee Yew; Hvolby, Hans-Henrik; Johansen, John: "Why use loosely coupled supply chains?". In the proceedings of the 15th annual NOFOMA Conference, Oulu, Finland, June 2003.
- 56) Hvolby, Hans-Henrik; Steger-Jensen, Kenn; Bonde, Hans: "IT-based Collaboration in SME Supply Networks". In the proceedings of the 6th SMESME International Conference, Greece, June 2003. ISBN: 960-87716-0-9
- 55) Steger-Jensen, Kenn; Hvolby, Hans-Henrik: "Case study: Production Strategy in SME". In the proceedings of the 6th SMESME International Conference, Greece, June 2003. ISBN: 960-87716-0-9
- 54) Bonde, Hans; Hvolby, Hans-Henrik: "Development of a generic sales forecasting and demand planning process model". In the proceedings of the 6th SMESME International Conference, Greece, June 2003. ISBN: 960-87716-0-9
- 53) Bonde, Hans; Hvolby, Hans-Henrik: "Identifying requirements for a demand planning tool". In the proceedings of the 6th SMESME International Conference, Greece, June 2003. ISBN: 960-87716-0-9
- 52) Steger-Jensen, Kenn; Hvolby, Hans-Henrik: "Portfolios of Buyer-Supplier Relationships based on Supplier Order De-couple Point and Investment". In the proceedings of the 6th SMESME International Conference, Greece, June 2003. ISBN: 960-87716-0-9
- 51) Hvolby, Hans-Henrik; Barfod, Ari: "Business Process Modelling". In the proceedings of the 4th RIRL International Meeting for Research in Logistics, Lisboa, Portugal, October 2002.
- 50) Hvolby, Hans-Henrik; Trienekens, Jacques; "Stimulating Manufacturing Excellence in Small & Medium Enterprises (Editorial)". In: Computers In Industry, Volume 49, Number 1, September 2002. ISSN: 0166-3615
- 49) Hvolby, Hans-Henrik; Trienekens, Jacques; "Supply Chain Planning Opportunities for Small and Medium Sized Companies". In: Computers In Industry, Volume 49, Number 1, September 2002. ISSN: 0166-3615
- 48) Momme, Jesper; Hvolby, Hans-Henrik: "An outsourcing framework: action research in the heavy industry sector". European Journal of Purchasing and Supply Management, 2002 (8), P185-196.
- 47) Steger-Jensen, Kenn; Hvolby, Hans-Henrik: "Review of B2B Integration". In: Proceedings of the IFIP WG 5.7 conference on Advanced Production Management Systems, Eindhoven, The Netherlands, August 2002, ISBN 1-4020-7542-1

