



## EDUCATION

**Cranfield School of Management,  
Cranfield University**

Ph.D. Degree 2002

**Title:** *Exploring Relationships and Information Exchange in Grocery Supply Chains: a Case Study of the Enablers and Inhibitors.*

**Major:** Supply Chain Management

**Dissertation Adviser:** Prof. Martin Christopher

**University of Greenwich**

BA (Honors) Degree 1994

**Major:** Operations Management

1<sup>st</sup> Class Honors (GPA = 4.0)

## EMPLOYMENT EXPERIENCE (ACADEMIC)

- **Chair** (2020 to present)  
Department of Management  
Marquette University
- **Associate Professor (with Tenure)** (2015 to present)  
Department of Management  
Marquette University
- **Associate Professor** (2013 to 2015)  
Department of Management  
Marquette University
- **Assistant Professor** (2002 to 2012)  
Department of Supply Chain Management  
W. P. Carey School of Business  
Arizona State University
- **Lecturer** (1998 to 2002)  
Cranfield School of Management  
Cranfield University, Bedfordshire, United Kingdom
- **Visiting Lecturer** (1997 to 1998)  
Cranfield School of Management  
Cranfield University, Bedfordshire, United Kingdom
- **Senior Lecturer (Business Strategy)** (1996 to 1998)  
School of Business  
University of Greenwich, London, United Kingdom
- **Lecturer (Business Strategy)** (1996 to 1998)  
School of Business  
University of Greenwich, London, United Kingdom

## RESEARCH

### REFEREED JOURNAL ARTICLES (ACADEMIC)

#### POST TENURE:

1. Jonsson, P., Kaipia, R., and **Barratt, M.A.**, (2021) "The future of S&OP: Dynamic complexity, ecosystems and resilience", *International Journal of Physical Distribution & Logistics Management* 51(6) 1-10. [A] – accepted 06/07/2021).
2. Camara-Sodero, A., Jin, Y., and **Barratt, M.A.**, (2019) "Current State of Big Data Use in Retail Supply Chains", *International Journal of Physical Distribution & Logistics Management* 49(7) 706-726. [A].
3. **Barratt, M.A.**, Kull, T.J., and Sodero, A., (2018) "Inventory Record Inaccuracy Dynamics and the Role of Employees with Multi-channel Distribution Center Inventory Systems" *Journal of Operations Management* 63(1) 6-24. [A+].

#### PRE TENURE:

4. Kull, T.J., **Barratt, M.A.**, Sodero, A. and Rabinovich, E. (2013) "An Assessment of the Effects of Different Inventory Record Inaccuracies: A dynamic-based investigation" *Journal of Business Logistics* 34(3) 189-208. [A]
5. **Barratt, M.A.** and Barratt, R., (2011) "Exploring Internal and External Supply Chain Linkages: Evidence from the field", *Journal of Operations Management* 29(5): 514-528. [A+]
6. **Barratt, M.A.**, Choi, T.Y. and Li, M., (2011) "Qualitative Case Studies in Operations Management: Trends and Future Research Implications (1992-2007)", *Journal of Operations Management* 29(4): 329-342. [A+]
7. Ashenbaum, B., Maltz, A., Ellram, L and **Barratt, M.A.** (2009). "Organizational alignment and supply chain modularity: introduction and construct validation." *International Journal of Logistics Management* 20(2): 169-186. [AB]
8. **Barratt, M.A.** and Oke, A., (2007). "Antecedents of Supply Chain Visibility: A Resource-based Theory Perspective." *Journal of Operations Management* 25(6): 1217-1233. [A+]
9. **Barratt, M.A.** and Choi, T.Y., (2007). "Mandated RFID and Institutional Responses: Cases of Decentralized Business Units." *Production and Operations Management* 16(5): 569-585. [A+]
10. **Barratt, M.A.**, (2004). "Unveiling the Enablers and Inhibitors of Collaborative Planning in the UK grocery sector." *The International Journal of Logistics Management* 15(1): 73-90. [AB]
11. **Barratt, M.A.**, (2003). "Understanding the Meaning of Collaboration in the Supply Chain." *Supply Chain Management: An International Journal* 9(1): 31-42. [A]
12. **Barratt, M.A.**, (2003). "Positioning the Role of Collaborative Planning in the Grocery Supply Chain." *The International Journal of Logistics Management* 14(2): 53-66. [AB]
13. **Barratt, M.A.** and Rosdahl, K., (2002). "Exploring Business-to-Business Marketsites: A European Perspective." *European Journal of Purchasing and Supply Management* 8(2): 111-122\*. [A]

