



European  
Operations  
Management  
Association



# EUROMA 2025

5<sup>th</sup> Central and Eastern European (CEE)  
Research Network Workshop

**Regional Transformation: From 'De re metallica'  
to Electro Mobility and Chips**



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September 15 to 17, 2025 | Chemnitz, Germany

# Objectives and Scope

Welcome to 5<sup>th</sup> EUROMA CEE Workshop!

## – Regional Transformation: From 'De re metallica' to Electro Mobility and Chips –

The 5th EurOMA CEE Research Network Workshop brings together enthusiastic operations management, industrial engineering, and management scholars (e.g., professors, instructors, lecturers, researchers at all levels, PhD students, postdocs) and practitioners from the CEE region. Scholars will meet to discuss and develop effective research opportunities



connected with the central theme of Transformation in Operations and Supply Chain Management, Industrial Engineering and Management, and the related challenges, e.g., digitalization, sustainability, circular economy, ethics, and innovation. A specific focus is given to opportunities and challenges in Central and Eastern Europe.



Chemnitz is located at the centre of Central and Eastern Europe, with the Ore Mountains as border crossing, traditional economic region. According to Chriss Voss, the first text book on Operation Management originates in this region and from this tradition. Unfortunately, little cooperation exists today. This research network workshop seeks to rebuild this tradition. It is the first time in East Germany, which experienced specific challenges and disruptions, but also hopes and new futures.



# Directions

## To Campus Erfenschlag

● **Board the tram C13 (towards Aue) or C14 (towards Talheim)**

You can purchase a day ticket for the trip.

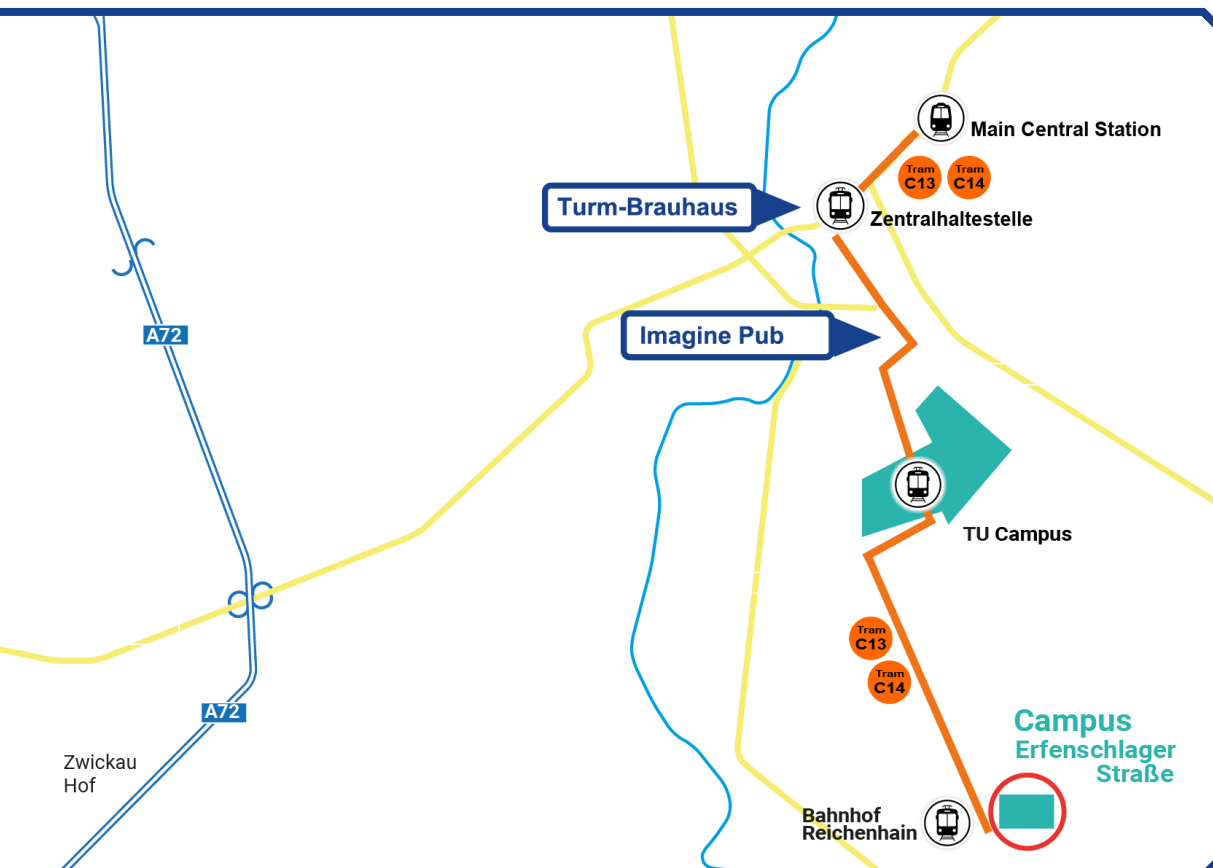
A single day ticket costs 6,40 EUR.

