How the President of EURO came to pick my name from the hat as a suitable author for an article on 'Marketing OR' is something of a mystery as I am not a professional marketing man, or for that matter, a qualified operational researcher. It may have something to do with the fact that I have recently retired and must obviously have lots of free time or even that I retired as Head of OR for Cadbury Schweppes plc having incidentally been a member of Council of the UK OR Society for the last four years. In any event I agreed to tackle it but must emphasise that these are my personal views and experiences and do not necessarily reflect those of either my former employers of the UK OR Society.

I was a relative latecomer to the world of OR. I joined my company's management trainee scheme in 1963 and gained early exposure to the realms of Research and Development, Sales and Marketing, Manufacturing and Industrial Engineering. I found my home in the latter function and then worked both at factory and company level. It was then that I discovered how OR could help solve complex sup-
from Richard Nicholls

I recently dipped into a number of marketing textbooks to see whether I could find a suitable definition to help me focus on "Marketing OR". It came as something of a surprise to find that there are nearly as many definitions of marketing as there are of OR! One of the simpler primers offered one which I will paraphrase thus - "Marketing is simply the total activity of our enterprise and it is concerned with the four 'Ps' of product, price, promotion and place. In my consideration of the marketing of OR I will use these four 'Ps' both in the context of OR as a profession and then at the level of application based on my own in-company experience.

I see OR very much as a brand rather than a product but with a range of products within the brand such as LP/MP modelling, simulation and D.E.A. Successful branding then requires the third 'p' - promotion which must also encompass communication so that brand/product awareness is generated. The second 'p' of price is critical as very many institutions do not necessarily recognise OR as an essential management function or understand the benefits that it can bring. Thus it can be seen to be price sensitive. The final 'p' is for place, as in market place and here there is a dichotomy as OR needs to be promoted both as a profession and a brand/group of products.

The brand, of course, can not be a static thing but must evolve over time. This is particularly true at the product level where new techniques are introduced such as Data Envelopment Analysis, and others become less fashionable such as Linear Programming. The promotion of, and communications about, OR are issues very close to the heart of the UK OR Society. Its officers and members have expended considerable time and money on outside consultants to market research opinion on awareness, attitude and image of OR and opportunities for better relations with, and use
of the media. This has helped us to understand better the difficulty of providing a coherent and transparent message of what OR is, does and can do. A video has been produced to show 'OR in Action' for use with students considering their university course choices and future careers. An up-to-date brochure has also been prepared for the same purpose. A media working party has been set up and a part-time media consultant has been taken on. One of the first fruits of this initiative has been the professional production of a brochure aimed at decision makers and influencers.

Evidence of price sensitivity has been found in recent years in some key 'make or buy' decisions made by large organisations. At a stroke one of the UK's big five banks decided to close its OR Department in a cost-cutting reorganisation - this despite the excellent track record of its OR team. One of the major energy suppliers sold its complete OR operation to a well known systems consultancy.

The market place for selling OR as a profession is basically in two segments. The first one is academic where students have to be attracted into studying the subject for without the seedcorn the profession will die. Secondly OR must be sold to national and local government, commercial and industrial institutions and the consultancies or there will be no funding of college courses and no jobs for their products.

OR as a brand is difficult to market because the message is frequently unclear. There is also some confusion in people's minds about the bounds of OR and the interface/overlap with statistics, economics, applied mathematics, organisation and methods and computing/systems.

It is a sad fact that more OR departments are closing down in the UK than are currently being set up. One of the particular problems that influence this is that in too many OR departments only a limited number of products are on offer and they can be in only a narrow portfolio of func-
tional/problem areas. This has encouraged the growth of the big management consultancies who know the true value of OR but do not sell it as such. What they sell is solutions based on the use of the appropriate skills and experience.

Whilst in recent years I have been involved at the macro level in the problems of marketing OR as a profession, my main experience has clearly been in doing the job in-house. In 1983 I was invited to join the OR Group where I served an apprenticeship as a senior projects manager prior to becoming Head of OR. I found that the Cadbury Schweppes OR Department had started life as the Cadbury Statistics Department in the early 1950's. In 1969, on the merger of Cadbury with Schweppes a proper OR Department was formed by adding some logistic skills from Schweppes and recruiting some new blood from outside. In 1979 computing, systems, O and M and OR were brought together under the one Management Services umbrella and in 1987 this was transformed into a company to be known as ITnet Ltd with a remit to sell its services on the open market as well as maintaining the original services to in-house clients.

Marketing the products was always one of the most stretching of tasks for some of the reasons I have already referred to. In addition none of us had any training in marketing skills or recent exposure to it, save for work we had done on forecasting systems. We relied very heavily on 'word of mouth' and the fact that many senior decision-makers knew the sort of things we were good at. We also rather liked out Olympian reputation of being very clever and flexible. The only overt marketing we ever indulged in was when presentations were made to operating boards on the things we were doing for them and their peer groups around the Company.

The product that we were offering was basically encompassed by the expression 'OR is what OR does'. We sold our services to clients on the basis of successful past performance
rather than current and future capability. 'Nothing succeeds like success' is fine as a short term strategy but the world moves on and clients get better educated. Unless you can prove that you can tackle new areas and techniques you are doomed to eventual extinction.

The marketing position was not helped by a constant moving of the pricing goal posts. When I first used OR it had been a free service to the user - a wonderful way of building a large client base! By the time I joined the company they had just started charging each operating division on an at-cost basis. The next step was for each division to have a central budget for OR, followed later by a cascading down of these budgets to the user departments. As this last happened at the same time as we were called upon to deliver profit targets as well, it is clear that marketing OR took on a whole new meaning. The way we tackled this was to set up a new Consultancy Services Department which included the OR team so that we could better compete with the outside opposition by offering a more comprehensive service which we sold at between 50 - 70% of market rates.

The 'ad hoc' word of mouth communication of the past still has a part to play but now IT-net produces a quarterly bulletin that is circulated to the great and the good, and there is also an in-house marketing department to develop professional campaigns and supportive literature. OR is now actively involved in a wider spectrum of clients and projects because of this.

