

**CURRICULUM VITAE**  
**EVA LABRO**

Kenan-Flagler Business School  
University of North Carolina  
Chapel Hill NC 27599  
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Eva\_Labro@unc.edu

**RESEARCH INTERESTS:** Management Accounting. I like to explore how Management Accounting interfaces with other business disciplines such as Operations Management, Financial Accounting, Tax and Purchasing. I have a special interest in costing system design.

**EMPLOYMENT:**

University of North Carolina at Chapel Hill, Kenan-Flagler Business School, USA  
Professor in Management Accounting, 1/1/2017 - present  
Michael W. Haley Distinguished Scholar, 12/2015 - present  
Associate Professor in Management Accounting (tenured) 1/2010 – 12/31/2016  
Research Scholar, UNC Tax Center, 9/2014 - present  
Associate Professor in Management Accounting (untentured) 8/2009-12/2009

University of Chicago, Booth School of Business, USA  
Visiting Associate Professor of Accounting, Spring Quarter 2017

London School of Economics and Political Science, U.K.  
Reader in Management Accounting, Department of Management (8/2008-8/2009)  
equivalent to an Associate Professorship with tenure in the US  
Lecturer in Accounting, Department of Management (1/2008-7/2008)  
equivalent to an Assistant Professorship with tenure in the US  
Lecturer in Accounting, Department of Accounting and Finance (9/2001-12/2007,  
tenured from 10/2006)  
Tutorial Fellow in Accounting, Department of Accounting and Finance (9/2000-  
8/2001)

Intercollegiate Centre for Management Studies (ICM/CIM), Belgium  
Doctoral Fellow at K.U. Leuven and L.S.E. (10/1998-8/2000)  
Katholieke Universiteit Leuven, Department of Applied Economics, Belgium  
Research and teaching assistant in management accounting (1/1996-9/1998)  
Katholieke Hogeschool Leuven, Department of Economics  
Teacher (9/1994-12/1995)  
Schoenen Labro, Herentals, Belgium (9/1993-8/1994)

**EDUCATION:**

06/2001      PhD in applied economics, Katholieke Universiteit Leuven, Belgium  
thesis: Total Cost of Ownership Supplier Selection based on Activity  
Based Costing and Mathematical Programming  
committee members: F. Roodhooft (advisor, K.U.Leuven, management

- accounting), Z. Degraeve (co-advisor, London Business School, decision sciences), M. Bromwich (London School of Economics, management accounting), A. van Weele (T.U. Eindhoven, purchasing and supply management), M. Lambrecht (K.U.Leuven, operations management)
- 1992-1993 Handels- en Bedrijfseconomisch Ingenieur (= Commercial and business economics engineer), great distinction, Katholieke Universiteit Leuven, Belgium and Aarhus Universitetet, Aarhus, Denmark
- 1992-1993 Aggregatie Hoger Secundair Onderwijs (= teaching qualification), Katholieke Universiteit Leuven, Belgium
- 1988-1992 Handelsingenieur (= Commercial engineer), specialisation: quantitative methods & finance, distinction, Katholieke Universiteit Leuven, Belgium

#### **HONORS, PRIZES AND FUNDING:**

2019 Weatherspoon Award for Excellence in MBA Teaching, Kenan-Flagler Business School, UNC

2018 Outstanding Senior Editor Recognition, *Production and Operations Management*

2018 Bullard Award for Research Impact, Kenan-Flagler Business School, UNC

2017 Weatherspoon Award for Excellence in PhD Teaching, Kenan-Flagler Business School, UNC

2016 MBA Core Faculty Champion in Sustainability Award, Kenan-Flagler Business School, UNC

2014 Greatest Potential Impact on Practice Award by the Management Accounting Section of the American Accounting Association for "Evaluating Heuristics Used when Designing Product Costing Systems", published in *Management Science*, 75(3), 2011, 520-541, co-authored with Ramji Balakrishnan (University of Iowa) and Steve Hansen (Naval Postgraduate School). As far as I am aware, I am the only author who has won this award three times since its inception.

