

## Pascale Crama

Professor in Operations Management  
Singapore Management University  
Lee Kong Chian School of Business  
50 Stamford Road, Singapore 178899  
[pcrama@smu.edu.sg](mailto:pcrama@smu.edu.sg)

### BIO

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Pascale Crama is Professor of Operations Management at Singapore Management University (SMU). She is a visiting faculty at George Washington University in Fall of 2022. She is currently serving as a senior editor in *Production and Operations Management* and has previously served as an officer of the Technology, Innovation Management and Entrepreneurship Section at INFORMS.

Pascale has published extensively on contracting and incentives in open innovation and new product development in leading journals in the field of operations and management. She teaches Operations and Project Management and Healthcare Operations in the undergraduate and masters programmes and in executive education. She has received a grant of over SGD 400,000 from the Ministry of Education to study open innovation systems for small and medium enterprises (SME) in Singapore.

Pascale takes her research to the classroom and has developed several case studies about R&D project management and open innovation. She has also developed online material with interactive content to support hands-on learning of fundamental operations management concepts.

Pascale has served as the founding Academic Director of SMU's first home-grown online *Masters in Management*. She hired and oversaw the education technology team, coordinated all development requests, and onboarded faculty to develop the material for the programme on a specially designed platform for online delivery. Pascale managed the recruitment of blended instructors to support and scale delivery of the courses. After a challenging launch in the height of the pandemic, the Masters in Management is now on its third successful intake with an estimated revenue of SGD 700,000.

Pascale also represented SMU in the *Future of Management Education* (FOME) alliance to share best practices and content for online programmes with the aim of creating modular and impactful online learning experiences on par with the traditional brick-and-mortar teaching model. This role has allowed Pascale to be an active member of SMU's *Task & Finish Group for a Digital Learning Strategy*, providing input on the existing learning platform, faculty concerns, and necessary hardware investments to improve course delivery.

Pascale is currently serving on the Lee Kong Chian's School of Business Standing Evaluation Committee (since July 2018) which reviews all renewal and promotion cases within the school. She has also been an active member at the area level, serving variously as an academic advisor for the undergraduate programme, in analytics track development committee, and in the hiring committee.

## Positions Held

### Singapore Management University, Singapore

Professor in Operations Management	2022 – now
Associate Professor in Operations Management	2016 – 2022
Academic Director, Blended Programmes	2018 – 2022
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. 2023, "Cosmetic Standard and Its Impact on Food Loss". Reject and Resubmit at *Management Science*.

Crama, P., Lian, W, Feng, G. 2023, "Project Selection in Strategic Alliances".

C. Kulzer Sacilotto, P. Crama, S. Hasan, R. Kotha, V. Krishnan, C.P. Lim. 2023, "Which Businesses Enroll in Innovation Training? Evidence from a Field Experiment".

Crama, P., G. Lyu, Y. Xu. 2023, "R&D Consortia in Competitive Supply Chains" Revise and Resubmit at *Production and Operations Management*.

Crama, P., J. Kettunen, C. Kulzer Sacilotto, G. Xie. "SMEs: Innovating under Constraints"

### *Case Studies*

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 7<sup>th</sup> Annual INFORMS Case Competition (2006).

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

## Teaching

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

2021	Lee Kong Chian Fellow
2020	Lee Kong Chian Fellow
2019	<i>M&amp;SOM</i> Meritorious Service Award
2018	MOE (Tier 2) grant: “Open Innovation systems for SMEs in Singapore” (SGD 448,836)
2017	Lee Kong Chian Fellow
2016	<i>M&amp;SOM</i> 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

- 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  
 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<sup>th</sup> Trans-Atlantic Doctoral Conference, London  
INFORMS Annual Meeting, San Francisco, CA
- 2004 4<sup>th</sup> Trans-Atlantic Doctoral Conference, London  
INFORMS Annual Meeting, Denver, CO
- 2003 EURO/INFORMS Joint International Meeting, Istanbul

## Experience

- 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*
- 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)