

Pascale Crama

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Positions Held

Singapore Management University, Singapore

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| Professor in Operations Management | 2022 – now |
| Associate Dean, Undergraduate Programme | 2024 – now |
| Area Coordinator | 2023 – 2024 |
| Associate Professor in Operations Management | 2016 – 2022 |
| Academic Director, Blended Programmes | 2018 – now |
| Academic Director, IE-SMU MBA | 2019 – 2020 |
| Lee Kong Chian Fellow | 2017 – 2018, 2020 – 2022 |
| Assistant Professor in Operations Management | 2007 – 2016 |
| Maternity leaves in 2009, 2011 and 2013 | |

Education

London Business School, UK

2007

Ph.D. in Management Science and Operations
 Thesis title: R&D Valuation, Management and Contracts
 Thesis supervisors: Zeger Degraeve and Bert De Reyck
 Committee chair: Stefan Scholtes

Katholieke Universiteit Leuven, Belgium

2002

MSc in Business Economics and Engineering
 Magna cum laude.

Katholieke Universiteit Brussel, Belgium

1999

BSc in Business Economics
 Magna cum laude.

Research Interests

R&D Project Valuation; Contract Theory; Project Portfolio Management;
 Operations Research and applications.

Papers

Publications

Chen Z., W. Zhu, P. Crama. 2023. "Subcontracting and rework cost sharing in engineering-procurement-construction projects" *International Journal of Production Economics* (available online).

Taneri N., P. Crama. 2021. "Turning the Tables: Licensing with Reciprocal Options" **Management Science** **67**(9) 5838-5836.

Crama P., F. J. Sting, Y. Wu, 2018, "Encouraging Help across Projects". **Management Science** **65**(3) 1408-1429.

Kotha R., P. Crama, P. H. Kim, 2018, "Experience and Signaling Value in Technology Licensing Contract Payment Structures". **Academy of Management Journal** **61**(4) 1307-1342.

Crama, P., B. De Reyck, N. Taneri, 2017, "Licensing Contracts: Control Rights, Options and Timing". **Management Science** **63** 1131-1149.

Popescu, D., P. Crama, 2016, "Ad Revenue Optimization in Live Broadcasting". **Management Science** **62** 1145-1164.

Crama, P., B. De Reyck, Z. Degraeve, 2013, "Step by step. The benefits of stage-based R&D licensing contracts". **European Journal of Operational Research** **224** 572-582.

Wu Z., P. Crama, W. Zhu, 2012, "The Newsvendor's Optimal Incentive Contracts for Multiple Advertisers". **European Journal of Operational Research** **220** 171-181.

Wu Z., W. Zhu, P. Crama, 2011, "The Newsvendor Problem with Advertising Revenue". **Manufacturing and Service Operations Management** **13** 281-296.

Crama, P., B. De Reyck, Z. Degraeve, 2008, "Milestone Payments or Royalties? Contract Design for R&D Licensing". **Operations Research** **56** 1539-1552.

Crama, P., B. De Reyck, Z. Degraeve, W. Chong, 2007, "R&D Project Valuation and Licensing Negotiations at Phytopharm plc". **Interfaces** **35** 472-487.

Work-in-Progress

Crama, P., H. Zhou, M. Wang. 2025, "Ugly Food: Drivers of Cosmetic Standards and Implications on Food Waste". Submitted to *Manufacturing & Service Operations Management*

C. Kulzer Sacilotto, P. Crama, S. Hasan, R. Kotha, V. Krishnan, C.P. Lim. 2025, "Which Businesses Enroll in Innovation Training? Evidence from a Field Experiment". Resubmitted to *Strategic Management Journal*

Becker-Peth, M., P. Crama, F. Sting, Y. Wu. 2024, "A Note on Commitment and Help-Seeking Behavior Across Troubled Projects"

Crama, P., G. Lyu, Y. Xu. 2025, "R&D Consortia in Competitive Supply Chains".

Crama, P., G. Lyu, Y. Xu. 2025, "Leveraging Suppliers for Innovation: Sourcing and Investment Strategies" Major revision at *Management Science*

Xie, G., P. Crama, J. Kettunen. 2025, "Small and Medium Enterprises in Open Innovation"

Crama, P., 2025, "Greenleaf Polyclinic: The Doctor Will See You Now" Minor Revision at *INFORMS Transactions on Education*

Case Studies

Zeller, A., P. Crama, S.M. Cheah. 2024. "Direct to Market or Centralised Distribution? A Regional Supply Chain Optimisation Strategy".