The market place has altered considerably over the years. Originally, as already explained, it was QC statistics for Cadbury. Now it can be any operating division of the Company as well. I feel sure that there will be a place for OR long into the future.

At the macro level I also feel that UK OR has a healthy future. The challenges of the 1990s are being addressed by Council of the OR Society in a professional manner and as the UK economy continues to pick up OR (under whatever banner) will be playing its part.
EURO_Start
Potential instrument
for pump-priming new OR activities

In January the Executive Committee discussed some proposals for new EURO instruments. One of the ones chosen for evaluation is called EURO_Start.

EURO_Start will help to start new OR units.

This instrument is based upon sound practice. Its task is to help with the starting of new OR groups in Europe. Such units are vulnerable during the first few months of their life. The choice of the initial project can be a vital factor in their success. This initiative will supply expert guidance to any organisation or new OR unit that applies.

The EURO_Start BOARD

EURO_Start will require two elements for its success. The first is a board made up of two senior OR people working under the direction of a member of the Executive Committee. This is called the EURO_Start BOARD. Its function is to examine submissions from clients and appoint advisers.

The EURO_Start REGISTER

The second element is a register of senior OR practitioners who have agreed to become EURO Advisers. This is called the EURO_Start REGISTER. Advisers will be able OR people with good practical knowledge of the subject. They may be 1) in OR units, 2) consultants, or 3) recently retired OR managers. In general they will have good experience of applying OR within organisations.
from E. A. Field

Operational procedures.

Initial requests for help should be made to the BOARD. It will decide whether or not the request meets the EURO_Start guide-lines [Still to be finalised]. If it does, the organisation will be told the conditions under which help can be given and asked to agree to these. The organisation will then be registered and assigned an adviser from the REGISTER.

The conditions will explain that EURO will pay the expenses for the initial meeting with the organisation requesting help. For this visit the adviser will receive no fees. Any additional work or visits following the first meeting will be paid for by the organisation seeking help.

Registration will confer more benefits.

Registration will also entitle the organisation to benefits and privileges sanctioned by EURO. These are yet to be decided, but will include such items as general information on OR developments and invitations to attend some EURO meetings.

Getting started.

If the project can be started this year, EURO Start could be ready during 1995. It is expected that its initial development cost will be some 2000 SFr. Annual costs for the first year of EURO Start operations are estimated at 10000 SFr. The detailed plan, already put before the Executive Committee, includes a scoping phase during which the initial estimates of time, resources, and costs, would be checked.

Council's approval is needed to proceed.

The Executive Committee is expecting to seek Council approval for the project stage of EURO Start to proceed. This will be done when the Council meets in July.

E. A. Field
Since the last EURO Council meeting held in Lisboa on 11 July 1993, the special effort to increase the distribution of the EURO Bulletin has been continued.

At the present time about 500 copies of the EURO Bulletin are mailed to:

-the EURO Officers;

-the Members OR Societies Presidents, Representatives and Alternates;

-the Co-ordinators of each EURO Working Group;

-the members of the EURO Working Groups having the EURO Bulletin as their own information bulletin, i.e.:

-EWG OR netwORk EURO's network for practitioners;

-the EJOR Editors;

A new scale has been reached with the use of electronic mail and network information tools on Internet. A revised EURO Brochure, the special spring'94 issue on EWGs & Networks (EURO Bulletin Vol.3 N°1) and the present Summer'94 issue (Vol.3 N°2) are on-line on the EURO World Wide Web server accessible through the server of the University of Brussels, URL = "http://www.ulb.ac.be/". Furthermore the EURO publications are in the process to be available on the anonymous ftp server "ftp.ulb.ac.be" in directory "/pub/projects/euro". Any information, question or remarks will be welcomed at E-mail: EURO@ULB.AC.BE

The objective to produce four
issues a year is fulfilled. Since
the last EURO Bulletin report
(presented in July 93) four is-
issues have been edited, their
contents are:

-Summer'93 (12 pages): L For-
tuin, P van Beek & L. Van
Wassenhove «OR Networks»;
M. Shutler «EURO Council
Meeting», C. Pappis «EURO
Summer Institute», J. Bovet
«From EURO Treasurer», TOP &
TEST Journals, Events;

-Fall'93 (12 pages): M. Pidd
«Teaching OR/MS», C. Pappis
«OR in MBA courses», C.
Pappis «OR Handbook, News
from EWGs, Events;

-Winter'93 (12 pages): J.
Spronk «Aspects of Application», A.
Lotov «News from Russia», E.
Field «The new EURO
statutes», V. Belton
«EURO XIII Glasgow 1994», C.
Papiss «ESI IX Mannheim
1993», Events;

-Spring'94 (24 pages): T. Kinn-
nunen «EURO Working Groups
& Networks Annual Report
(Multicriteria Aid for Decisions,
Fuzzy Sets/IFSA European
Chapter, OR Applied to Health
Services, EUROPBanking special
interest group, Locational
Analysis, ESIGMA EURO
Summer Institute Group on
Multicriteria Analysis, Project
Management and Scheduling,
Financial Modelling, ECCO -
European Chapter on Combin-
atorial Optimisation, Decision
Support Systems, Urban Traffic
and Transportation, Information
Systems, OR netwORK,
Mini EURO Conference, Up'k
Conference in UK), A. H.
Christer «EURO Summer Insti-
tute 1995», E. Field «A com-
ment on J. Spronk's Aspects
of Applications, Aspects of
Decision Problems», S. Ward «
OR Insight got there first», «EURO
XIII Programme», Events.

Finally formal procedures have
given as results that the EURO
Bulletin is now considered as a
periodical by the Belgian Post
Office and has been registered
at the Royal Library of Belgium
under the registration number
BD 45.367.

Ph. Van Asbroeck
News from the EWG on Locational Analysis

The seventh meeting of the group was held in Brussels, Belgium, on 9-11 May 1994 at the Vrije Universiteit Brussel. It turned out to be a productive conference, appreciated by all 38 participants.