- 46) Bonde, Hans; Hvolby, Hans-Henrik: "Dealing with Constraints Issues in Agile Discrete Manufacturing Companies". In: Proceedings of the IFIP WG 5.7 conference on Advanced Production Management Systems, Eindhoven, The Netherlands, August 2002. ISBN 1-4020-7542-1
- 45) Steger-Jensen, Kenn; Hvolby, Hans-Henrik: "Planning and Scheduling Strategies in SMEs". In the proceedings of the 5th SMESME International Conference on Manufacturing Information Systems, Danbury, United Kingdom, May 2002. ISBN: 1-900-432-39-0.
- 44) Bonde, Hans; Hvolby, Hans-Henrik: "Functionality of a supply chain planning portal". In the proceedings of the 5th SMESME International Conference on Manufacturing Information Systems, Danbury, United Kingdom, May 2002. ISBN: 1-900-432-39-0.
- 43) Hvolby, Hans-Henrik: "Order Management Using Activity Chains". In the proceedings of the 5th SMESME International Conference on Manufacturing Information Systems, Danbury, United Kingdom, May 2002. ISBN: 1-900-432-39-0.
- 42) Steger-Jensen, Kenn; Hvolby, Hans-Henrik: "Constraint Based Planning in Advanced Planning and Scheduling Systems". In: Proceedings of the 7<sup>th</sup> International Conference on Concurrent Enterprising (ICE), Rome, Italy, May 2002. ISBN 0-85358-113-4.
- 41) Bonde, Hans; Hvolby, Hans-Henrik: "Collaboration Interface Modelling in Practice". In: Logistics Solutions, Issue 5, December 2001/4. ISSN 1393-7731.
- 40) Hvolby, Hans-Henrik; Trienekens, Jacques; Bonde, Hans: "Supply Chain Planning Classification". In: Proceedings of the SPIE International Symposium on Intelligent Systems and Advanced Manufacturing, USA, Boston, October 2001. ISSN 0277-786X. ISBN 0-8194-4294-1
- 39) Steger-Jensen, Kenn; Hvolby, Hans-Henrik: "Analysis of the Planning and Scheduling Functionality in APS Systems". In the proceedings of the SPIE International Symposium on Intelligent Systems and Advanced Manufacturing, USA, Boston, October 2001. ISSN 0277-786X. ISBN 0-8194-4294-1
- 38) Bonde, Hans; Hvolby, Hans-Henrik: "Interface Modeling in a collaboration". In proceedings to the Logistics Research Network 6<sup>th</sup> Annual Conference, Edinburgh, UK, September 2001. ISBN 1-870214-92-7
- 37) Hvolby, Hans-Henrik: "Collaboration among SMEs and universities". Journal of Industry & Higher Education, Vol 15, No 6, December 2001. ISSN 0950-4222.
- 36) Hvolby, Hans-Henrik; Trienekens, Jacques; Carrie, Allan: "Supply Chain Planning in Small and Medium Sized Enterprises". In the proceedings of the 4<sup>th</sup> SMESME International Conference, Denmark, Aalborg, May 2001. ISBN: 87-89867-81-5
- 35) Trienekens, Jacques; Hvolby, Hans-Henrik: "Models for Supply Chain Engineering". Journal of Production Planning & Control, Volume 12 Number 3, April 2001
- 34) Hvolby, Hans-Henrik; Thorstenson, Anders: "Focused versus Balanced Approach to Performance Measurement in SMEs." Journal of Engineering Manufacture, 2001 Vol 215 No B8. ISSN 0954-4054.
- 33) Hvolby, Hans-Henrik; Thorstenson, Anders: "Production characteristics and performance measurements - Results from a survey of Danish SMEs". In Proceedings of the NOFOMA 2000 conference, Denmark, Århus, January 2001.
- 32) Trienekens, Jacques; Hvolby, Hans-Henrik: "Performance measurement and improvement in supply chains". In Proceedings of the CI 2000 conference, Aalborg, Denmark, September 2000, ISBN 87-89867-77-7.
- 31) Momme, Jesper; Møller, Morten; Hvolby, Hans-Henrik: "Linking Modular Product Architecture to the Strategic Sourcing Process - Case Studies of Two Danish Industrial Enterprises". International Journal of Logistics Research and Applications., Vol. 3, No. 2, 2000
- 30) Hvolby, Hans-Henrik; Jesper Momme; Jacques Trienekens: "Planning in Supply Chains". In Proceedings of SMESME '00 conference, UK, Coventry, April 2000. ISBN: 0905949862

