

## *Curriculum Vitae – P. A. Smart*

I am Professor in Management within the Business School, Exeter University. I have a good track record of both teaching and research, evidenced through positive student and External Examiner feedback, through high quality published output and through secured research sponsorship. I have demonstrated research leadership through the establishment of research centres at Exeter (Centre for Innovation and Service Research; Centre for Simulation, Analytics and Modelling), and through the establishment of an international forum for Service Operations Management research (EurOMA SOM Forum). I have previously held the position of Director of the ‘Organisations in Transition’ research cluster at the Business School. This cluster was multi-disciplinary and comprised 43 academics. I have taken up many esteemed external positions including: External Examiner (Glasgow); Honorary Fellow (Royal Devon & Exeter Hospital); Co-Editor – International Journal of Operations and Production Management; Board Member – European Operations Management Association (EurOMA); Professorial Appointments Panels (York, Durham, Loughborough). I am dedicated to: the pursuit of high quality, applied, research; to the development of future academic thought leaders; to demonstrable impact on management practice.

### **EDUCATION**

1st Degree: BSc (Hons) Computing and Informatics (2:1), (1992), University of Plymouth.

Higher Degree: PhD in Operations Management, (1996), University of Plymouth.

### **D.O.B.**

03.04.1970

### **CAREER HISTORY**

1996-1998

Post Doctoral Research Fellow, University of Plymouth.

1998-1999

Research Fellow, Department of Business and Management, School of Business and Economics, University of Exeter.

1999-2003

Lecturer in Management, Department of Business and Management, School of Business and Economics, University of Exeter.

2003-2008

Senior Lecturer in Operations and Process Management.

Director, Exeter Centre for Research in Strategic Processes and Operations (XSPO), School of Business and Economics, University of Exeter.

2008-2010

Associate Professor of Operations and Process Management.

Director, Exeter Centre for Research in Strategic Processes and Operations (XSPO), University of Exeter, Business School.

2013-2014

Head of Department (Management), University of Exeter, Business School.

2010-2017

Professor of Operations and Production Management,

Director, Exeter Centre for Innovation and Service Research (ISR), University of Exeter, Business School.

2017-present

Director, Centre for Simulation, Analytics and Modelling, University of Exeter, Business School.

### **ADDITIONAL ROLES**

- Board Member - European Operations Management Association (EurOMA) [2006- 2011]
- External Examiner - University of Glasgow – External Examiner (2007 – 2011)
- Lead Academic and Founder – EurOMA Service Operations Forum [2008 - present]
- Co-Editor – International Journal of Operations and Production Management [2009-2013]

### **RESEARCH**

My research focus is on exploring new knowledge in the design and improvement of operations systems. Broadly this involves: building upon Systems Theory as foundations for thinking; conceptualising organisations from an activity systems perspective, which provides the framework for application; and conducting inquiry (predominantly) in service contexts. This work has involved close collaboration with a range of practitioners (for example, LloydsTSB, Virgin Media, MET Police, EDF Energy, NHS, Rural Payments Agency - RPA). In support of this work funding has been obtained from both private sponsorship and research council grants. Most recently I have been awarded €7.83m (Interreg) to explore digital innovation and visitor experience in Cultural Heritage. In addition to research income, a good track record of output has been achieved. Eighteen journal articles have been published since 2008 including four articles graded ABS 4\*.

In addition to academic leadership I have managerial responsibilities for the centre for Simulation, Analytics and Modelling (CSAM) at the University of Exeter Business School. I am engaged in multi-disciplinary work with colleagues in the Humanities (Intermedia Centre), Medical School, Data Science and Engineering. In addition to the establishment of networks to facilitate applied research, I have successfully led and contributed to securing research funding:

**Funding:** (Since 2008)

**2017**

- Visitor Experience Innovation through Systematic Text Analytics and Virtual Reality (VISTA AR), Interreg, €7.83m (Awarded 2017)

**2016**

- Enhancing Understanding of the Social Value of Libraries, Arts Council England (ACE), £316,113 (Led by Libraries Unlimited)

**2015**

- The changing general practitioner workforce: the development of policies and strategies aimed at retaining experienced GPs and those taking a career break in direct patient care (ReGROUP), HS&DR Project: 14/196/02, (£495,679). (With University of Exeter Medical School).

**2014**

- Business Models: fast tracking competitive advantage, Economic and Social Research Council (ESRC), Research Seminar Competition, £28,866. (with UWE, Aston, Henley, Lancaster, Strathclyde, Warwick)

**2013**

- Mer-Innovate: E-maintenance of turbines and the use of high technology electronics, software and devices to support the growth of renewable Marine Energies, Interreg – Europe Regional Development Fund, Total value €1.38m, Exeter €250,232 (Awarded 2013)
- A Standards-Driven Approach for Integrated Systems Modelling of Food Banks. RCUK DE Programme: New Economic Models in the Digital Economy, £6,000.
- Evaluating Patient Experience: an approach using Text Analytics, South West Innovation Voucher Scheme, ERDF South West Competitiveness Programme, £10,000