Following presentations were held:

Daniel SERRA (Barcelona, Spain): Competitive location under uncertainty; John KARKAZIS (Chios, Greece): Location of a facility in a competitive environment: a planar-based approach; Rosa-Maria RAMOS, Joaquin SICILIA, Teresa RAMOS (Madrid, Tenerife, Spain): Some efficient points in a multiobjective center problem; Justo PUERTO (Sevilla, Spain): Multicriteria games in location; Stephan NICKEL (Kaiserslautern, Germany): Bicriterion and restricted planar 2-median problems; Nenad MLADENOVIC (Montreal, Canada): A polynomial bicriterion single cluster clustering method; Jean-Pierre RASON (Namur, Belgium): About a behavioral classification rule; Eddy DECLERCQ (Antwerp, Belgium): Optimal location for multimodal terminals for inland navigation in Flanders: strategic management approach; Brian BOFFEY (Liverpool, UK): Modelling pollution spread; Lazaro CANOVAS (Murcia, Spain): Primal and dual algorithms for the minimum covering lp-hypersphere problem; Frank PLASTRIA (Brussels, Belgium): Fully geometric solutions to some planar minimax location problems; Emilio CARRIZOSA (Sevilla, Spain): On the set of optimal points to the weighted maxmin problem; Pier Luigi PAPINI (Bologna, Italy): Some stability results for minsum and minmax problems; Yoshiaki OHSAWA (Tsukuba, Japan): Errors caused by map projection on the Weber problem; Dominique PEETERS (Louvain-la-Neuve, Belgium): The effect of the spatial structure on the p-median results: hexagonal vs squared gridpoints; Francisco ORTEGA (Sevilla, Spain): Assessing topological configurations for rapid transit networks; Barbaros TANSEL (Bilkent, Turkey): Distance constrained multifacility location; Jörg FLIEGE (Dortmund, Germany): New coincidence conditions in minisum multifacility location with mixed gauges; Hans FRENK (Rotterdam, The Netherlands): On Miehle’s algorithm and the perturbed Lp-distance multifacility location problem; Jack BRIMBERG (Kingston, Canada): A Location problem with economies of scale; Jose MORENO (Tenerife,

Proceedings of this meeting will be published later this year as Issue 7 of the Studies in Locational Analysis, edited by Brian BOFFEY and John KARKAZIS at the Department of Business Administration, University of the Aegean, Chios 82100, Greece.

Our next meeting is planned in September 1995 in Kaiserslautern, Germany. More details will be distributed in due time.

During the meeting, Frank PLASTRIA was elected as new co-ordinator of the working group, replacing Christian MICHELOT. As a consequence the new coordinates of the working group are as follows:

Contact address: Prof. Dr. F. PLASTRIA INVE (Research Center for Industrial Location) Vrije Universiteit Brussel, Pleinlaan 2, B-1050 Brussels, Belgium Tel: +32 2 629 3609, Fax: +32 2 629 3645, E-mail: FAPLASTRIA@VNET3.VUB.AC.BE. Permanent mailing address: EURO Working Group on Locational Analysis, EURO OFFICE, c/o Ph. VAN ASBROECK, ULB - SMG, CP 210/01 Boulevard du Triomphe, B-1050 Brussels, Belgium.

Intention declaration of the co-ordinator

The research field of locational analysis is in full development, and its application field is huge. The current importance of environmental thinking enhances the application prospects of our field. It is a pleasure to see that much ongoing research is oriented towards environmental problems, and this should be further encouraged, not only from theoretical point of view, but certainly also in practice. It is our intention to start up some new activities in order to enhance and stimulate contacts between our group members in between meetings. First an e-mail discussion group and listserving should be started soon. Secondly we would like to collect on a regular basis and distribute information about ongoing research, working papers and publications by our members. Thirdly we would like to merge several local databases of references on Locational Analysis and connected fields, and make them available for on-line search. Finally we intend to collect software and computer codes related to the field and make them available by ftp.

Prof. Dr. F. Plastria
CALL FOR PAPERS

SPECIAL ISSUE
EUROPEAN JOURNAL OF OPERATIONAL RESEARCH ON FINANCIAL MODELLING

ROTTERDAM, THE NETHERLANDS.

Prof. ERIO CASTAGNOLI, c/o Banca Agricola Mantovana, Corso Vittorio Emanuele 30, I-46100 MANTOVA, ITALY.

SPECIAL ISSUE JORBEL ON CONSTRAINT PROGRAMMING

In several application fields of operations research one may observe a shift from pure optimisation towards constraint satisfaction, certainly in the many cases where real-world generated constraints pop up. There where most academic research has mainly focused on the in depth study of "well-behaved" models and their extensions, yielding a wealth of "tailor-made" algorithms, the need of business and industry lies in "mass-production". This calls for general purpose techniques and available software, allowing to solve a broad spectrum of models, without too much effort from the analyst.

One technique which holds
CALL FOR PAPERS

promise to tackle both these points is constraint programming, to which JORBEL plans to dedicate a special issue in 1995.

Constraint programming is a new method for finding feasible solutions in strongly constrained optimisation problems mainly of combinatorial type. Several commercial packages are available on the market place. The set of industrial applications of this technique is steadily growing, the most promising ones being in extremely constrained problems like e.g. time-tabling.

Constraint programming uses techniques and ideas from artificial intelligence. As such its current language may sound somewhat exotic to operational researchers while at the same time inducing a feeling of familiarity. The special issue of JORBEL aims at enforcing this feeling and help understanding the concepts underlying the technique.

The authors are invited to submit papers on any aspect of the subject such as:

- applications (description of a specific industrial application, analysis of the domains of application of the technique, survey of applications);
- analysis of constraint programming software;
- theoretical developments or foundations;
- tutorial papers.

As the readership is mainly operational researchers and practitioners, editors would appreciate the authors’ effort to bridge the linguistic gap between OR and AI.

The authors should express their interest by sending a short abstract before July 31, 1994. The full paper should then be submitted before October 31, 1994. The proposed contributions will follow the usual refereeing procedure.