14. **Barratt, M.A.** and Oliveira, A., (2001). "Exploring the Experiences of Collaborative Planning Initiatives." *International Journal of Physical Distribution & Logistics Management* 31(4): 266-289. [A]

\* Now known as the Journal of Purchasing and Supply Management

### REFEREED JOURNAL ARTICLES (PRACTITIONER)

#### POST TENURE:

15. **Barratt, M.A.** and Eagle, S. (2017), "How Agile is your Supply Chain" *Supply Chain Management Review* March 34-41. [B]

#### PRE-TENURE:

16. **Barratt, M.A.** and DeHoratius, N. (2012), "Retail Analytics and Behavioral Operations: A Recipe for Superior Performance" *Cutter IT Journal* 12(13): 1-6. [B]
17. **Barratt, M.A.**, Rabinovich, E. and Camara-Soderro, A., (2010). "Inventory Accuracy: Essential, but Often Overlooked." *Supply Chain Management Review* March/April 36-46. [B]
18. **Barratt, M.A.**, Savidge, M. and Barratt, R., (2006). "Sarbanes Oxley: Is it good for your supply chain?" *Supply Chain Management Review* November 34-40. [B]

### MANUSCRIPTS (UNDER REVIEW)

19. Lim, S.F.W.T., Lawson, B. and **Barratt, M.A.**, "Governance of Last-Mile Supply Networks in Omnichannel Retailing" Tw 0.23 0 T1.004 Tc -0.004 Tw 11.Tc 0.007 T31.72 Tm(0. (na)-10S9.99e)-172Tc -0.004 T

**MONOGRAPHS AND TECHNICAL REPORTS**

25. **Barratt, M.A.**, Camara-Sodero, A. and Jin, Y. (2014) "Current State of Big Data Use In Retail Supply Chains" Council of Supply Chain Management Professionals, July.
26. **Barratt, M.A.** and Christopher, M.G. (1999), "Supply Chain Challenges for the New Millennium", a client company report, April.
27. **Barratt, M.A.** (2005) "Understanding the Impact of Initial Compliance with the DOD RFID Mandate: A Case Study, August.
28. **Barratt, M.A.** (1998), *Personal Computing Skills 1998-99 Workbook* MBA (Executive), Cranfield School of Management, Cranfield University.
29. **Barratt, M.A.** (1997), *Information Management Skills 1997-98 Workbook* MBA (Full-time), Cranfield School of Management, Cranfield University.
30. **Barratt, M.A.** (1995), *Mediloan (Ver. 1.0) - a training guide*. In relation to software developed incorporating algorithms for aiding pressure sore relief for NHS As-2 (r)10 (s)2 (t)]TJinorivy.

40. **Barratt, M.A.** and Choi, T.Y. "Organizational Hypocrisy: Lessons for Organizations Mandating Technology Adoption", targeting submission to *Sloan Management Review*.

- *The paper is currently in its final editing stages. I led the data collection and the writing of the paper.*

41. **Barratt, M.A.**, Peacock, C. and DeHoratius, N. "Supply Chain's "Bermuda Triangle": Out-of-Stocks, Shrinkage and Inventory Record Inaccuracy", targeting submission to *Journal of Business Logistics*.