**2009**

- Rural Payments Agency (RPA), A systems perspective on single payment scheme (SPS) operations and processes, £247,500, (Awarded 2009)

**2008**

- NHS South West, NHS Collaborative Research Project, £255,565 (Awarded 2008)
- Knowledge Transfer Partnership (KTP006833), Performance Improvement through the enhancement of information management and a knowledge-based capability, £248,160 (Awarded 2008) – in collaboration with Graphical PLC

**Journal Articles (since 2008)**

- Ponsignon F, Smith J, Smart P A, (2018), Development and validation of a measurement scale for the experience capability construct, *Journal of Service Management (R&R)*
- Ponsignon F, Smith J, Smart P A, (2018), "Service Recovery System Antecedents: A Contingency Theory Investigation", *Journal of Service Management (in Review)*
- Ponsignon F, Smart P A, Phillips L, (2018), A customer journey perspective on service delivery system design: insights from healthcare, *Journal of Quality and Reliability Management (in Press)*
- Nie Y, Chang J, Chaudhry E, Guo S, Smart A, Zhang J J, (2018), Semantic Modeling of Indoor Scenes with Support Inference from a Single Photograph, *Computer Animation and Virtual Worlds*, 29 (3-4).
- Contiero E., F Ponsignon, P Smart, A Vinelli (2016), "Contingencies and characteristics of service recovery system design: insights from retail banking", *International Journal of Operations and Production Management*, 36 (11) (4\*)
- Ponsignon F, Smart P A, Williams M, Hall J, (2015) "Healthcare experience quality: an empirical exploration using content analysis techniques", *Journal of Service Management*, Vol. 26 Iss: 3, pp.460 – 485
- Sahnoun, M., Baudry, D., Mustafee, N., Louis, A., Smart, P.A., Godsiff, P., Mazari, B. (2015). "Modelling and Simulation of Operation and Maintenance Strategy for Offshore Wind Farms based on Multi-agent System." *Journal of Intelligent Manufacturing*. pp. 1-17
- Ponsignon F., Maull R. S. and Smart P. A. (2014), "Four archetypes of process improvement: A Q-methodological study". *International Journal of Production Research*, Vol. 52, Iss:15, pp. 4507 - 4525
- Behara R., Babbar, S., Smart, P. A., (2014), Leadership in OM research: a social network analysis of European researchers, *International Journal of Operations and Production Management*, Vol. 34, Iss:12, pp1537-1563 (4\*)
- Maddern H, Smart P A, Maull R S, Childe S J, (2014), End to End Process Management: implications for theory and practice, *Production Planning and Control*, Vol 25, Iss: 16, pp. 1303 1321.
- Ponsignon F., Maull R. S. and Smart A. (2014), "Four archetypes of process improvement: A Q-methodological study". *International Journal of Production Research*. DOI:10.1080/00207543.2013.867086.
- Maddern H, Smart P A, Maull R S, Childe S J, (2013), End to End Process Management: implications for theory and practice, *Production Planning and Control*. DOI:10.1080/09537287.2013.832821

- Mauil R S, Smart P A, Liang L, (2013), A Reference Model for Service Supply Chains, *Production Planning and Control*. DOI:10.1080/09537287.2013.808840
- Ponsignon F., Smart A. and Mauil R. S. (2012), “Process design principles in service firms: Universal or context dependent?” *Total Quality Management & Business Excellence*, 23 (11-12), pp. 1273-1296.
- Ponsignon, F., Smart A. and Mauil R. S. (2011), “Service Delivery System Design: Characteristics and Contingencies“, *International Journal of Operations and Production Management*, 31 (3), pp.324-349. (4\*)
- Williams M, Smart P A, (2009), Patient Safety: a casualty of target success, *International Journal of Public Sector Management*, Vol. 23, Issue 5, pp. 416-430.
- Mauil R S, Smart P A, Harris A, Karasneh A, (2009), An Evaluation of Fast-Track in A&E: a discrete event simulation approach, *The Service Industries Journal*, Vol. 29, No.7-8, pp.923-942.
- Smart P A, Maddern H, Mauil R S, (2009), Understanding Business Process Management: Implications for theory and practice, *British Journal of Management*, Vol. 20, Issue 4, pp.491-507. (4\*)
- Batista L, Smart P A, Mauil R S, (2008), The Systemic Perspective of Service Processes: underlying theory, architecture and approach, *Production Planning and Control*, 19,5.
- Kumar V, Smart P A, Maddern H, Mauil R S, (2008) Alternative perspectives on service quality and customer satisfaction, *International Journal of Service Industry Management*, 19, 2.

### ***In preparation:***

I have developed a strong pipeline of research output – completed articles near to submission include:

1. Smart P A, Phillips L, Godsiff P, Ponsignon P, (2018) Business Model Archetypes in Mobile Payments: a longitudinal study, *International Journal of Operations and Production Management*.
2. Smart P A, Ponsignon F, Fernandes K, Phillips P (2018), The Operations Management Paradigm: towards generalizable theory, *Journal of Operations Management*.
3. Low N, Smart P A, Phillips L, Ponsignon F, (2018), Prevention not Promotion: Exploring the impact of sensory design on customer experience in non-hedonic service contexts, to be submitted to the *Journal of Service Research*.

