

## CURRICULUM VITAE

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### Education

**University of St. Gallen** 09/04 - 09/07

Institute of Technology Management (ITEM-HSG)

Dr. in Operations Management (completed in Dec. 2007/summa cum laude)

**University of St. Gallen** 10/05 - 01/07

Certification for Pedagogy in Higher Education

**University of St. Gallen** 10/97 - 10/02

M.A. in Strategy and Organizational Theory

**High School Chur** 08/92 - 06/97

A-Levels (Main Subjects: Mathematics and Science)

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### Employment

**Department of Business Administration** since 09/08

Senior lecturer and project leader

Zurich, Switzerland

**Ohio State University** 10/07 - 09/08

Fisher College of Business

Department of Management Science

Post-doctoral position [funded by the Swiss National Science Foundation (SNSF)]

**Institute of Technology Management (ITEM-HSG)** 09/04 - 09/07

Research Associate with emphasis on management of industrial organisations

St. Gallen, Switzerland

**Siemens Switzerland** 12/02 - 07/04

Internal Auditor (Corporate Audit)

Certification for Certified Internal Auditor (CIA)  
Zurich, Switzerland

**Institute of Technology Management (ITEM-HSG)** 12/00 - 06/02  
Student Research Assistant

**Graubündner Kantonalbank** 10/99 - 06/00  
Practical training in internal consultancy department  
Chur, Switzerland

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**Dissertation**      Fähigkeiten zur Umsetzung hybrider Produktionsstrategien in der Schweiz  
(Capabilities Needed to Implement Hybrid Manufacturing Strategies in  
Switzerland). Dissertation University of St. Gallen. Committee: Prof. Dr. Thomas  
Friedli and Prof. Dr. Oliver Gassmann.

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#### **Research Projects**

- E2 (Optimization of Exploration and Exploitation)
  - IMSS (International Manufacturing Strategy Survey)
  - Manufacturing Strategies of Swiss Companies (Cluster Analysis and Case Studies)
  - Coll-Plexity (Collaborations as Complex Systems, funded EU-Project)
  - FlexProSwiss (Flexible Production Systems for Switzerland, funded by the Swiss Commission of Technology and Innovation)
  - GOSS (Global Optimization of Scale and Scope, funded by the Swiss Commission of Technology and Innovation)
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#### **Industrial Projects**

- Strategy and Process Analysis of a Swiss Research Foundation (05/07 - 09/07)
  - Supply Chain Transparency of a Pharmaceutical Company (01/07 - 05/07)
  - Derivation of a Implementation Procedure concerning a Professional Service Management of a Swiss Industrial Company (03/06-09/06)
  - Analysis of the Service-Potential of a Paper Chemicals Manufacturer (06/05 - 08/05)
  - Consortia Benchmarking Project: Successful Production in High Cost Countries (11/05 - 06/06)
  - Strategy Formulation of a Swiss Aluminium Company (03/05-08/05)
  - Strategy-Audits of Swiss and German Industrial Companies
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**Memberships**      International Manufacturing Strategy Survey (IMSS), Academy of Management

**Language Skills** German (native speaker), English (fluent), French and Italian (intermediate)

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**IT Skills** Microsoft Office programmes, Lotus Notes, SPSS, SAP

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### List of Publications

#### Publications

- Scherrer-Rathje, M., Deflorin, P.; Friedli, T. (2010): Lead Factory - die Antwort auf den Kostendruck in Hochlohnländern : Zahlreiche Faktoren sprechen für den Ausbau eines westlichen Produktionsstandortes zu einer Leitfabrik. IO New Management, Nr. 10, S. 32-35.
  - Deflorin, P., Dietl, H., Scherrer-Rathje, M. (2010): Das Konzept der Leitfabrik als Antwort auf das Innovations-/Effizienz-Dilemma in Wertschöpfungsnetzwerken. Zeitschrift für Führung und Organisation (ZFO), Vol. 2, S. 76-81.
  - Scherrer-Rathje, M., Boyle, T. A., Deflorin, P. (2009): Lean Take Two! Reflection from the second attempt at lean implementation. Business Horizons, Vol. 52, S. 79-88.
  - Deflorin, P., Friedli, T., Rathje, M. (2007): Produktionsstandort Westeuropa: Die Erfolgsfaktoren erfolgreicher Industrieunternehmen. Industriemanagement, Vol. 23, No. 6, 2007. p. 41-44.
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#### Books/Book Chapters