- 29) Hvolby, Hans-Henrik; Thorstenson, Anders: "Performance Indicators in Small and Medium-sized Enterprises". In: Proceedings of SMESME '00 conference, UK, Coventry, April 2000. ISBN: 0905949862.
- 28) Taps, Stig; Hvolby, Hans-Henrik. "Firm Complexity and Co-ordination Mechanisms within Manufacturing Joint Ventures, In: Proceedings of the second Managing Enterprises Conference, Newcastle, Australia, November 1999. ISBN: 0 7259 1078 X. The paper was nominated as the best paper within the category "Technology Applications & Systems Modelling"
- 27) Trienekens, Jacques; Hvolby, Hans-Henrik: Evaluation of three Methods for Supply Chain Modelling. In: Global Production Management. Proceedings of 7th IFIP WG. 5.7 International Conference on Advances in Production Management Systems - APMS '99, Berlin, Germany, September 1999. ISBN 0-7923-8605-1
- 26) Hasin, Ahsan Akhtar; Hvolby, Hans-Henrik: Manufacturing Resource Planning (MRPII). In: Industrial Engineering Applications and Practice: Users' Encyclopaedia. International Journal of Industrial Engineering, November 1999. ISBN: 0-9654599-0-X.
- 25) Momme, Jesper; Hvolby, Hans-Henrik: How to Approach and Implement Strategic Outsourcing Programme in a Global Context - Case Study of Danish Industrial Enterprise. In: Global Production Management. Proceedings of the 7th IFIP WG. 5.7 International Conference on Advances in Production Management Systems - APMS '99, Berlin, Germany, September 1999. ISBN 0-7923-8605-1
- 24) Hvolby, Hans-Henrik; Barfod, Ari; Taps, Stig: "Customer Order Process Modelling using Activity Chains". In: Proceedings of PICMET '99 conference on Technology and Innovation Management: Setting the Pace for the Third Millennium, Portland, Oregon, USA, July 1999. ISBN: 1-890843-04-0
- 23) Trienekens, Jacques; Hvolby, Hans-Henrik: "Modelling Supply Chains". In: Proceedings of the 6'th Augrai Working Conference, Valencia, Spain, April 1999.
- 22) Hvolby, Hans-Henrik; Trienekens, Jacques: "Manufacturing Control Opportunities in the food processing and discrete manufacturing industries". International Journal of Industrial Engineering, Volume 6 no 1, March 1999.
- 21) Bonde, Hans; Hvolby, Hans-Henrik: "Improving use of information in SMEs". In: Proceedings of the Second International SMESME Conference on Stimulation Manufacturing Excellence in Small & Medium Enterprises, Plymouth, United Kingdom, March, 1999. ISBN: 1-84102-035-4.
- 20) Coll, F. E. ; Carrie, A. S.; Bititci, U. S.; Reid, A.; Trienekens, J. H.; Hvolby, H. H.: "The implications of interrelationships for decision making processes in companies along the supply chain". In: proceedings of the IFIP WG. 5.7 Working Conference on Strategic Management of the Manufacturing Value Chain, Troon, Scotland, UK, August 1998.
- 19) Hvolby, Hans-Henrik; Barfod, Ari: "Modelling Customer Order Processes". In: Proceedings of the 13th IPS Research Seminar on Design for Integration in Manufacturing, Fuglsø, Denmark, April, 1998. ISBN: 87-89867-60-2
- 18) Momme, Jesper; Hvolby, Hans-Henrik: "How Core Competence Thinking and Outsourcing Interrelate". In: Proceedings of the 13th IPS Research Seminar on Design for Integration in Manufacturing, Fuglsø, Denmark, April, 1998. ISBN: 87-89867-60-2
- 17) Hvolby, Hans-Henrik; Barfod, Ari: "Customer Order Management" (in Danish: "Ordrestyring") In: Ledelse Idag, no. 29, spring 1998, 8. volume no. 1., Copenhagen, ISSN: 0905-8966
- 16) Hvolby, Hans-Henrik; Barfod, Ari: Order Management and Activity Chains (in danish: "Ordrestyring og aktivitetskæder"). In: Børsens Logistikhåndbog. Børsens Forlag, Vesterbrogade 149, København V, 1997.
- 15) Hvolby, Hans-Henrik; Order Processing versus Order Management. Paper presented at the 8th annual conference of the Production and Operations Management Society, Miami, USA, April 1997. No proceedings.

- 14) Hvolby, Hans-Henrik; Trienekens, Jacques: "Future Challenges for Production Control Systems - A Comparison of the Food Industry with the Iron Industry." In: Advances in Production Management Systems. Proceedings of the 6th IFIP TC. 6 / WG. 5.7. International Conference on Advances in Production Management Systems - APMS '96, Kyoto, Japan, November 1996. ISBN: 4-915740-20-X
- 13) Haas H. de., Riis, J. O., Hvolby H.-H., "Centralised and Decentralised Control: Finding the Right Combination" In: Advances in Production Management Systems. Proceedings of the 6th IFIP TC. 6. / WG. 5.7. International Conference on Advances in Production Management Systems - APMS '96, Kyoto, Japan, November 1996. ISBN: 4-915740-20-X
- 12) Hvolby, Hans-Henrik; Nielsen, Jørgen A.; Jørgensen, Kaj A.: Manufacturing Information Systems Design. In: Proceedings of the 5th International Congress of Industrial Engineering, Grenoble, France, April, 1996.
- 11) Haas H. de, Riis, J. O., Hvolby H.-H., "Centralised and Decentralised Control: Finding the Right Combination" In: Proceedings of the 11th IPS Research Seminar, Department of Production, Aalborg University, April, 1996. ISBN/ISSN: 87-89867-37-8.
- 10) Hvolby, Hans-Henrik: "When does "MRP III" appear to close the gap between Materials and Capacity Planning ?" In: Proceedings of IFIP WG. 5.7. conference "Managing Concurrent Manufacturing to Improve Industrial Performance", Seattle, September, 1995
- 9) Haas, Henning de. and Hvolby, Hans-Henrik. "A Holistic and Situational Approach for Effective Production Planning and Control". In: Proceedings of the Prosem '95 seminar, Molde, Norway, May 1995
- 8) Hvolby, Hans-Henrik: "Improved Pegging and Quality - Future Production Demands". In proceedings of "Quality Management and System Engineering related to Food Technologies in the Fishing Industry", Copenhagen, Denmark, January 1995.
- 7) Barfod, Ari and Hvolby, Hans-Henrik: "Administrative Rationalisation by Applying Activity Chains". In: Issues of Integration in Manufacturing, 9th IPS Research Seminar, Department of Production, Aalborg University, April, 1994. ISBN/ISSN: 87-89867-01-7.
- 6) Hvolby, Hans-Henrik and Højbjerg, Per: A More Flexible Planning Architecture for Centralised and Decentralised Planning". In: "Production Management Methods" edited by Walter, Kliemann and Oliveira, NorthHolland, New York, 1994. ISBN/ISSN: 0-444-81910-x.
- 5) Jørgensen, Kaj A.; Hans-Henrik Hvolby and Jan K. Lauridsen: "The CIM Game - A role-playing Game on Integration". In: Proceedings from the Workshop on Games in Production Management. Department of Production, Aalborg University, 1994
- 4) Hvolby, Hans-Henrik; Barfod, Ari; Jørgensen, Kaj. "Problems Combining Order and Batch Production". In: Proceedings of the IFIP WG 5.7 conference on Advances in Production Management Systems, Greece, Athens, 1993. ISBN: 0 444 81598 8
- 3) Jørgensen, Kaj A.; Hans-Henrik Hvolby and Mogens Futtrup: "Experiences from developing the CIM Game ". In: Proceedings from the Oracle User Group Conference, Copenhagen, 1993
- 2) Hvolby, Hans-Henrik and Barfod, Ari: "A New Model for Combined Order and Batch Production ". In: "Approaches to Integration in Manufacturing", 8th IPS Research Seminar, Department of Production, Aalborg University, March, 1993. ISBN/ISSN: 87-89867-26-2.
- 1) Hvolby, Hans-Henrik and Ari Barfod: "Nilpeter Case". In: Pre-prints of the 7th IPS Research Seminar, Department of Production, Aalborg University, October, 1992.