- *This paper seeks to develop a conceptual framework based on the interactions of Out-of-stocks (OOS), shrinkage and inventory record inaccuracy (IRI). The paper is currently in the research design stage and I will be leading the data collection.*

42. Bastl, M. Mena, C., **Barratt, M.A.** "Determinants of supply chain information sharing – a multilevel perspective", targeting submission to *Journal of Business Logistics*.

- *The paper is currently in its final editing stages. I led the data collection and the writing of the paper.*

**REFEREED CONFERENCE PROCEEDINGS (CONTINUED)**

4. **Barratt, M.A.**, Rabinovich, E. and Camara-Sodero, A. (2010) "Impact of Direct and Retail Channels on Inventory Record Accuracy", Presented at the 2010 Meeting of POMs, Vancouver, BC.
5. Kull, T.J., **Barratt, M.A.** and Rabinovich, E., (2009) "An Assessment of the Effects of Different Inventory Record Inaccuracies: A dynamic-based investigation" Presented at the 2009 Meeting of INFORMS, San Diego, CA.
6. **Barratt, M.A.**, Choi, T.Y. and Li, M., (2007) "State of Inductive Case Studies in Operations Management" in Best Paper Proceedings. Presented at the 2007 Meeting of the Academy of Management, Philadelphia.
7. **Barratt, M.A.** and K.J. Petersen, (2005), "Mandated RFID Compliance: What will be the Impact on your Supply Chain Relationships?" Acquisition Research: The foundation for Innovation, 2<sup>nd</sup> Annual Acquisition Research Symposium, May 17-18, Naval Post-Graduate School, Monterey, California [*National*].
8. Barratt, R, and Kakabadse, N.K. and **Barratt, M.A.** (2003), "Corporate Social Responsibility in the Board Room: The Need for a Coherent Business Case", *in the proceedings of the European Academy of Business in Society - 2nd Colloquium*, September 19-20, Copenhagen Business School, Sweden [*International*].
9. Petersen, K., **Barratt, M.A.** and Nichols, J.R., (2003), "Empirical Statistical Research – The Shared Value Approach", *in the Proceedings of the 34th Annual DSI Meeting*, November 22-25, 2003, Washington, DC [*International*].
10. **Barratt, M.A.** and Green, M., (2003), "Collaboration as an Enabler of Effective & Efficient Promotions in UK Grocery Supply Chains" *in the Proceedings of the Fourteenth Annual Conference of the Production and Operations Management Society*, POM-2003, April 1-4, 2003, Savannah, GA [*International*].
11. **Barratt, M.A.** and Green, M., (2001), "The Cultural Shift: The need for a collaborative culture" *in conference proceedings of Supply Chain Knowledge 2001*, Cranfield School of Management, Bedfordshire, United Kingdom [*National*].
12. **Barratt, M.A.** (2000), "Achieving total visibility across the networked supply chain: Integrating your customers and business partners", *in the Proceedings of e-Logistics 2000 Conference*, May 24-25, 2000, Brussels, Belgium [*International*].
13. **Barratt, M.A.** and Oke, A., (2000), "

**REFEREED CONFERENCE PROCEEDINGS (CONTINUED)**

16. **Barratt, M.A.**, Ellis, H.W. and Bytheway, A.J. (1998), "Supply and Logistics Networks - Rethinking the Supply Chain: Complexity Theory and the Role of Information", *in the proceedings of the AMA Logistics and Supply Chain Management Conference*, Vienna, Austria.
17. **Barratt, M.A.** (1998), "Supply Chain Relationships: A Justification for the Use of Case Study Research", *in the proceedings of the Logistics Research Network Conference*, Cranfield School of Management, Bedfordshire, United Kingdom.
18. **Barratt, M.A.** (1997), "Achieving Synergetic Relationships in the UK Retail Grocery Sector", *in the proceedings of the European Logistics Association Doctoral Workshop*, Paris, France.
19. **Barratt, M.A.**, Turnbull, D., Barnett, W., Burke, I., Ellis, H.W., Gould, J., Ledgerwood, G. and Mayor, R. (1996), "Multiple Choice Assessment Linked to Case Studies", *in the proceedings of British Academy of Management (BAM) Conference*, Manchester United Kingdom.