All abstracts and papers are to be sent to:

Prof. J. LEYSSEN, Royal Military Academy, Department Economics and Management, Renaissance Ave. 30, B-1040 Brussels, BELGIUM, Fax: +32 2 733 61 16, E-mail: leysen@RMA-BRUSSELS.rtt.be
CALL FOR PAPERS

IMSE'94 European Workshop on Integrated Manufacturing Systems Engineering Grenoble, France, December 12-14, 1994

Organized by INRIA and co-sponsored by EC DG III ESPRIT CIME, IFIP WG 5.7, IFAC, Ministère de l'Enseignement Supérieur et de la Recherche, GSIP, ENSGI.

Objectives: The aim of the Workshop is to gather European experts from industry and academia: - to establish the current state of understanding on theoretical results, models, techniques and tools for manufacturing systems modelling, specification, evaluation and integration; - to identify and prioritize areas (theoretical or technical) requiring urgent research advances according to real industrial needs; - to discuss the role of Information Technology (IT) in design and manufacturing; - to identify and discuss standardisation needs for integrated manufacturing; - to progress towards a European consensus on enterprise modelling and integration technology so that future developments can be part of a comprehensive plan of action to improve competitiveness of European industry including SMEs.

Targeted Audience: The Workshop is targeted to managers and engineers from manufacturing enterprises and service companies concerned with business process engineering or reorganisation, manufacturing system design and analysis as well as enterprise integration. Contributors and invited speakers will come from academia, industrial companies or consulting companies involved in manufacturing system modelling, analysis, specification, evaluation and integration. Strong participation from contributors to EC-funded programmes (ESPRIT, BRIT, EUREKA) and large projects (such as the AIT Initiative) is expected. Participation from East-European countries is encouraged.

Technical Areas: The Workshop will be organised according to three major tracks:

Track 1: Manufacturing Enterprise Modelling and Engineering (Coordinators: Prof. S.K. Banerjee and Dr. F. Vemadat) - Enterprise modelling frameworks and methodologies - Business process modelling and analysis - Business process re-engineering and simplification - Management of change; Process improvement; Impact on Concurrent Engineering - Business process coordination; Model-based operations - Computer-Aided Enterprise Engineering tools - Metrics and benchmarking

Track 2: Manufacturing System Specification and Evaluation (Coordinators: Dr. J-M. Proth and Dr. A.E.K. Sahraou) - Specification methods (Petri nets, statecharts, process algebras); Analysis techniques - Formal specification techniques; Concurrent languages; Agent-oriented
CALL FOR PAPERS

languages - System prototyping - Synthesis of control programs - Performance evaluation methods and tools - Performance indicators - Advanced decision support systems

Track 3: Manufacturing Systems Integration (Coordinators: K. Kosanke and Prof. G.H. Weston) - Open systems architectures: Distributed computing environments - Communication networks and protocols; Integration platforms - Information sharing; Information infrastructure systems; Concurrent Engineering platforms - Cooperative systems; Agent-based architectures - Product/process data exchange methods and standards

Operational issues: The number of participants will be limited to 100 and parallel sessions will be avoided. Each day will start with an invited talk (45 mn) followed by technical sessions for regular paper presentation. Enough time will be reserved for technical discussions on selected topics controlled by a moderator (1 hr). Working group meetings (2hrs) on specific topics identified during technical discussions will be held each day. A closing session with reports from working groups will conclude the meeting. It is planned that the Workshop will be followed by a two-day standardization meeting of CEN/TC 310/WG1 working on enterprise modelling.

Proceedings and post-conference book: All papers duly reviewed and selected for the Workshop will be published in the form of soft bound proceedings edited by INRIA and made available to Workshop participants. A second selection will be made after the Worshop for publication of revised papers as well as reports of working group meetings in a book printed by one of the major scientific publishers.

Instructions for Authors: All papers must be in English, typed in double spaced format and may not exceed 6000 words. Each submission should provide author(s)' name, affiliation, complete address and phone and fax numbers. Three copies of the papers must be submitted to the Workshop Secretariat no later than 15 July 1995.

Workshop Secretariat: Mrs. M. Joyaux (IMSE'94 Secretariat) GSIP/INPG 46, avenue Felix Viallet F-38031 Grenoble Cedex, France Tel. +33 76 57 48 32 Fax: +33 76 57 47 93

CALL FOR PAPERS

Int. Workshop on the Design of Cooperative Systems, Antibes-Juan les Pins, France 25-27 January 95

Objectives: A growing number of system designers consider that the problem solving capabilities of the human-machine couple are more important than the performance of the system alone. This view mandates that the design, validation and maintenance of such systems utilize an interdisciplinary approach and that new concepts need to be defined to understand the characteristics of the cooperation between the artificial and human agents. The aim of this workshop is to review the state of the art in the field of cooperative systems. The program committee is seeking for original papers in all areas concerning the design of cooperative systems.

Topics of interest: - Methodologies for the analysis, functional specifications, knowledge acquisition and validation of cooperative systems, - Cooperation models and their use in design - Cooperative systems architecture - Communication in cooperative systems (dialogues, negotiation, explanations and user models) - Theoretical contributions or empirical studies from Cognitive Psychology and Ergonomics, Distributed Artificial Intelligence, Organizational Sciences, Decision Analysis, Group Decision Support Systems, and Groupware. Papers should either describe significant results from ongoing research or user experience or offer new contributions to theories and methodologies for cooperative system design as well as techniques and tools.


Submissions details: Papers will be written in English and should not exceed 20 pages. The contribution should be in Times 12 points or equivalent, double space. Latex and word are the only formats accepted if you want to send your contribution by electronic mail. Papers should be send in 4 copies to be received by the 25th September at the following address: Régine Bourgine, GRID - Ecole Normale Supérieure de Cachan, 61 av. du Président Wilson, F-94235 Cachan Cedex, France.