#### *Media mentions:*

- *CPA Practice Advisor*  
<http://www.cpapracticeadvisor.com/news/11294766/aicpa-honors-research-that-has-potential-to-shape-management-accounting>
- *GMAC* <http://www.gmac.com/why-gmac/gmac-news/gmnews/2014/march-2014/news-briefs.aspx>

2014 Meritorious reviewer service award, *Management Science*

2013 Greatest Potential Impact on Practice Award by the Management Accounting Section of the American Accounting Association for "Product costs as decision aids: An analysis of alternative approaches (Parts 1 and 2)", published in *Accounting Horizons*, 26(1), 2012, 1-20 and 21-41, co-authored with Ramji Balakrishnan (University of Iowa) and K. Sivaramakrishnan (Rice University). Press release: <http://www.aicpa.org/press/pressreleases/2013/pages/2013-aaa-award.aspx>

#### *Media mentions:*

- *AccountingWeb* <http://www.accountingweb.com/practice/practice-excellence/scholars-receive-american-accounting-association-award>
- *India West* [http://www.indiawest.com/news/business/professors-honored-by-american-institute-of-cpas/article\\_543fda4b-3208-53a7-b76d-d03b3cc077e2.html?mode=iqm](http://www.indiawest.com/news/business/professors-honored-by-american-institute-of-cpas/article_543fda4b-3208-53a7-b76d-d03b3cc077e2.html?mode=iqm)

2011 Notable Contributions to Management Accounting Literature Award of the American Accounting Association for "A Simulation Analysis of Interactions among Errors in Costing Systems" published in *The Accounting Review* 82(4), 2007, 939-962, co-authored with Mario Vanhoucke (University of Ghent).

2011 Greatest Potential Impact on Practice Award by the Management Accounting Section of the American Accounting Association for "On the determinants of measurement error in time-driven costing" published in *The Accounting Review* 83(3), 2008, 735-56, co-authored with Eddy Cardinaels (Tilburg University). The award is sponsored by the AICPA, CIMA, and CMA-Canada, and the winner is selected by representatives of these professional organizations. Press release: <http://www.aicpa.org/press/pressreleases/2011/pages/aaagreatestimpactonpracticeaward2011.aspx>

- *Media mention: Journal of Accountancy*  
<http://www.journalofaccountancy.com/issues/2011/apr/researchers.html>

2007 Best paper award of the American Accounting Association conference (Management Accounting section) for "On the Relation between the Properties of Managerial and Financial Reporting Systems", published in *Journal of Accounting Research* 46(5), 2008, 1209-1240, co-authored with Thomas Hemmer (Rice University).

2006 London School of Economics Teaching Prize, awarded to a select sample of school-wide successful Major Review (= tenure) candidates (3 in 2006) who have shown exceptional flair and effectiveness as teachers.

2001 Finalist paper for the Euro Excellence in Practice Award at the EURO 2001 conference in Rotterdam for "Total Cost of Ownership Purchasing of a Service: the Case of Airline Selection at Alcatel Bell" published in *European Journal of Operational Research*, 156(1), pp. 23-40, co-authored with Z. Degraeve and F. Roodhooft. EURO is the association of European scientists in the field of operations research.

1999 Doctoral Colloquium of European Accounting Association (Arcachon, May 2-4)

1999 Winner of Ipsera bursary to present "Total Cost of Ownership Purchasing of Services: the Case of Airline Selection at Alcatel Bell" (pilot case) at their 8<sup>th</sup> *International Annual IPSERA Conference*, Belfast and Dublin, UK & Ireland. The bursary included 5-year free membership, registration fee and all travel and hotel costs.

Doctoral fellowship from Intercollegiate Centre for Management Studies (ICM/CIM), Belgium, at K.U. Leuven and L.S.E. (10/1998 – 8/2000)

## **PUBLICATIONS:**

Labro, E. and L. Stice-Lawrence (2020, online early). Updating Accounting Systems: Longitudinal Evidence from the Health Care Sector. *Management Science*.

- *Featured on Kenan Institute Insights Blog with video, July 2019.*
- *Short practitioner article based on research in ROI Magazine, UNC, Oct 2016.*

Labro, E. (2019). Costing Systems. *Foundations and Trends in Accounting*, edited by S. Dutta and S. Reichelstein, 13(3-4), 267-404.

Anand, V., Balakrishnan, R., and E. Labro (2019). A Framework for Conducting Numerical Experiments on Cost Systems. *Journal of Management Accounting Research*, 31(1), 41-61.

Hemmer, T. and E. Labro (2019). Management by the Numbers: A Formal Approach to Deriving Informational and Distributional Properties of "Un-managed" Earnings. *Journal of Accounting Research*, 57(1), 5-51.

Scott, D., Labro, E., Penrose, C., Bolognesi, M., Wellman, S., Maher III, C. and (2018). The Impact of Electronic Medical Record Implementation on Labor Cost and Productivity at an Outpatient Orthopedic Clinic. *Journal of Bone & Joint Surgery*, 100A(18), 1549-1556. Impact factor 4.84.

Dierynck, B. and E. Labro (2018). Management Accounting Information and Operations Management. *Foundations and Trends in Technology, Information and Operations Management* Series, edited by C. Corbett, 12(1), 1-114.