**NON-**



## UNIVERSITY DEVELOPMENT

- **Faculty Program Director – MS in Supply Chain Management (Online)** (2017 – present)  
Department of Management, College of Business, Marquette University  
Prepared proposal and established program.
- **Co-Founder - Undergraduate Major in Business Analytics** (2017-2018)  
Department of Management, College of Business, Marquette University  
Undertook focus Groups, prepared proposal and established program.
- **Co-Founder - Supply Chain Information Technology Lab (SCITL)** (2015 – present)  
Department of Management, College of Business, Marquette University  
Prepared proposal and established budget for the lab.
- **Co-Founder of the ASU Logistics Roundtable** (2003 – 2008)  
Department of SCM, W. P. Carey School of Business, ASU.  
Set up monthly meetings, site visits and arranged guest speakers.
- **Founder/Director of the e-Supply Chain Research Forum** (1999 – 2002)  
Cranfield School of Management,  
Cranfield University, Bedfordshire, United Kingdom

## AWARDS

- **20th Anniversary – Best papers (1 of 24) over the last 20 years of the Symposium**  
Barratt, M.A. (1999), “Exploring Supply Chain Relationships and Information Exchange in UK Grocery Supply chains: Some Preliminary Findings”, in the proceedings of the 4th

## TEACHING

### MARQUETTE UNIVERSITY

#### GRADUATE EDUCATION:

Date (Yr/Semester)	Class - Description	Teaching Evaluation
2021 Fall	<b>SCMM 6535:</b> Supply Chain Collaboration <i>- Core class for MS-SCM</i>	Tba
2021 Fall	<b>SCMM 6500:</b> Supply Chain Workshop #1	

**UNDERGRADUATE EDUCATION**

<b>Date</b>	<b>Class</b>
<b>(Yr/Semester)</b>	<b>-</b>





**UNIVERSITY OF GREENWICH**

**UNDERGRADUATE CLASSES**

<b>Date (Year)</b>	<b>Class</b> - Description	<b>Institution</b>
1998	Business Skills and Quantitative Methods -	

## IN-COMPANY (PRIVATE) PROGRAMS

- **Faculty Director for:** (1) Accenture (2000-2001 - 8 courses), (2) Unilever (2000-2002 - 6 courses).
- **Courses taught:** (1) E-Procurement (3 sections), (2) E-Marketplaces (7 sections), (3) Systems Integration (2 sections), (4) Content Management (8 sections), (5) Overview of CPFR (3 sections), (6) Supply Chain Game (7 sections), (7) Logistics and Supply Chain (3 sections), (8) Dell Case Study (6 sections)
- **Taught on various programs:** (1) Arthur Andersen, (2) AON, (3) CPG Markets.Com, (4) Colgate-Palmolive, (5) Gap (ASU), (6) Geest PLC, (7) Heineken, (8) John Deere (ASU), (9) John Menzies, (10) L'Oreal, (11) Lufthansa, (12) Maersk, (13) NTL, (14) Sigma-Kalon, (15) VHA (ASU).
- **Courses taught:** (1) Category Management, (2) CoffeeCo Case Study (3 sections), (3) Collaboration in the Supply Chain (5 sections), (4) Collaborative Planning in the Supply Chain (7 sections), (5) E-Business in the Supply Chain (2 sections), (6) From ECR to E-Commerce (3 sections), (7) Logistics and Supply Chain Management (3 sections), (8) Overview of CPFR (3 sections), (9) Re-Designing the Supply Chain, (10) Relationships and Organizational Integration, (11) Retail Developments and Collaborative Planning (2 sections), (12) Supply Chain Game (16 sections), (13) Supply Chain Relationships, (14) The Rise of the E-Supply Chain, (15) Understanding the Role of the Supply Chain.