- Deflorin, P.: Umsetzung hybrider Produktionsstrategien. Saarbrücken: Südwestdeutscher Verlag für Hochschulschriften 2009.
- Friedli, T., Deflorin, P., Rathje, M. (Book Chapter): Zukunftsfelder für die produzierende Industrie. In: Friedli, T., Fleisch, E., Jaeger, F., Gebauer, H. (Hrsg.): Industriestandort Schweiz. Gegenwart und Zukunft der Schweizer Industrie. Bern, Stuttgart, Wien: Haupt Verlag 2007.
- Schaumann, R., Deflorin, P. (Case Study): ABB - Schweizer Kompetenzen für den globalen Markt. In: Friedli, T., Fleisch, E., Jaeger, F., Gebauer, H. (Hrsg.): Industriestandort Schweiz. Gegenwart und Zukunft der Schweizer Industrie. Bern, Stuttgart, Wien: Haupt Verlag 2007.
- Deflorin, P., Rathje, M. (Case Study): Rieter - Follow the Customer. In: Friedli, T., Fleisch, E., Jaeger, F., Gebauer, H. (Hrsg.): Industriestandort Schweiz. Gegenwart und Zukunft der Schweizer Industrie. Bern, Stuttgart, Wien: Haupt Verlag 2007.

- Fischer, H., Deflorin, P. (Case Study): Saurer - Intelligente Vernetzung. In: Friedli, T., Fleisch, E., Jaeger, F., Gebauer, H. (Hrsg.): Industriestandort Schweiz. Gegenwart und Zukunft der Schweizer Industrie. Bern, Stuttgart, Wien: Haupt Verlag 2007.
- Spoerry, H., Deflorin, P. (Case Study): SFS intec - Schweizer Lead Factory im globalen Netzwerk. In: Friedli, T., Fleisch, E., Jaeger, F., Gebauer, H. (Hrsg.): Industriestandort Schweiz. Gegenwart und Zukunft der Schweizer Industrie. Bern, Stuttgart, Wien: Haupt Verlag 2007.
- Berg, U., Gölkel, V., Deflorin, P. (Case Study): Sulzer - Solide Leistungen - Fundament des Erfolgs. In: Friedli, T., Fleisch, E., Jaeger, F., Gebauer, H. (Hrsg.): Industriestandort Schweiz. Gegenwart und Zukunft der Schweizer Industrie. Bern, Stuttgart, Wien: Haupt Verlag 2007.
- Rathje, M., Deflorin, P. (Case Study): Weidmann - Profitabilität durch überdurchschnittliche Produktivität am Standort Schweiz. In: Friedli, T., Fleisch, E., Jaeger, F., Gebauer, H. (Hrsg.): Industriestandort Schweiz. Gegenwart und Zukunft der Schweizer Industrie. Bern, Stuttgart, Wien: Haupt Verlag 2007.
- Deflorin, P., Friedli, T. (Case Study): Der Fall Alu Menziken Extrusion - Eine Vision in der Sanierung. In: Schuh, G., Friedli, T., Kurr, M. (Hrsg.): Prozessorientierte Reorganisation. Reengineering Projekte professionell gestalten und umsetzen. München, Wien: Carl Hanser Verlag 2006.

### Conference Papers

- Deflorin, P., Scherrer-Rathje, M.: Aligning Manufacturing Strategy Content with Heterogeneous Requirements. Decision Science Conference (DSI). Boston, 2011.
- Deflorin, P., Scherrer-Rathje, M., Dietl, H.: The Effect of Culture, Process and Structure on Exploration and Exploitation in Traditional Manufacturing Networks versus Lead Factory Networks. 18th Annual European Operations Management Association (EUROMA) Conference. Cambridge, 1. – 6.7.2011.
- Scherrer-Rathje, M., Deflorin, P., Friedli, Th.: Establishing a Lead Factory - when can an intra-firm network benefit the most? 18th Annual European Operations Management Association (EUROMA) Conference. Cambridge, 1. – 6.7.2011
- Scherrer-Rathje, M.; Deflorin, P.; Anand, G.: Outsourcing and its impact on manufacturing flexibility: Contingencies matter. Academy of Management (AOM) Annual Meeting. Montreal, Canada, 2010.
- Deflorin, P., Scherrer-Rathje, M., Dietl, H.: Triggering Dynamic Capabilities: The impact of the network structure. European Operations Management Association (EUROMA). Porto, 2010.
- Deflorin, P., Scherrer-Rathje, M., Dietl, H.: The competitive advantage of the lead factory concept in geographically distributed R&D and production networks. European Operations Management Association (EUROMA). Göteborg, 2009.
- Scherrer-Rathje, M., Deflorin, P.: How to optimize the joint effect of exploration and exploitation in inter-firm networks - a multiple case study research. Decision Science Conference (DSI).New Orleans, 2009.