Crama, P., M. Ang, S. Mittal. 2024. "Singapore Public Health Hospital: Bed Management System".

Crama, P.; C.P. Lim; C. Kulzer Sacilotto; J. Ang. 2022. "Innovating Coatings at Nipo International".

Crama, P.; C.P. Lim; C. Dula; C. Kulzer Sacilotto. 2022. "Neeuro: Revolutionising Digital Therapeutics through Open Innovation".

Crama, P.; C.P. Lim; C. Kulzer Sacilotto; L. Bhattacharya. 2021. "Suu Balm: From Lead User Innovation to Rapid Growth".

Crama, P.; C.P. Lim; C. Kulzer Sacilotto; J. Ang. 2021. "Innovating Singapore's Chicken Rice".

Grushka-Cockayne, Y., P. Crama, E. Tang, A. Banerjee. 2014. "Set in Stone".

Crama, P.; De Reyck, B. and Degraeve, Z., 2006, "Phytopharm plc". Joint Winner of the 7th Annual INFORMS Case Competition (2006).

Crama, P.; De Reyck, B. and Degraeve, Z., 2004, "Project Portfolio Management at Novartis Pharma". Winner of the 5th Annual INFORMS Case Competition (2004).

Teaching

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| 2016 – now | Executive Education (Maersk, iSOS, AstraZeneca, etc.) |
| 2021 – now | Operations and Supply Chain Management in Healthcare (Undergraduate, Singapore Management University) |
| 2020 – now | Operations Management (MiM & EMBA, Singapore Management University) |
| 2011 – now | Project Management (MBA, MiM & Undergraduate, Singapore Management University) |
| 2007 – 2017 | Decision Analysis (Undergraduate, Singapore Management University) |
| 2008 – 2010 | Quantitative Analysis Module (MBA, Singapore Management University) |
| 2008 – 2010 | Optimization Models for Business Operations (MSc in OM, Singapore Management University) |

Grants and Awards

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| 2021 | Lee Kong Chian Fellow |
| 2020 | Lee Kong Chian Fellow |
| 2019 | M&SOM Meritorious Service Award |
| 2018 | MOE (Tier 2) grant: "Open Innovation systems for SMEs in Singapore" (SGD 448,836) |
| 2017 | Lee Kong Chian Fellow |
| 2016 | M&SOM Meritorious Service Award |
| 2006 | Joint Winner of the Seventh Annual INFORMS Case Competition (2006), awarded at the INFORMS Conference in Pittsburgh for the case "Phytopharm plc" (with B. De Reyck and Z. Degraeve). |
| 2004 | Winner of the Fifth Annual INFORMS Case Competition (2004), awarded at the INFORMS Conference in Denver for the case "Project Portfolio Management at Novartis Pharma" (with B. De Reyck and Z. Degraeve). |

- 2002 – 2006 Economic and Social Science Research Council (ESRC) 1+3 Research Studentship
- 2002 – 2007 Full PhD scholarship, London Business School

Graduate Students

- Srikant VINAKOTA (DBA) – Thesis title: Remediating System Neglect in Judgmental Demand Forecasting
- BEH Kok Fong Chen Yi (DInn) – Thesis title: Research on Suitable Upstream Traceability Model for Natural Rubber Supply Chain in Thailand, Specifically for Rib-Smoke-Sheet (RSS)
- Alan ZELLER (PhDGM) – Thesis title: Debiasing the Newsvendor facing supply uncertainties
- LIAN Wenqi (PhD) – Thesis title: R&D Project Portfolio Selection With Multiple Stakeholders (First placement: Lingnan University, Hong Kong)
- XU Jiahui (MSc) – Thesis title: Too Good To Eat? Cosmetic Standards and Waste in Agricultural Supply Chain
- Ajay Aravamudhan (MSc) – Thesis title: Revenue Maximization with Dynamic Advertisement Scheduling in Breaks of Random Lengths