Information: INRIA, Unité de Recherche de Sophia Antipolis, Relations Extérieures, Bureau des Colloques, 2004 route des Lucioles BP 93, F-06902 Sophia Antipolis Cedex, France (tel.: +33 93 65 78 64, fax: +33 93 65 79 55, E-mail: Monique.Simonett@sophia.inria.fr).
EVENTS

Present section was closed on 1 July 1994. "*" denotes information featured previously.

July 12-15, 1994
* 4th International Workshop on Project Management and Scheduling, Leuven, Belgium.
Information: Prof. Dr. Erik Demuynck, Katholieke Universiteit Leuven, Department of Applied Economics, Dekenstraat 2, B-3000 Leuven, Belgium (tel.: +32-16-28 57 70 or 28 45 63 or 28 45 65; fax: +32-16-28 57 99, E-mail: fdb@kuleuven.ac.be).

July 13-16, 1994
XVIII National Conference of Operational Research and Industrial Engineering, Bilken, Turkey.
Information: M. Salih Aktürk, Dept. of Ind. Engineering, Bilikent University, 06533 Bilken, Ankara, Turkey (fax: +90 312 266 4127, E-mail: akturk@bilkent.edu.tr).

July 18-23, 1994
XIIIth Congress of Sociology: Sociology and Social Systems Theories, Bielefeld, Germany.

July 19-22, 1994
* EURO XIII Conference, Glasgow, UK.
Information: Valerie Betton, Department of Management Science, Strathclyde Business School, University of Strathclyde, Livingstone Tower, 26 Richmond Street, Glasgow G1 1XH, UK (tel.: +44 552 4400, fax: +44 552 6688).

July 23, 1994
*EURO Summer Institute Group on Multicriteria Analysis EGHMA Meeting, Glasgow, UK.
Information: Valerie Betton, University of Strathclyde, Dept. of Mngt. Science, Strathclyde Business School, Livingstone Tower, 26 Richmond Street, Glasgow G1 1XH, UK (tel.: +44 552 4400, fax: +44 552 6688).

July 25-30, 1994
* 6th International Congress on Computational Methods and Applied Mathematics, Leuven, Belgium.
Information: Prof. F. Broeckx, Universiteit Antwerpen RUCA, Middelheimlaan 1, B-2020 Antwerpen, Belgium (tel.: +32 3 218 07 84, fax: +32 3 218 06 52, E-mail: BROECKX@BAN/RUC06.BI)net.

July 25-30, 1994
*4th International Statistical Institute Conference on Teaching Statistics, Marrakech, Morocco.
Information: Mr. El Ghazaal Abdelaziz, Chairman of the Local Organizing Committee, I.N.S.E.A., P.O. Box 6217, Rabat, Morocco, or Prof. Y. Escourier Chairman of the Programme Committee, Université Montpellier II, Science et Technique du Languedoc, Place E. Batalion, F-34095 Montpellier Cedex, France.

July 28-28, 1994
* IFAC Symposium on Transportation Systems: Theory and Applications of Advanced Technology, Tianjin, China.
Information: IFORS Secretariat, H. Weiling Secretary, c/o IMSOR bidg. 321, Technical University of Denmark, DK-2800 Lyngby, Denmark (tel.: +45 42 88 14 33 / ext 3410, +45 42 88 22 22 / ext 3410, +45 45 93 12 22 / ext 3410, fax: +45 42 88 13 97).

July 26-29, 1994
* Association of Asian-Pacific Operational Research Societies Conference on Development in Diversity and Harmony, Fukuoaka, Japan.

July 30-August 6, 1994
ICSI'94 the Integration of Society for the Social Economical, Scientific and Technical Development, Sao Paulo, Brazil.
Information: Prof. P.A. Ng, IIIsis-USA Office, New Jersey Inst. of Technology, University Heights, Newark, NJ 07102, USA (tel.: 201 596-3387, fax: -5777, E-mail: ng_p@viena.njit.edu).  

July 31-August 5, 1994
*EWG Meeting on OR Applied to Health Services, Chania, Greece.
Information: Vassilis Moustatikis, Institute of Computer Science, Foundation of Research and Technology, Hellas, Greece (tel.: +30 81 22 93 46, fax: +30 81 22 93 42, E-mail: moustatik@cs.forth.gr).

July 31-August 6, 1994
Human Science Research: a Systemic Approach, Castel Ivano, Strigino, Italy.
Information: Prof. Arne Collen, P.O. Box 4550, Walnut Creek, CA 94596, USA (fax: 510 930 9779).

August 1-6, 1994
* 11th International Conference on Multiple Criteria Decision Making, Coimbra, Portugal.
Information: 11th International Conference on MCDM, INESC, Rua Antero de Quental 199, P-3000 Coimbra, Portugal (tel.: +351 39 324 30, fax: +351 39 246 92, E-mail: xinmdcm@inescc.pt).

August 8-12, 1994
ECAI 11th European Conference on Artificial Intelligence, Amsterdam, The Netherlands.
Information: ECAI 11, Forum, P.O. Box 1738, NL-3000 DR Rotterdam, The Netherlands (tel.: +31 10 408 2302, fax: +31 10 453 0784, E-mail: M.M.de.lieuw@apv.oes.eur.nl).

August 15-19, 1994
Information: H. Bart, Econometrisch Instituut, Erasmus Universiteit, Postbus 1739, NL-3000 DR Rotterdam, The Netherlands (E-mail: bart@wis.few.eur.nl).

August 15-19, 1994
*18th International Symposium on Mathematical Programming, Ann Arbor, Michigan, USA.
Information: 15th ISMP, Conferences and Seminars, 541 Thompson Street, Room 112, University of Michigan, Ann Arbor, MI 48109-1360, USA (tel.: +313 764 5305, fax: +313 764 2390, E-mail: xvimp@um.cc.umich.edu).

August 20-26, 1994
Frontiers of Statistical Ecology and Ecological Studies, Manchester, UK.
Information: G.P. Patil, Center for Statistical Ecology and Environmental Statistics, Dept. of Statistics, Pennsylvania State University, University Park, PA 16802, USA (fax: 1 814 863 7114, E-mail: gpp@psuvm.ml).