- Deflorin, P., Scherrer-Rathje, M.: A Path dependent perspective of the transformation to lean production. Decision Science Conference (DSI). Baltimore (MA), 2008.
- Deflorin, P., Scherrer-Rathje, M.: The deployment of capabilities through the implementation of practices: a resource based view perspective. European Operations Management Association (EUROMA). Groningen, 2008.
- Deflorin, P., Scherrer-Rathje, M.: Combining steady state and growth capabilities as prerequisite to success. Production and Operations Management Society (POMS). 18<sup>th</sup> Annual Conference. La Jolla CA, 2008.
- Scherrer-Rathje, M., Deflorin, P.: Using flexibility strategies to face uncertainties. European Operations Management Association (EUROMA). Groningen, 2008.
- Deflorin, P., Rathje, M., Friedli, T.: Industrial companies condemned to hybrid manufacturing strategies. An explanatory research of the capabilities needed to put hybrid manufacturing strategies into action. European Operations Management Association (EUROMA). Ankara 2007.
- Rathje, M., Deflorin, P., Friedli, T.: The controversy about how to structure flexibility: hierarchical, supply chain based or otherwise? European Operations Management Association (EUROMA). Ankara 2007.
- Deflorin, P., Rathje, M., Friedli, T.: Linking Corporate, Marketing and Manufacturing Strategy: The Real Implications for Manufacturing Companies. Production and Operations Management Society (POMS). 18<sup>th</sup> Annual Conference. Dallas, Texas, U.S.A. 2007.
- Rathje, M., Deflorin, P.: Facing dynamic environments: How to derive and implement an appropriate level of flexibility. Academy of Management (AOM). Atlanta, GA 2006.
- Friedli, T., Rathje, M., Deflorin, P.: How to cope with environmental uncertainty: A framework of integrated flexibility dimensions. Academy of Management (AOM). Atlanta, GA 2006.
- Deflorin, P.: Manufacturing companies condemned to hybrid manufacturing strategies. European Operations Management Association (EUROMA). Doctoral seminar. Glasgow 2006.
- Friedli, T., Rathje, M., Deflorin, P.: Implementing and controlling an appropriate level of flexibility in manufacturing companies. European Operations Management Association (EUROMA). Glasgow 2006.
- Friedli, T., Rathje, M., Deflorin, P.: How to cope with environmental uncertainty: An Integrated Flexibility Framework for Manufacturing Companies. International Academy of Management and Business (IAMB). Las Vegas, 2006.

### **Working Papers**

- Developing and Sustaining Capabilities: Insights into the Black Box. With Peter Ward.
- A Path Dependent Perspective of the Transformation to Lean Production. With Maike Scherrer.
- Aligning manufacturing strategy content with heterogeneous requirements. With Maike Scherrer.

- The Effect of Culture, Process and Structure on Exploration and Exploitation in Traditional Manufacturing Networks versus Lead Factory Networks. With Maïke Scherrer, Philippe Wallimann and Helmut Dietl.
  - A Comparison of the Lead Factory Network Structure and the Traditional Network Structure. With Helmut Dietl, Markus Lang and Maïke Scherrer.
  - Establishing a Lead Factory - when can an intra-firm network benefit the most? With Maïke Scherrer and Thomas Friedli
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### Teaching Experience

- *Operationsmanagement: A Supply Chain Approach*  
Lecture, Master level, University of Zurich, Spring Semester 2010 and 2011.
- *Operationsmanagement: A Supply Chain Approach*  
Simulation, Master level, University of Zurich, 24.02. – 02.06.2010.
- *Operationsmanagement*  
Lecture, Bachelor level, University of Zurich, Sept./Oct. 2008 and 2010.
- *Quality Management*  
Lecture, Bachelor level, University of St.Gallen, 26.04.2007.
- *Industrial Services*  
Lecture, Master level, University of St.Gallen, 09.11.2006.
- *Flexibility*  
Lecture, Master level, University of St.Gallen, 17.11.2005.
- *Strategic Operations Management*  
Lecture, Master level, University of St.Gallen, 10.11.2005.
- *Teaching Assistant of the lecture "Operations Management"*  
Master level, University of St.Gallen
- Supervision of Bachelor- and Masters theses