## **J) Books**

Hvolby, Hans-Henrik (editor): "Manufacturing Information Systems". Proceedings of the 4th SMESME International Conference, Denmark, Aalborg, May 2001. ISBN: 87-89867-81-5

Barfod, Ari; Hvolby, Hans-Henrik: "Customer Order Management" (in Danish: "Ordrestyring, -tidens indsatsområde"). Industriens Forlag, Vesterbrogade 149, Copenhagen, September, 1996. ISBN: 87-600-0069-4

## **K) Sections in books**

Bilberg, Arne; Hvolby, Hans-Henrik; Møller, Charles; Haas, Henning; Michelsen, Aage; "Logistic - an important competitive factor" In: The Extended Production, by J. O. Riis (Ed.), Industriens Forlag, Copenhagen, 1996. ISBN: 87-600-0131-3

Hvolby, Hans-Henrik; Trienekens, Jacques: "Production Control Challenges in the Food and Iron Industry" In: Advances in Production Management Systems - Perspectives and future challenges; Edited by Okino, Tamura and Fujii; Chapman and Hall, 1996. ISBN: 0412 82350 0

Jørgensen, Kaj A.; Hans-Henrik Hvolby and Jan K. Lauridsen: "The CIM Game - A role-playing Game on Integration". In: Simulation Games and Learning in Production Management, Edited by Jens O. Riis, Chapman & Hall, 1995. ISBN 0 412 72100 7

## **L) Other publications**

Jørgensen, Kaj, Hvolby, Hans-Henrik (ed): "Product Configuration and Modelling", Aalborg University, 2005. ISBN 87-91200-45-8.

Hvolby, Hans-Henrik; Steger-Jensen, Kenn; Thorstenson, Anders; Baastrup, Jens-Jørgen: "Internet-based information exchange in the Supply Chain", Aalborg University, 2005. ISBN 87-91200-46-6.

Jensen, Tonny; Thorstenson, Anders; Hvolby, Hans-Henrik (ed): "Information Systems - Strategy, Specification and Investments", Aalborg University, 2005. ISBN 87-91200-47-4.

Wong, C.Y., Hvolby, H-H., and Johansen, J. (2004), Supply chain coordination problems: Literature review from organizational, economics and operations perspective, Working Paper no. 08-04, Center for Industrial Production, Aalborg University, pp.1-23.

Steger-Jensen, Kenn; Hvolby, Hans-Henrik "E-Business - med fokus på Advanced Planning and Scheduling", DILF orientering, 39. årgang, nr 5, august 2002

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Hvolby, Hans-Henrik; Thorstenson, Anders: "Performance Indicators in Small and Medium-sized Enterprises" Department of Production, Aalborg University, March 2000. ISBN 87-89867-75-0.