August 21-27, 1994
Human Science: Methods and Models, Multijin Frilugtegard, Mulsjö, Sweden.
Information: Prof. Arne Collen, P.O. Box 4550, Walnut Creek, CA 94596, USA (fax: 510 930 9779).

August 22-26, 1994
COMPSTAT'94 11th Symposium on Computational Statistics, Wien, Austria.
Information: Prof. W. Grossmann, Institute for Statistics, OR and Computing Science, Universitätstrasse 5/3, A-1010 Wien, Austria (fax: +43 1 40407/86, E-mail: compstat@smc.univie.ac.at).

August 22-26, 1994
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*Conference on Manufacturing in Southern Africa, Cape Town, South Africa.
Information: Prof. P. Reineke, Dept. of Industrial Engineering, University, ZA-7600 Stellenbosch, South Africa (tel.: +21 808 4235, fax: +21 808 4245).
August 24-26, 1994
7th Symposium on Transportation Systems: Theory and Application of Advanced Technology, Tianjin, China.
Information: Prof. G. G. He, IFAC/IFORS Symposium TS'94, Institute of Systems Engineering, Tianjin University, Tianjin 300072, P. R. China (fax: +86 22 358 329).
August 28-September 2, 1994
13th World Computer Congress IFIP Congress'94, Hamburg, Germany.
Information: Congress Secretariat, IFIP'94, c/o CCH Congress Organisation, P.O. Box 30 24 80, D-20308 Hamburg, Germany (fax: +49 40 35 69 23 43).
August 29-September 2, 1994
12th Prague Conference on Information Theory, Statistical Decision Functions and Random Processes, Prague, Czech Republic.
Information: A. Otohal, UTIA AV CR, P.O. Box 18, 182 08 Prague, Czech Republic (fax: +42 2 664 14903, E-mail: stochin@capgga11).
August 28-September 3, 1994
XIV Seminar on Stability Problems of Stochastic Models, Eger, Hungary.
Information: Prof. V.V. Zolotarev, Steklov Institute, Vavilova 42, 117966 Moscow, Russia (E-mail: zolotarev@prob.mian.su).
August 30-September 1, 1994
19th Conference on Regional and Urban Statistics, Helsinki, Finland.
Information: A. Manninen, The City of Helsinki Information Management Centre, P.O. Box 303, SF-00171 Helsinki, Finland (fax: +358 0 1693200).
August 30-September 2, 1994
OR 1994 International Conference on Operations Research, Berlin, Germany.
Information: Prof. Dr. R.H. Mohrning, Techn. Univ. Berlin, Fachbereich Math., Strasse des 17 Juni 136, D-10623 Berlin, Germany (tel.: +49 30 314 24894-28728, e-mail: or94@math.tu-berlin.de).
September 12-13, 1994
Long-Term Perspectives on International Statistics, Conference on the Statistical Implications of «Scanning the Future».
Information: ISI Permanent Office, Postbus 950, NL-2270 AZ Voorburg, The Netherlands.
September 20-22, 1994
ISBD'94 4th International Conference on Information Systems Development, Bled, Slovenia.
Information: Dr. J. Zupancic, University of Maribor, Presernova 11, 62000 Kranj, Slovenia (tel.: 386 64 22 804, fax: 386 64 221 424, E-mail: iad@foi.unm.si).
September 20-23, 1994
EUFIT'94, second European Congress on Intelligent Techniques and Soft Computing, Aachen, Germany.
Information: ELITE Foundation, EUFIT'94, Promenade 6, D-52076, Aachen, Germany.
September 21-23, 1994
2nd Colloquium on Grammatical Inference, Alicante, Spain.
Information: Dr. J. Oncina, Dept. Tecnologia Informatica y Computacion, Universidad de Alicante, E-03080 Alicante, Spain (fax: +34 6 590 3464).
September 21-24, 1994
6th International Conference on Artificial Intelligence, Sofia, Bulgaria.
Information: Phillipe Jorrard, AIMSA'94 Programme Chairman, Institut IMAG-LIFIA, 48 av. Felix Viallet, F-38000 Grenoble, France (E-mail: philippe.jorrard@imag.fr).
September 27-28, 1994
Computational methods for the development of solutions in porous media, Besançon, France.
Information: M. Di Guglielmo, Laboratoire du calcul scientifique, 16 Route de Gray - La Boulieuse, F-25030 Besançon, France (Tel.: +33 81 66 63 14, fax: +33 81 66 64 94).
September 28-30, 1994
Systems Thinking and Progressive Change, Cape Town, South Africa.
Information: Prof. Tom Ryan, School of Engineering Mgt., University of Cape Town, Private Bag, Rondebosch 7700, South Africa (tel.: +27 21 650 2600, E-mail: tbr@cercem.uct.ac.za).
September 28-30, 1994
First European Conference on Cognitive Science in Industry, Luxembourg.
Information: R. Bisdorf, Centre de Recherche Public - Centre Universitaire, 162a avenue de la faïencerie, L-1511 Luxembourg (tel.: +352 47 02 02 +352 47 02 02, fax: +352 47 02 02 64, E-mail: bisdorf@crp.lu).
September 28-30, 1994
AILOG / AIRO Conference on Networks of Services and Firms, Methods and Technologies, Santa Margherita Ligure, Italy.
Information: AILOG / AIRO Conference Secretariat, DIST, Università di Genova, Via Opera Pia 11A, L-16145 Genova, Italy (tel.: +39 10 353 2882, fax: +39 10 353 2948, E-mail: ailogairo@dist.unige.it).
October 5-6, 1994
International Conference on Ecology and Statistical Methods, Niort, France.
Information: Dr. V. Bretegnoille, CEB-CNRS, F-79360 Beauvoir sur Niort, France (fax: +33 49098626).
October 6-7, 1994
40th EWG Meeting on Multicriteria Aid for Decisions, Paris - Bordeaux, France.
Information: Bernard Roy, LAMSADÈ, Université Paris-Dauphine, Place Maréchal De Lattre de Tassigny, F-75775 Paris Cedex 16, France (tel.: +33 1 44 05 42 89, fax: +33 1 44 05 40 81, e-mail: roy@lamsade.dauphine.fr).
October 9-12, 1994
European Simulation Conference, Istanbul, Turkey.
Information: Philippe Geirıl, The Society for Computer Simulation, European Simulation Office, Universiteit van Gent, Couperus Links 653, B-9000 Gent, Belgium (tel.: +32 9 233 7790 or +32 59 800 804, fax: +32 9 223 4941.1).
October 10-11, 1994
Information: Dewayne E. Perry, AT & T Bell Laboratories, 600 Mountain Avenue, Murray Hill NJ 07974 USA, E-mail: dep@research.att.com).
October 16-19, 1994
1st International Cogreex on Conflicting Disasters in Local Authorities, Tel Aviv Yafo, Israel.
Information: A. Rabinovitch, 3 Hefman Street, P.O. Box 20040, Tel Aviv Yafo, 61200 Israel (fax: 972 3 6667447).
October 18-20, 1994
Document Analysis Systems, Kaiserslautern, Germany.
Information: Andreas Dengel, German Centre for Artificial Intelligence (DFKI), P.O. Box 2080, D-67650 Kaiserslautern, Germany (E-mail: dsl94@dfki.uni-kl.de).
October 19-21, 1994
CONF94 Connectivity 1994: Workflow Management Challenges, Paradigms and Products, Hagenberg (Linz), Austria.
Information: Prof. Gerhard Chroust, Kepler University Linz, A-4040 Linz, Austria (tel.: +43 732 2468 -865, fax: -878, Email:...
EVENTS