Invited Presentations and Conferences

- 2024 INFORMS Annual Meeting, Seattle, WA
- 2023 INFORMS Annual Meeting, Phoenix, AZ
- 2022 POMS Conference, online
INFORMS Annual Meeting, Indianapolis, IN
University of Virginia, Darden
George Mason University
Johns Hopkins University
Questrom School of Business, Boston University
George Washington University
- 2021 INFORMS MSOM Virtual Conference
Imperial College Business School
INFORMS Annual Meeting, online
WIPO-WTO Colloquium for Teachers of Intellectual Property
WIPO Academy – KDI School of Public Policy and Management, 2021 IP Conference
- 2020 INFORMS Annual Meeting, online
- 2019 INFORMS Annual Meeting, Seattle, WA
- 2018 POMS Conference, Houston, TX
University of Maryland, MD
INFORMS International, Taiwan
INFORMS Annual Meeting, Phoenix, AZ
- 2017 POMS Conference, Seattle, WA
UCL School of Management, London, UK
School of Economics and Management, Tsinghua University, Beijing, China
INFORMS Annual Meeting, Houston, TX
- 2016 Katholieke Universiteit Leuven, Belgium
POMS Conference, Orlando, FL
SHUFE, School of IBA, Shanghai

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| | INFORMS Annual Meeting, Nashville, TN |
| 2015 | INFORMS Annual Meeting, Philadelphia, PA Sydney Supply Chain Workshop, Sydney, Australia |
| 2014 | INFORMS Annual Meeting, San Francisco, CA |
| 2013 | Insead, Singapore POMS Conference, Denver, CO |
| 2012 | Supply Chain Workshop @ SMU, Singapore INFORMS Annual Meeting, Phoenix, AZ INFORMS Revenue Management & Pricing Section Conference, Germany NTU, Singapore Sydney Supply Chain Workshop, Sydney, Australia |
| 2011 | INFORMS Annual Meeting, North Carolina, NC POMS PI&TM Mini-Conference, North Carolina, NC |
| 2010 | INFORMS Annual Meeting, Austin, TX |
| 2009 | POMS-HK International Conference, Hong Kong ISB, Hyderabad, India INFORMS Annual Meeting, San Diego, CA |
| 2007 | INFORMS Annual Meeting, Seattle, WA Rady School of Management, University of California, San Diego, C Singapore Management University, Singapore National University of Singapore, Singapore IESE, Barcelona, Spain Erasmus, Rotterdam, The Netherlands UNC Chapel Hill, NC George Washington University, Washington |
| 2006 | Kellogg/McCormick Seminar Series, Evanston, IL Rady School of Management, University of California, San Diego, CA EURO XXI, Reykjavik, Iceland INFORMS Annual Meeting, Pittsburgh, PA |
| 2005 | 5 th Trans-Atlantic Doctoral Conference, London INFORMS Annual Meeting, San Francisco, CA |
| 2004 | 4 th Trans-Atlantic Doctoral Conference, London INFORMS Annual Meeting, Denver, CO |
| 2003 | EURO/INFORMS Joint International Meeting, Istanbul |

Experience

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| 2006 (Spring) | Consultant to Eaton Aerospace (Fort Worth, TX) on project scheduling and management (with B. De Reyck) |
| 2006 (Spring) | Visiting Scholar at the Managerial Economics and Decision Sciences group, Kellogg Graduate School of Management (Evanston, IL) |
| 2004 | Consultant to Phytopharm (Cambridge, UK) on R&D project valuation (with B. De Reyck and Z. Degraeve) |
| 2003 (Spring) | Consultant to DaturaSystems: testing of a software module for project portfolio analysis |
| 2001 | Summer internship at Swiss Life (Belgium): design of a corporate finance manual for internal education |

Service

2017 – 2020 Officer of Technology, Innovation Management and Entrepreneurship Section (INFORMS)

2020 – now Senior editor for *Production and Operations Management*

2024 – now Associate editor for *Management Science*, Department editor for *Service Science*

2025 – now Chair of Technology, Innovation and Entrepreneurship SIG in M&SOM Board

Reviewer for *Management Science*, *Manufacturing & Service Operations Management*, *Production and Operations Management*, and *Operations Research*.

Judge for MSOM student paper competition.

Session chair at INFORMS Annual Meetings and POMS Conferences

Organizer of Supply Chain Workshop @ SMU (2012)