## STUDENT ADVISING

### PH.D. ADVISING

Doctoral Committee for Postgraduate Degree theses, including: guiding students with topic selection, proposal preparation, methodology selection, preparation for theses defense.

1. Oliveira, A. (2017 – Present), “The Integration of Knowledge Management in Supply Chain Models” PhD Thesis, College of Agricultural Engineering, University of Campinas, Sao Paolo, Brazil.
2. Ashenbaum, B. R. (2002 - 2006), “Exploring the Purchasing-Logistics Interface: Conceptualization, Antecedents of Integration, and Performance Implications”, PhD Thesis, W. P. Carey School of Business, Arizona State University, USA.

### PH.D. EXAMINATION

3. Bonney, L. (2007 - 2011), “Insights into “mysterious processes”: incentivizing co-innovation in Agri-food value chains”, PhD Thesis, Tasmanian Institute of Agriculture, University of Tasmania, Australia.

**MASTERS ADVISING**

Sole supervision of Masters Degree theses, including: guiding students with topic selection, proposal preparation, methodology selection, preparation for theses defense.

4. Cornell, C. (2002), "Developing Supply Chain Visibility in Entertainment UK", MSc., Logistics and Supply Chain Management, Cranfield Center for Logistics and Transportation, Cranfield University, United Kingdom.
5. Kim, K.S. (2001), "The Application of E-Commerce in Samsung UK", MSc., Logistics and

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**UNIVERSITY SERVICE (Continued)**

- W.P. Carey Faculty Council, ASU.

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## PROFESSIONAL SERVICE

### EDITORIAL DUTIES

#### BOARD MEMBERSHIPS

- Decision Sciences (2020 – Present)  
- *Member of the Editorial Review Board*
- International Journal of Physical Distribution & Logistics Mgmt (2016 – Present)  
- *Member of the Editorial Review Board*
- Journal of Business Logistics (2014 - Present)  
- *Member of the Editorial Review Board*
- Journal of Operations Management (2013 - Present)  
- *Member of the Editorial Review Board*

#### AD-HOC REVIEWING

- Decision Sciences
- International Journal of Logistics and Physical Distribution Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Logistics Management
- International Journal of Management Reviews
- Journal of Business Logistics
- Journal of Electronic Commerce Research
- Journal of Operations Management
- Production and Operations Management Society (POMS).
- Transportation Research Part E, Logistics

**PROFESSIONAL AND ACADEMIC ORGANIZATIONS (continued)**

- Commentator, Freshneasybuzz blog, August 2008
  - Discussing "Proximity Matters: More on the Upcoming Tesco Fresh & Easy-Wal-Mart Face Off"
- Commentator, East Valley Tribune, August 2008
  - Discussing "New Wal-Mart concept will rival Fresh & Easy"
- Commentator, AZCentral.com, August 2008
  - Discussing "Berto's sweet success"
- Commentator, AZCentral.com, July 2008
  - Discussing "Tesco in the US"
- Commentator, Knowledge@W.P. Carey, August 2007.
  - Discussing "The British are coming: How Tesco plans to cater to the U.S. market".
- Commentator, Knowledge@W.P. Carey, March 2006.
  - *Discussing "No Stopping Wal-Mart In Its Quest for Uber-Efficiency".*
- Commentator, Knowledge@W.P. Carey, December 2005
  - Discussing "*RFID Technology Gaining Popularity with Suppliers.*"

**PROFESSIONAL MEMBERSHIPS**

- Institute for Operational Research & the Management Sciences (INFORMS)
- The Academy of Management (AOM)
- The Council of Supply Chain Management Professionals (CSCMP) (2003 – Present)
  - *CSCMP Arizona Roundtable, V.P. of Education* (2006 – 2007)
- The Institute of Logistics and Transport (LIT)
- The Production & Operations Management Society (POMs)

**PERSONAL REFERENCES**

These are available on request.