chroust@sea.unilin.z.ac.at.

October 23-26, 1994
*OREA/TIMS Joint National Conference,
Emphasis: Building bridges between OR/MS
theoreticians, practitioners and managers,
Theme: Global Manufacturing in the 21st
Century, Detroit, Michigan, USA.
Information: K. R. Chelet, Industrial and
Manufacturing Engrgr., Engineering
Building, Wayne State University, Detroit,
MI 48202, USA (tel.: (313) 577-3867, fax:
(313) 577-3853. E-mail:
chelet@mie.eng.wayneu.edu)

November 1994
1st Congress of the International Fuzzy
Management and Economics Society, Reus,
Spain.
Information: SIGEF, Facultat de Ciéncies
Econòmiques i Empresariat, Universitat
Rovira I Virgili, Passeig Miserícorida, s/n E-
43205 Reus (Tarragona), Spain (tel.: 977
32 33 43, fax: 977 31 98 20).

November 9-11, 1994
IDIM'94 2nd Interdisciplinary Information
Management Talks 1994, Kubova Hut,
Czech Republic.
Information: Prof. Gerhard Chroust, Kepler
University Linz, A-4040 Linz, Austria (tel.:
+43 732 2468 -865, fax: -878, Email:
chroust@sea.unilin.z.ac.at).

November 24-26, 1994
16th Meeting of the EWG on Financial
Modelling, Pécs, Hungary.
Information: 16th Meeting on Financial
Modelling, Prof. Sándor Komlosi, Faculty of
Economics, Janus Pannonius University, H-
7621 Pécs, Rákóczi ut 80, Hungary (fax:
+36 72 433 129, E-mail:
komlosi@kti.jpte.hu)

December 1994
International Conference on Statistics and
Quality of Life, a Third World Perspective,
Luzor, Egypt.
Information: P.K. Sen, Dept. of
Biostatistics, University of North Carolina,
Chapel Hill, NC 27599, USA.

December 1994
*2nd International Meeting on Systems
Thinking, Innovation, Quality and
Entrepreneurship, Maribor, Slovenia.
Information: M. Rebnik, EPF, Univerza
der Maribor, 62000 Maribor, Slovenia (tel.:

December 12-14, 1994
European Workshop on Integrated
Manufacturing Systems Engineering,
Grenoble, France.
Information: Mrs. M. Joyaux (MSE'94
Secretariat), GSP/GIPQ, 48 avenue Félix
Viallet, F-38031 Grenoble Cedex, France
(tel.: +33 76 57 48 32, fax: +33 76 57 47
93).

January 25-27, 1995
International Workshop on the Design of
Cooperative Systems, Antibes-Juan les
Pins, France.
Information: Unité de recherche de
Sophia Antipolis, Relations extérieures,
Bureau des colloques, 2004, route des
Lecules, BP 93, F-06902 Sophia Antipolis
Cedex 1, France (tel.: +33 93 65 78 06, fax:
+33 93 65 78 85).

February 7-10, 1995
FRACTAL 95 «Fractals in the Natural and
Applied Sciences», 3rd International
Working Conference, Marseille, France.
Information: M.M. Novak, School of
Physics, Kingston University, Surrey KT1
2EE, UK (fax: +44 81 5477662, E-mail:
novak@kingston.ac.uk).

March 16-17 or 23-24, 1995
*4th EWG Meeting on Multicriteria Aid for
Decisions, Lausanne, Switzerland.
Information: Bernard Roy, LAMSADÉ,
Université Paris-Dauphine, Place Maréchal
De Lattre de Tassigny, F-75775 Paris
Cedex 16, France (tel.: +33 1 44 05 42
88, fax: +33 1 44 05 40 91, e-mail:
roy@lamsade.dauphine.fr).

March 20-24, 1995
*4th IEEE International Conference on
Fuzzy Systems and 2nd International Fuzzy
Engineering Symposium, Yokohama, Japan.
Information: Mieko Hemmi (Ms), UFE, Siber
Hegner Building 4FL 89-1 Yamashita-cho,
Naka-ku, Yokohama, 231, Japan (tel.: +81
45 212 6268, fax: +81 45 212 8253).

April 1-4, 1995
International Conference on Survey
Methodology and Process Quality, Bristol,
UK.
Information: L. Lyberg, R&D Dept.,
Statistics Sweden, S-11581 Stockholm,
Sweden (fax: +46 8 7834288).