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Hvolby, Hans-Henrik (oplæg). "Små firmaer tilbydes hjælp", Aalborg Stiftstidende, Erhvervssektionen, December, 1999

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Hvolby, Hans-Henrik; Barfod, Ari: "Customised production in Danish SMEs" (in Danish: "Danske virksomheder har svært ved at omstille sig til kundeorienteret produktion"). In Techworld, no 11, December 1998.

Hvolby, Hans-Henrik (oplæg). "Reality are overtaking planning" (in Danish: "Virkeligheden overhaler planlægningen". Article in IBM Vision, September, 1997

Hvolby, Hans-Henrik (oplæg). "Opgør med hovedløs papirlyst", Aalborg Stiftstidende, Erhvervssektionen", February 1997

Hvolby, Hans-Henrik (oplæg). "Drop your tie and shirt and jump into a boiler suit" (in Danish: "Smid slips og skjorte og hop i kedeldragten", Erhvervsbladet, February, 1997

Barfod, Ari; Hvolby, Hans-Henrik (oplæg). "Order Management increase productivity" (in Danish: "Ordrestyring øger produktiviteten", Jern- & Maskinindustrien, April, 1997

Hvolby, Hans-Henrik; Barfod, Ari: "Order Management" (in Danish: "Styring af ordrer er tidens indsatsområde"). In Tech World, no 8, August 1996. ISSN: 0909-1769

Barfod, Ari; Hvolby, Hans-Henrik: "Order Management at EBK" (in Danish: "Ordrestyring hos EBK-Fritidshuse" In Effektivitet (Dansk Rationaliseringsforening), no 5, 1996.

Hvolby, Hans-Henrik. "Production Planning Techniques" (in Danish: "Produktionsstyringsformer"), Aalborg University, 1994, 1995

Hvolby, Hans-Henrik. Case of Production Planning and Control (in Danish: "Produktionsstyring Case"), Aalborg University, 1992, 1993, 1994

Hvolby, Hans-Henrik. "Problems using MRP in Order Production", Aalborg University, 1992

"Functional description of a Production Planning and Control system", FLS Data, November 1991

Hvolby, Hans-Henrik. "4GL har endnu lang vej at gå", Cad/Cam World nr 2, March 1990

Hvolby, Hans-Henrik. "4GL - fremtiden for produktionsstyring", Cad/Cam World nr 3, September 1989

Hvolby, Hans-Henrik. "Introduction to Production Management and Control" (in Danish: Introduktion til PMC), Aalborg University, 1988.

### **M) Ph.D. thesis**

The idea of the Ph.D. project was to use the powerful 4th generation systems to develop flexible, company adapted production planning systems for the industry. The thesis is divided into a main report and a number of additional reports which each represent specific contributions. The purpose and substance of these contributions are emphasised in the main report.

Hvolby, Hans-Henrik. "*Development of Advanced Information Systems for Production Planning and Control*" (in Danish). Ph.D. thesis, Aalborg University, 1989. In chapter 1 the background, basic idea, purpose, aim, restrictions and contents of the Ph.D. project are described. The most important elements of the solutions are emphasised: a general data structure independent of the industry and a number of basic algorithms independent of the industry. In chapter 2 various development strategies for information systems within production planning and control are evaluated. The shortcomings of the existing standard systems and the need for a flexible information system which can satisfy the demands from a dynamic control system lead to the establishment of an alternative strategy - a company adapted basic system. In chapter 3 the fundamental ideas of the basic system are defined. Further a rough division of the industry's functional needs is made. In chapter 4 a general and flexible data structure for the basic system is developed, in terms of entity relationships, structure diagrams, table contents and relations between the most fundamental tables. In chapter 5 some essential areas in connection with the program structure of the basic system are emphasised including the use of a 4th generation development system. The possibility of combining several production planning techniques (network and materials based) are evaluated. At the same time it is shown that SQL (Structured Query Language) contains sufficient functions to handle complex algorithms. In chapter 6 the basic system is evaluated generally in terms of its basic idea, structure, degree of fulfilment etc., and a method for adapting the basic operation system to company-specific demands. Chapter 7 concludes the project and its results.

Hvolby, Hans-Henrik. "*Appendix to Development of Advanced Information Systems for Production Planning and Control*" (in Danish). Part of Ph.D. thesis, Aalborg University, 1989. The appendix includes table definition and the most essential algorithms of the basic operation system – the materials requirement planning, capacity requirements planning and network planning.