● **Tram Stop: Station Bahnhof Reichenhain, Chemnitz**

Duration: 8 minutes walking

(pick-up at the station by the organizers)

● **Final Destination: Chemnitz University of Technology,  
Erfenschlager Straße 73, Campus Erfenschlag,  
Experimental and Digital Factory (EDF)**



# Keynote Speakers

Dmitry Ivanov

## New trends in supply chain resilience and digital twins

**Abstract:** This talk is devoted to outlining industry and academic developments in supply chain resilience and digital twins. We will discuss adaptation-based principles of supply chain resilience and viability, design and implementation of digital twins in supply chains, Human-AI collaboration for resilience and supply chain stress testing, and organizational blueprints. Practical implementations will be illustrated using anyLogistix supply chain simulation and optimization software.

**Bio:** Prof. Dr. Dr. habil. Dmitry Ivanov is Professor of Supply Chain and Operations Management, and director of the Digital-AI Supply Chain Lab at the Berlin School of Economics and Law. His research spans supply chain resilience and digital supply chain twins. Author of the Viable Supply Chain Model and founder of the ripple effect research in supply chains. Recipient of several research excellence awards. His research record counts around 470 publications, with more than 160 papers in prestigious academic journals and the leading books “Global Supply Chain and Operations Management” (three editions), “Introduction to Supply Chain Resilience”, “Introduction to Supply Chain Analytics”, „Structural Dynamics and Resilience in Supply Chain Risk Management“, “Scheduling in Industry 4.0 and Cloud Manufacturing”, “Digital Supply Chain” and „Handbook of Ripple Effects in the Supply Chain“.



He delivered invited plenary, keynote, panel and guest talks at the conferences of INFORMS, IFPR, IFIP, IFAC, IEEE, DSI and POM, and over 40 universities worldwide. He has been Chairman, IPC Chair, and Advisory Board member for over 80 international conferences in supply chain and operations management, industrial engineering, control and information sciences. Principal investigator in several projects about digital supply chain twins and resilience funded by EU Horizon and DFG. Listed in several rankings as one of the most cited researchers in Business and Management (e.g., listed #1 worldwide in Supply Chain area by ScholarGPS in 2024). Chair of IFAC CC 5 “Cyber-Physical Manufacturing Systems”, Editor-in-Chief of International Journal of Integrated Supply Management, Editor Annals of Operations Research, Associate Editor of International Journal of Production Research and OMEGA, guest editor and Editorial Board member in over 20 leading international journals including IIE Transactions and IJPE, to name a few.

# Keynote Speakers

Ivan B. Tomašević

## From Delays to Delivery: Streamlining Clinical Trial Start-Up for Shorter Lead Times

**Abstract:** The presentation addresses operational challenges in the early phases of clinical trials, with a focus on reducing lead times in study start-up. Contract Research Organizations (CROs) often face coordination bottlenecks, fragmented workflows, and unpredictable task dependencies that delay progress. We will explore process design strategies aimed at improving flow, balancing workloads, and increasing visibility across functions. The session draws on field-based insights and interventions in real-world settings, offering implications for managing time-sensitive, high-stakes service operations

**Bio:** Ivan Tomašević is an Associate Professor in the Department of Industrial and Management Engineering at the University of Belgrade, Faculty of Organizational Sciences, where he teaches courses in industrial engineering, lean manufacturing, and business process management. He earned both MSc and PhD in Industrial and Management Engineering from the same institution. Additionally, he consults for public enterprises, manufacturers and service companies in continuous process improvement and wage payment systems. His research focuses on lean manufacturing and production systems design, particularly in the high-mix/low-volume industry. He has also published papers in peer-reviewed academic journals



and presented at international conferences. He serves as an Associate Editor of Management: Journal of Sustainable Business and Management Solutions in Emerging Economies.