April 4-7, 1995
*International Conference on Industrial
Engineering and Production Management,
Marrakech, Morocco.
Information: Mrs. D. Raulier, FuCaM,
Chaussee de Binche, 151, B-7000 Mons,
Belgium (tel.: +32 65 32 32 17, fax: +32
65 31 56 91).

April 18-29, 1995
* 11th EURO Summer Institute on Mainte-
nance Replacement and Reliability Mod-
elling, UK.
Information: Prof. A. H. Christner, University
of Salford, Salford M5 4 WT, UK (fax: +61
7 455 999).

April 19-21, 1995
*2nd International Conference on
Mathematical Modelling, Manchester, UK.
Information: Prof. A. H. Christner, University
of Salford, Salford M5 4 WT, UK (fax: +61
7 455 999).

June 4-8, 1995
4th Meeting on Model Oriented Data
Analysis MODA4, Spetses, Greece.
Information: C.P. Kitsos, Athens University of
Economics and Business, 76 Patission
Street, Athens, Greece (fax: +30 1
2226204).

July 3-6, 1995
*EURO XIV Conference '95, Jerusalem,
Israel.
Information: Prof. Zilla. Sinuany-Stern c/o
Ortra Ltd. P.O. Box 50432, Tel-Aviv 61500,
Israel (tel.: +972 3 664825, fax: +972 3
660952, email: euro4@bgumail.bgu.ac.il).

July 23-29, 1995
1st International Conference on Multiple
Objective Decision Support Systems for
Agricultural and Environmental
Management: Concepts, Approaches, and
Applications, Honolulu, Hawaii, USA.
Information: Int. Conference on MODSS for
Agriculture and Environment, Department of
Agronomy and Soil Science, College of
Tropical Agriculture and Human Resources,
1910 East West Road, Honolulu, Hawaii,
USA (fax: +1 808 956 6538).

August 15-17, 1995
*6th International Conference of the
Chinese Special Interest Group on MCDM,
Beijing, PR China.
Information: Ku Chi-fa, Institute of Systems
Science, Beijing, PR China (fax: +861 266
8304).

October, 5-6 or 12-13, 1995
*42th EWG Meeting on Multicriteria Aid for
Decisions, Brussels, Belgium.
Information: Bernard Roy, LAMSADÉ,
Université Paris-Dauphine, Place Maréchal
De Lattre de Tassigny, F-75775 Paris
Cedex 16, France (tel.: +33 1 44 05 42
88, fax: +33 1 44 05 40 91, e-mail:
roy@lamsade.dauphine.fr).

July, 1996
*IFORS XIV, Vancouver, Canada.
Information: IFORS Secretariat, Ms. Helle R.
Welling, c/o IMSOR, bldg. 321, Technical
University of Denmark, DK-2800 Lyngby,
Denmark (fax: +45 42 88 13 07).
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Egypt: Operations Research Society of Egypt (SOR), c/o Nasser Wahba, Centre for Middle East Management Studies, The American University in Cairo, P.O. Box 2511, Cairo;

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France: Association Française pour la Cybernétique Economique et Technique (AF CET), 156 Boulevard Péreire, F-75617 Paris, (tel: 01-47642190);

Germany: Deutsche Gesellschaft für Operations Research (DGOR), Am Steinknapp 14b, D-4630 Bochum 1, (tel: +49-234 462246, fax +49 234 462246);

Greece: Hellenic Operational Research Society (HORS), Solomou 20, G-11682 Athens, (tel.: 01-3619892, 01-3607532);

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Iceland: Icelandic Operations Research Society (ICORS), University of Iceland, Faculty of Economics and Business Administra

tion, IS-101 Reykjavik;

Ireland: Operations Research and Management Society of Ireland (ORMSI), c/o Mr. D. P. Darcy, Dept. of Meigt. Information Systems, Arts-Commerce Building, University College Dublin, Belfield, IRL-Dublin 4, (tel: +353 1 706 8349, fax +353 1 283 7290 or 1911);

Israel: Operational Research Society of Israel (ORSIS), c/o Faculty of Industrial Engineering and Management, Technion, Haifa, (tel. 04-292298);

Italy: Associazione Italiana di Ricerca Operativa (AIRO), c/o Signora Agnese Martinoli - Bagnasco, Via Serretto 1/4, I-16131 Genova, (tel. 39 10-3777703);

Netherlands: Netherlands Society for OR, c/o Dr. P. van Laarhoven, c/o McKinsey & Company, Amstel 344, NL-1017 AS Amsterdam, The Netherlands;

Norway: Norwegian Operations Research Society (NORS), c/o Polytsek Forening, Rosenkrantzgt. 7, N-0119 Oslo 1, (tel. 02-330741);

Poland: Polish Cybernetical Society, Techni
cal University of Poznan, Inst. Automatyki, Piotrowu 3A, PL-60-965 Poznan, or ASPORS, IBS Pan, Newelska 6, PL-01447 Warsaw;

Portugal: Associação Portuguesa para o Desenvolvimento da Investigação Operacional (APDIO), Cosur-Instituto Superior Tecnico, Av. Rovisco Pais, P-1000 Lisboa, (tel. 807455 / 882992, fax 808884);

South Africa: ORSSA, P. O. Box 850, ZA-Groenkloof 0027;

Spain: Sociedad de Estadística e Investigación Operativa, Hortaleza 104 - 2 izda, E-28004 Madrid;

Sweden: Swedish OR Association (SORA), FOA, S-172 80 Sundbyberg;

Switzerland: Schweizerische Vereinigung für Operations Research / Association Suisse de Recherche Opérationnelle (SVOR / ASRO), c/o Ms T. Häring, Grossmattstrasse 38, CH-4133 Pratteln (tel. +41 61 821 4145);

Turkey: Operations Research Society of Turkey (ORT), Middle East Technical University, TR-06531 Ankara;

United Kingdom: Operational Research Society (ORS), Neville House, Waterloo Street, Birmingham B2 5tx, (tel: 021-6430236);

Yugoslavia: Yugoslav Society for Electronic, Telecommunications, Automation and Nuclear Engineering (ETAN), Kneza Milosa 9, P.O. Box 356, Belgrade.

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