Hvolby, Hans-Henrik. "*Analysis of information systems for production planning and control*" (in Danish). Part of Ph.D. thesis, Aalborg University, 1989. The report describes the results of an analysis of 4 chosen systems for production planning and control. The systems are chosen as being representative for the total market of systems. The purpose of the report is

primarily to support the suppositions of status for the supply of systems which forms one of the bases for the Ph.D. project..

Hvolby, Hans-Henrik. "*Detailed analysis of PMC*" (in Danish). Part of Ph.D. thesis, Aalborg University, 1989. The report describes the results of a detailed analysis of a system for production planning and control called "Production Management and Control". The analysis is primarily based on a test of the system on a personal computer. The purpose of the detailed analysis is partly to get a fundamental knowledge of the functions in a MRP system, partly to get an impression of the level of systems developed by means of a 4th generation development system.

Hvolby, Hans-Henrik. "*Description of BOS - Basic Operation System*" (in Danish). Part of Ph.D. thesis, Aalborg University, 1989. The report describes the Basic Operational System - a software system which was developed from the data and program structures in chapters 4 and 5 of the main thesis. BOS has primarily been used as a tool in connection with development and test of the functions of the basic operations and the functionalism of the data structure.

Hvolby, Hans-Henrik. "*Production Planning and Control*" (in Danish). Part of Ph.D. thesis, Aalborg University, 1989. Description of production planning techniques. The frequently production planning techniques are described with a view to state their functions and algorithms. The report forms the basis of the development of the basic operations in chapter 5 of the main thesis.

#### **N) Lecturing, courses**

Since 1992 I have been in charge of lecturing within the area of Production Planning, both with regard to theory (Planning Techniques and Principles) and practice (ERP and shop floor scheduling systems). I lecture and have been lecturing a large number of different courses concerning planning concepts, simulation, information systems together with structure, functionality and use of PPC systems. During my 12 years of teaching, four different ERP systems and a shop floor scheduling system have been used for practice and exercises in courses and student projects. Within the next year Oracle Manufacturing will replace the current ERP system.

I was responsible for the "Production Planning and Logistics" area in the IUS network regarding teaching development at the Danish engineering schools and technical universities (1996-1997). This work led to the development of common teaching material such as production games, production planning (introduction, database and exercises to an ERP-system)

#### Short description of courses for which I have been responsible for development and lecturing:

*Production Planning and Control* (in danish: Produktionsstyring). Previous titled Production Planning I. Contents: Planning techniques such as JIT, MRP/ERP, OPT. Production games and exercises. 1988-1990, 1992-

*Shop Floor Control* (in danish: Produktionsplanlægning og -styring). Contents: shop floor control techniques, design of shop floor control systems. Exercises. 1988-1990, 1992-

*Production Planning Systems* (in danish: Produktionsstyringssystemer). Previous called Production Planning III. Contents: Structure of PPC systems- BOM's, operations, materials- and capacity planning. Exercises in Concorde XAL. 1998-

*Integrated manufacturing* (in danish: Integreret produktion). Contents: A production game dealing with integrated information system from accept of customer orders to production preparation and physical manufacturing. 1993-

*Production Planning II*. Contents Structure of PPC systems- BOM's, operations, materials- and capacity planning. Group technology, layout, order management, production structures, exercises. 1988-1990, 1992-1997

*Systems development*. Contents: Data modelling, functional modelling, system development methods, project management. Exercises. 1992-1994

*Data Structures* (only the SQL part). Contents: Tables, normalisation, SQL commands. Exercises. 1988-1990, 1992-1995

*Programming in Pascal*. Contents: Structure, data types, procedures, functions, input/output. Exercises. 1986-1989

*Model language*. Contents: Financial simulation in IFPS – purpose, structure, model building, goal seeking, evaluation. Exercises. 1987-1988

*Simulation*. Contents: Introduction to simulation, purpose, structure of production simulation models, development of simulation models in Promodel, evaluation of simulation results. Exercises. 1992-1995

*Simulation basics*. Contents: Introduction to simulation, purpose, different kind of simulation models, Pascal modelling. Exercises. 1992-1995

Information Systems. Contents: Development of information systems – structure, data models, functional models, forms, reports. Exercises in Open Access and Oracle. 1989-1990, 1992-1993

Finally, I have given customised lectures at “lifelong education”, the VIVIT-project, MMT (Master in Management of Technology) and MII (Master of Information Technology)

## **O) Lecturing, supervision**

Lecturing at Aalborg University is project based. Students work in groups, formed at the beginning of each semester. Each group is assigned a task to be solved during the semester, normally based on a regular problem in a company. The task (project) constitutes fifty percent of the work load in the semester. The industrial contact, task definition and the supervision during the project work are supported by a supervisor.