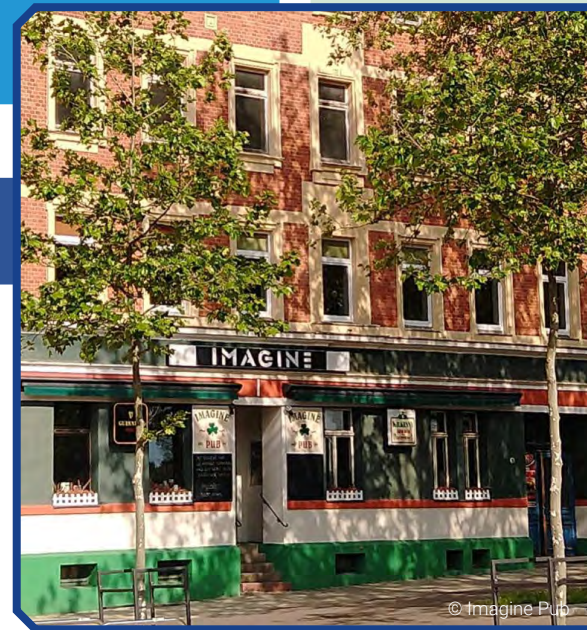


# Conference Program

## Overview

### Monday September 15, 2025

18:00 - 20:00 Welcome Reception  
**Imagine Pub**  
Reichenhainer Str. 9  
09126 Chemnitz



### Tuesday September 16, 2025

#### **TU Chemnitz, Campus Erfenschlag, Experimental and Digital Factory (EDF)**

From 08:15 Registration Open  
08:45 - 09:00 Opening Ceremony  
09:00 - 09:45 Keynote 1 (Ivan Tomašević)  
09:45 - 10:15 Coffee Break  
10:15 - 11:00 Keynote 2 (Dmitry Ivanov)  
11:00 - 11:15 Break  
11:15 - 12:35 Workshop - Part 1  
12:35 - 13:30 Lunch  
13:30 - 14:50 Workshop - Part 2  
14:50 - 15:15 Coffee Break  
15:15 - 16:15 Regular Presentations  
16:15 - 16:30 Break  
16:30 - 17:15 Guided Visit Learning Factory  
17:15 - 17:30 Summary and Closing

**Tuesday**

**September 16, 2025**

19:00 - 22:00

Gala Dinner

**Turm-Brauhaus**

Neumarkt 2, 09111 Chemnitz



**Wednesday**

**September 17, 2025**

08:30 - 11:30

Hands-On Workshops (pre-registration necessary)

**Campus Erfenschlag**

# Workshop – Part 1

September 16, 2025

**The relationship between supply network structure and digitalisation – the case of the global automotive industry**

**Room:**  
**EDF / D019**

*15 min presentation + 25 min Q&A*

Tamás Orosz & Dávid Losonci

*Corvinus University of Budapest, Institute of Operations and Decision Sciences, Hungary*

**The role of innovation ecosystems in the successful implementation of Industry 4.0 technologies**

**Room:**  
**EDF / D019**

*15 min presentation + 25 min Q&A*

Levente Szász, Ottó Csiki, Béla-Gergely Rácz & Réka Izsák

*Babeş-Bolyai University, Faculty of Economics and Business Administration, Romania*

Albachiara Boffelli

*University of Bergamo, Department of Management, Information Production Engineering, Italy*

Matteo Kalchschmidt

*Politecnico di Milano, School of Management, Italy*

# Workshop – Part 2

September 16, 2025

## **Towards Human-Centric Smart Warehousing: A Multi-Country Exploratory Study**

**Room:  
EDF / D019**

*15 min presentation + 25 min Q&A*

Maryam Mirzaei

*Auckland University of Technology, New Zealand*

## **Operational drivers of food loss and their reduction: A case study from a regional vegetable supply chain**

**Room:  
EDF / D019**

*15 min presentation + 25 min Q&A*

Wolfgang Grenzfurtnner

*University of Bayreuth, Germany*



# Regular Presentations

September 16, 2025

*15 min presentation + 5 min Q&A*

## **Lean Transformation in Eastern-European Corporations: Reconciling the Shingo Principles with Corporate Reality**

**Room:**  
**EDF / D019**

**Evgenii Ledenev**

*Operational Excellence Expert & Lean Six Sigma Black Belt; former Head of Continuous Improvement, DTEK Energy, Ukraine, Accenture PLC., Senior manager in Moscow office and Operational Excellence Practice Lead*

## **Application of Lean Management to a Demonstrator for AI-supported automated Disassembly of Battery Systems – Route Optimization of the Automated Guided Vehicle**

**Room:**  
**EDF / D019**

**Gerald Bräunig**

*Chemnitz University of Technology, Germany*

## **Reinforcement Learning for Dynamic Job Dispatching in Decentralized Job Shops with Shared Buffers and Heterogeneous Processing Capabilities**

**Room:**  
**EDF / D019**

**Florian Förster**

*Chemnitz University of Technology, Germany*

## Chair of Factory Planning and Intralogistics

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