
Editorial

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Biographical notes: Paul Hong is a Professor of Operations and Supply Chain Management in the Department of Information Operations Technology Management at the College of Business Administration, University of Toledo (USA). He holds a PhD in Manufacturing Management and Engineering from the University of Toledo. He also holds an MBA and an MA in Economics degree from Bowling Green State University, USA and a BA from Yonsei University in Seoul, Korea. He has published and presented more than 100 papers in refereed journals and conferences. His research interests include global supply chain management, strategy and international comparative studies.

1 Introduction

This special issue explores emerging issues in services and operations for global businesses. Rapidly changing global competitive landscape provides a greater level of challenges to the management of services and operations of today's firms. The world is becoming more inter-connected and business issues are becoming more complex. The growing interactions between economic blocs of North America, Europe, and the Asian countries provide rich research opportunities. There is a need to examine emerging research issues in global business services and operations. This includes studying, building and refining theories of services and operations management for global business practices.

This special issue considers some of the following questions:

- 1 What are the emerging patterns of services and operations management practices in the next decade
- 2 How do firms implement services and operations management practices in the fast changing world of business
- 3 What are the relevant business models and theories that may guide implementation of practices for effective services and operations management?

2 International symposium and workshop in global supply chains

Since 2007, annual international symposium and workshop on global supply chains have been organised. The 1st symposium (2007) was held at the University of Toledo, Toledo, OH, USA, 2nd (2008) at the Busan National University, Busan, South Korea and 3rd (2009) at PSG Institute of Management, Coimbatore, India. This annual symposium and workshop has brought together researchers and practitioners from USA, India, Japan, Korea, China and Europe. This *International Journal of Services Operations Management* (IJSOM) special issue is drawn from the academic papers that were initially presented during the third symposium held from January 7–9, 2009 in Coimbatore, India.

3 The papers

This special issue includes eight papers which could be classified into three categories:

- 1 The first two papers focus on SCM practices based on empirical data that examine the patterns of high tech service and operations management practices.
- 2 The next four papers suggest diverse patterns of services and operations practices in this rapidly changing business environment.
- 3 The next two papers discuss quality practices of research and development organisations of Korean and Taiwanese firms and the innovative process architecture of Japanese flat glass firm.

The first paper by Dobrzykowski et al. examines how an emerging trend toward high tech, environmentally conscious products leads firms to restructure supplier alliances and implement new practices and thus redesign and improve their supply chains. Based on the data of 711 firms in 23 countries this paper tests the models of explicating supply chain redesign:

- 1 *value co-creation* for restructuring the supply chain by integrating activities with customers and suppliers
- 2 *absorptive capacity* for restructuring the supply chain via customer collaboration and continuous improvement practices.

The second paper by Kim et al. evaluates the practices of Green Supply Chain Management (GSCM) of South Korean firms. Since GSCM involves transferring green knowledge and standardising production and delivery processes, the success of joint efforts among supply chain participants depends on how tightly trust relationship is built. Different from prior research on sustainability and environmental policy, this study investigates the role of trust and information sharing in aligning GSCM orientation.

The third paper by Yang and Park develops a model that examines how a service firm adopts Self-Service Technologies (SSTs) as an innovative weapon for value creation and delivery. This paper explores the determinants of SST adoption and its post-usage impact from a focal company perspective. Technology-Organisation-Environment (TOE) framework and Resource-Based View (RBV) are used to explain the underlying rationale of the proposed model.

The fourth paper by Park and Nahm presents a conceptual framework that analyses how firms customise their products to compete in a global market. In this proposed model, mass customisation is examined from Socio-Technical System (STS) perspective and generates a classification model that implies effective management of work-related and organisational factors for mass customisation. In doing so, this paper expands STS-related mass customisation literature and provides a possible research framework for future empirical study.

The fifth paper by Moon et al. evaluates Communities of Practices (CoPs) as an effective vehicle to employ the explicit and tacit knowledge in an organisation. This study provides a research model that organises and manages CoPs in knowledge habitat. An extensive case study at Samsung Electronics provides rich insight on how CoPs are being implemented for product and services innovation.

The sixth paper by Nandkeolyar et al. recognises the role of efficient transportation services for the productivity enhancement of operations and services of firms as well as the economic growth and prosperity. This study proposes the development of a high-speed surface transportation corridor and compatible vehicles. This paper is selected to highlight a critical importance of social infrastructures in the form of efficient transportation systems for the operational effectiveness which requires reliable, dependable and timely value delivery of goods and services.

The seventh paper by Hong and Huang examines Total Quality Management (TQM) implementation in Research and Development (R&D) organisations of South Korean ($n = 130$) and Taiwanese ($n = 153$) manufacturing firms. This paper shows that TQM practices are broadly applied across the two countries. The empirical findings encourage a strategic and flexible use of TQM principles to raise R&D capability and ultimate innovation competence.

The eighth paper by Tomita et al. shows how product and process architecture affects the nature of global competitive advantages even in the same industry. The findings of this study suggest how critical it is to develop and manage process technologies from an architectural perspective even in other industries such as semi-conductor and solar energy.

These papers selected for the special issue of *International Journal of Services and Operations Management* (IJSOM) may provide valuable insight on both academicians and practitioners who are aware of emerging issues in services and operations for global businesses. The Guest Editor appreciates the continued support, encouragement and guidance provide by Editor-in-Chief, Dr. Angappa Gunasekaran of Inderscience Publishers. The administrative assistance by Ms. G.D. Jyothi is certainly noted and appreciated. Dr. Youngwon Park (Waseda University, Japan) and Dr. Yan Chou (National Taiwan University of Science & Technology, Taiwan) have made very valuable contribution in the initial selection process of the special issue papers. Many anonymous reviewers have also immensely contributed to this special issue. Lastly, I would not forget to express my profound gratitude to Dr. R. Nandagopal of PSG Institute of Management, India and all the participants for the successful 3rd International Symposium and Workshop in Global Supply Chains in Coimbatore, India.