### Master level, final thesis

Supply Chain Management, Grundfos (2005)

Lean Manufacturing, Dynaudio (2005)

Production Strategy, Grundfos (2004)

SAP APO, Grundfos (2003)

PPC and APS systems, Oracle (2000)

Order Management, Royal Greenland (1999)

Production planning and shop floor control, Caravell (1998)

Production planning, Crisplant (1998)

Project control and Resource Planning, The Gillette Company (1997)

Optimising order management, Caravell (1997)

Generic bill of materials, Mercedes Benz AG (1996)

Reengineering (Order Management), TT Coil (1996)

Information system for PPC, Aalborg Industries (1995)

Production planning and control, Caljan A/S (1995)

Information system for production planning, Printca A/S (1994)

Production planning, A/S De Smithske (1994)

Production planning, Mekoprint A/S (1990)

One-of-a-kind planning system, Danyard A/S (1988)

Production planning system, Dansk Data Elektronik, (1988)

### Master level, 9th semester

Materials Call Off, Lego (2005)

Logistics, Dynaudio (2004)

Production planning, Aalborg Industries, China (2002)

Management of Engineering Resources, The Gillette Company (1997)  
Production strategy, Gram Equipment A/S (1997)  
Production strategy, survey in six companies (1996)  
Strategy for supplier co-ordination, LH Agro (1994)  
Production strategy, ABB Scandia A/S (1993)

#### Master level, 8th semester

IT integration with suppliers, Aalborg Industries (2002)  
Information system, A/S Sol og Strand (1994)  
Financial information system, C.J. Transport A/S (1994)  
Information system, Thyborøn Fisk A/S (1993)  
Quality control system, Migatronic A/S (1993)

#### Master level, 7th semester

Production Planning and VMI, Morsø A/S (2004)  
Production planning, Dancall A/S (1997)  
Shop floor planning using electronic Gantt-charts, Alpha Diesel (1995)  
Production planning, Bilcon A/S (1995)  
Shop floor planning, Aalborg Industries (1993)  
Shop floor planning, Bates Emballage A/S (1993)  
Production planning, Danogips (1992)  
Production planning in TV-assembly, Bang & Olufsen A/S (1990)  
Shop floor planning, Eskofot A/S – Hjørring I (1988)  
Production planning, Jutlandia Industri A/S (1987)  
Production planning, Dansk Data Elektronik (1987)  
Production planning, Eskofot A/S Hjørring IV (1987)

#### Bachelor level, final thesis

Efficiency improvement, Bilcon A/S (1997)  
Capacity- and materials planning, Ginge Raadvad A/S (1990)

#### Bachelor level, 6th semester

Production planning, Jørgen C Nielsen (1995)  
Production planning, A. Winther A/S (1989)  
Production planning, A. Winther A/S (1988)  
Production planning, Ginge A/S (1987)  
Production planning, Ginge Raadvad A/S (1986)

#### **P) Arrangement of conferences and seminars**

Organiser of a half-day seminar on Simulation using Enterprise Dynamics at Aalborg University, September 7, 2005  
Organiser of a half-day seminar on IT-based Production Planning and Control at Aalborg University, April 26, 2005  
Organiser of a half-day seminar on Business Intelligence and Decision Support Systems at Aalborg University, November 18, 2004  
Organiser of a two-day IMS NoE SIG9 Workshop on Supply Chain Integration with 30 participants from Denmark (AAU, DTU, SDU, Microsoft, SAS, Videlity, PDC), Ireland (University of Limerick) and USA (George Mason University). October 28-29, 2004

Organiser of a half-day seminar on Supply Chain Integration in connection with the Lifelong Educational Initiative at Aalborg University, August 17, 2004

Organiser of a half-day seminar on Web and B2B technology at Aalborg University, March 24, 2004

Organiser of a half-day seminar on Axapta Production Planning and Control at Aalborg University, March 17, 2004

Organiser of a half-day seminar on Vendor Managed Inventories at Aalborg University, November 23, 2003

Organiser of a half-day seminar on Lean at Aalborg University, November 13, 2003

Organiser of a half-day seminar on BaaN Scheduler at Aalborg University. 58 participants. April, 2002.