### ***Conference Articles (Awards)***

My research has also been disseminated through leading conferences. I received the best paper awards at the QUIS and POMS Service College Conferences. Most recently I received the best paper or special commendation awards for the following papers:

- P A Smart, L A Phillips, I E Smart, L Blyth, Jean-Baptiste Suquet, 2018, The impact of digital technology affordances on visitor experience: a pilot study, 5<sup>th</sup> Competitive Advantage in the Digital Economy conference, 2018, Venice, Italy. (Special commendation for relevance to practice)
- Yinyu Nie Jian Chang Ehtzaz Chaudhry Shihui Guo Andi Smart Jian Jun Zhang, 2018, Semantic modeling of indoor scenes with support inference from a single photograph, 31<sup>st</sup> International Conference on Computer Animation and Social Agents, Beijing, China. (Best Paper)
- Ponsignon F, Smith J, Smart P A, 2018, Development and validation of a measurement scale for the experience capability construct, 10<sup>th</sup> SERVSIG conference, Paris, France (Best SERVSIG Conference Finalist)

### ***Book Chapters***

1. Smart P A, Childe S J, Mauil R S, (1999), ‘Supporting business process re-engineering in industry: towards a methodology’, in R Gulladge & J Elzinga (eds), *Process Engineering: Advancing the State of the Art*. Boston: Kluwer Academic, pp.283-319.
2. Mauil R S, Childe S J, Mills B, Smart P A, (1998), The role of CIM and robotics in Enterprise Engineering, *A handbook of Industrial Robotics*, Wiley.

### ***Other Reports***

1. Velu C, Smart P A, Phillips M (2016), The Imperative for Business Model Innovation: a theory and practice perspective, ESRC sponsored White Paper, with University of Cambridge.
2. Smart P A, Alves K, (2014) "An interview with Dick Chase, Professor Emeritus, Marshall School of Business, University of Southern California", *International Journal of Operations & Production Management*, Vol. 34 Iss: 4.
3. Martinez V, Neely A, Ren G, and Smart P A. (2008); “High value manufacturing: delivering the promise”; Study commissioned by the Technology Strategy Board (TSB) through the Advance Institute of Management (AIM)

### ***Post-graduate Supervision & Examination***

Nine PhD students have been supervised to completion. I currently supervise three PhD students with one student scheduled to complete in 2018. In addition to internal research degree examinations at Exeter external examinations have been undertaken for Strathclyde University, University of Bath, University of York, University of Technology Mauritius.

## **TEACHING**

I have extensive experience, and a good track record, of teaching at undergraduate, postgraduate, and executive levels. Undergraduate modules in Operations Management, and MSc modules in Service Operations and Marketing have consistently received high course ratings. I have received teaching awards for “Best Research-led Lecturer”. In addition to modules on Operations Management, innovative option courses in Process Management (The Process Focused Organisation, The Customer Focused Organisation, Process Information Management) at both MBA and MSc levels have received commendation from external examiners. Executive courses have been delivered for a variety of companies including Britannia Building Society and Alfa Laval. I have also delivered courses at Athens Laboratory of Business Administration (ALBA), Greece, Chalmers University of Technology, Sweden, and at the University of Padova, Italy (where I have been ranked in the top 5 of international faculty). Most recently, I was invited to present to postdoctoral and PhD students at Oxford University’s Torch research centre.

## **ADMINISTRATION / ESTEEM**

International Journal of Operations and Production Management – Co-Editor

External Examiner, University of Glasgow.

Royal Devon & Exeter NHS Trust - Honorary Research Fellow

European Operations Management Association (EurOMA) – Board Member (elected 2006)

European Operations Management Association (EurOMA) – Service Operations Management Forum (Founder)

Advanced Institute of Management (AIM) Scholar

Visiting Professor – Centro Universitario Di Organizzazione Aziendale (CUOA), University of Padova. (*Ranked in Top 5 of International Faculty*)

Visiting Professor – Athens Laboratory for Business Administration (ALBA)

Visiting Professor - Chalmers University of Technology

I serve on a number of scientific committees at annual conferences each year and have been a reviewer for a number of different research councils.

## **CONSULTANCY**

Consultancy assignments have been undertaken in both the UK and US. These include (not limited to): Vodafone, Microsoft, JPMorgan Chase, GKN Westland Aerospace, HP Compaq, Lloyds/TSB, Birmingham Midshires, Prudential, Scottish Amicable Life, Scottish Power, Britannia Building Society, Anderson Consulting, Fujitsu, Messier Dowty, British Aerospace, Metropolitan Police, Arson Task Force, and the NHS.

My current work on the VISTA AR project involves: Exeter Cathedral; Fougères Castle; The National Trust (Tin Coast); South West Coast Path; Underwater Museum in Lorient; and the Gardens of Valloires.