Organiser of a half-day seminar on Finite Scheduling at Aalborg University. 79 participants. September, 2001

Organiser of a two-day Technical Exchange Workshop (Supply Chain Planning, Advanced Planning and Scheduling, Mass Customisation) with 33 participants from Denmark (AAU, DTU, Oracle, Navision, Lindhard, PDC, COH, PWC), Germany (Promatis) and USA (George Mason University). August, 2001

Organiser of a half-day seminar on Advanced Planning and Scheduling at Aalborg University in connection with the Lifelong Educational Initiative. 45 participants. August, 2001

Organiser and conference chairman of the SMESME (Stimulating Manufacturing Excellence in Small and Medium sized Enterprises) conference in Aalborg, 14-16 May 2001. 75 participants (210 on the second day) took part in the conference which included 55 papers combined with keynote lectures and an exhibition of manufacturing information systems such as ERP, MES and Shop Floor Control.

Organiser of a Supply Chain Planning seminar at Aalborg University to mark the donation of Oracle Manufacturing and a Sun server to the Production Planning and Control laboratory. 58 participants. (2000)

Organiser of the following seminars for the VIVIT-group in co-operation with Hans Bonde, Jørgen A. Nielsen and Dorte Pedersen (1997-1999):

- ♦ E-planning
- ♦ Bar codes and data collection
- ♦ Workflow, groupware
- ♦ Project management
- ♦ Simulation and vision systems
- ♦ Customer-supplier co-operation
- ♦ IT handbook, IT documentation
- ♦ Industrial IT challenges
- ♦ Internet and World Wide Web
- ♦ Order Management

Organiser of a seminar on Order Management at the Technological Information Centre, Slagelse. 43 participants (1997)

Organiser of two seminars on Logistics and Production Planning at Aalborg University and Herning Business and Engineering School (1997)

Organiser of a seminar on Order Management at Aalborg University (1997)

Organiser of a seminar on Order Management at hotel Scandinavia in co-operation with Ari Barfod. 100 participants, 80 external (1996)

Organiser of a one-day seminar on production planning and control at Aalborg University in co-operation with Kaj A. Jørgensen. 95 participants, 50 external (1995)

## **Q) Other presentations**

Smartlink Fellow, 2005:

- Are Lean systems effectively meeting the challenge from Asian businesses, Engineers Australia, Adelaide, August 1
- Supply Chain Integration, Research Seminar at UniSA, Adelaide, August 2

- Innovation in Lean Supply Chain Management, Department of Trade and Economic Development, Adelaide, August 2
- Supply Chain Integration, ManSA, Adelaide, August 2
- Supply Chain Integration, SIRF Round Table, Adelaide, August 3
- Innovation in Supply Chain Integration, Technology Park, Adelaide, August 4
- Supply Chain Relationships, Loxton Council and Handbuild Homes, Loxton, August 6
- Panel discussion, State of Manufacturing Forum, Sydney, August 9
- Keynote Speaker: Managing the Lean Supply Chain, Western Sydney Manufacturing Week, Greater Western Sydney Economic Development Board, Sydney, August 10
- Lean Order Management workshop, Tasmanian Chamber of Commerce and Industry, Hobart, August 11
- Managing the Lean Supply Chain, CEO Club, Hobart, August 11

Presentation of the PLUS-project at the Summit 2005 seminar, Januar 19-20, 2005

Visit at UniSA and presentation of Order Management and Supply Chain Integration, in relation to participating in the PCMM conference, Gold Coast, Australia, December 2004

Presentation of Order Management and Industrial networking at the Smartlog Seminar on Value Chains, Sintef, Trondhjem, Norway, May 26-27, 2004

Presentation at half-day seminar on Outsourcing and Partnership at Novi. 20 participants. January, 2003.

Presentation of *Supply Chain Roadmap* at the Technical Exchange Workshop, Oracle Denmark, (2001)

Presentation of *Supply Chain Planning Concepts* at the Advanced Planning and Scheduling seminar, Aalborg University, (2001)

Presentation of *Supply Chain Planning* at the Supply Chain Planning seminar, Aalborg University, (2000)

Course in Production Planning at Oracle Denmark, Ballerup (1999)

Presentation of *Order Management* at a VIVIT seminar, Aalborg University (1999)

Courses in Production Planning for the VIVIT group, Aalborg University (1997, 1998)

Presentation of *Web programming technologies* at a Vivit seminar, Aalborg University (1998)

Presentation of the *Activity Chain Model* at the Annual Navision Seminar, Copenhagen (1997)

Presentation of *Order Management* at an IDG Seminar, Copenhagen (1997)

Presentation of the *Activity Chain Model and Order Management* at the Annual Lifelong Education, Aalborg University (1997)

Presentation of *Production Planning in a Customised Environment*, DRF seminar, Hadsten (1995)

Presentation of *FLS Production Planning System*, Tandem seminar, Copenhagen (1991)

Presentation of *Administrative Solutions*, Unix User group Seminar, Copenhagen (1991)