Anand, V., Balakrishnan, R. and E. Labro (2017). Obtaining Informationally Consistent Decisions when Costs are Computed with Limited Information. *Production and Operations Management*, 26(2), 211-230.

Hemmer, T. and E. Labro (2017). Management Accounting and Operations Management. Chapter 18 in *Routledge Companion for Production and Operations Management*, pp. 345-359, invited and edited by M. Starr and S. Gupta, Taylor & Francis, NY.

Gallemore, J. and E. Labro (2015). The Importance of the Internal Information Environment for Tax Avoidance. *Journal of Accounting and Economics*, 60, 149-167.

- *Media mention: M. Daks (2015). Want to pay less tax? Improve your firm's internal reporting. Capital Ideas, Chicago Booth, March 1.*

Labro, E. (2015). Using Simulation Methods in Accounting Research. *Journal of Management Control*, 26, 99-104. (Position paper for Special Issue on Simulation in Management Accounting and Management Control).

Labro, E. (2015). Health Care Costs: Discussion of "The Impact of Changes in Regulation on Cost Behavior". *Contemporary Accounting Research*, 32(2), 567-574.

Labro, E. (2015). Journey of Managerial Accounting Research: Hobby Horses Ridden. *Journal of Management Accounting Research*, special issue on JMAR's 25<sup>th</sup> anniversary, 27(1), 133-138.

Balakrishnan, R., E. Labro, and N. Soderstrom (2014). Cost Structure and Sticky Costs. *Journal of Management Accounting Research*, 26(2), 91-116.

Balakrishnan, R., Labro, E. and K. Sivaramakrishnan (2012). Product Costs as Decision Aids: An Analysis of Alternative Approaches. Part 1 and 2. *Accounting Horizons*, 26(1), 1-20 and 21-41.

- 2013 Greatest Potential Impact on Practice Award by the Management Accounting Section of the American Accounting Association

Balakrishnan, R., Hansen, S. and E. Labro (2011). Evaluating Heuristics Used when Designing Product Costing Systems. *Management Science*, 75(3), 520-541.

- 2014 Greatest Potential Impact on Practice Award by the Management Accounting Section of the American Accounting Association
- Research funding awarded by IMA
- Short practitioner article: Challenging Accounting "Rules of Thumb". Develop more accurate costing systems. *ROI Magazine, UNC, Spring issue*, pp.12-13.

Hemmer, T. and E. Labro. (2008). On the Relation between the Properties of Managerial and Financial Reporting Systems. *Journal of Accounting Research*, 46(5), 1209-1240.

- 2007 Best paper award of the American Accounting Association conference (Management Accounting section)

Labro, E. and M. Vanhoucke. (2008). Diversity in Resource Consumption Patterns and Costing System Robustness to Errors. *Management Science*, 54 (10), pp. 1715-1730.

Cardinaels, E. and E. Labro. (2008). On the Determinants of Measurement Error in Time-Driven Costing. *The Accounting Review*, 83(3), pp. 735-756.

- 2011 Greatest Potential Impact on Practice Award by the Management Accounting Section of the American Accounting Association
- Research funding awarded by CIMA

Labro, E. and M. Vanhoucke. (2007). A Simulation Analysis of Interactions among Errors in Costing System Design. *The Accounting Review*, 82(4), pp. 939-962.

- 2011 Notable Contributions to Management Accounting Literature Award of the American Accounting Association

Labro, E. (2006). Is a Focus on Collaborative Product Development Warranted from a Cost Commitment Perspective? *Supply Chain Management: an International Journal*, 11(6), pp. 503-509.

Labro, E. (2006). The Analytics of Costing System Design. Invited chapter for Bhimani, A. (ed.) *Contemporary Issues in Management Accounting*, Oxford University Press, pp. 216-241.

Degraeve, Z., E. Labro and F. Roodhooft (2005). Constructing a Total Cost of Ownership Supplier Selection Methodology based on Activity Based Costing and Mathematical Programming, *Accounting and Business Research*, 35(1), pp.3-27.

Labro, E. (2004). The Cost Effects of Component Commonality: a Literature Review through a Management Accounting Lens, *Manufacturing & Service Operations Management*, 6(4), pp. 358-367.

Degraeve, Z., E. Labro and F. Roodhooft (2004). Total Cost of Ownership Purchasing of a Service: the Case of Airline Selection at Alcatel Bell, *European Journal of Operational Research*, 156(1), pp. 23-40. Special Issue: EURO Excellence in Practice Award 2001.

- 2001 Finalist paper for the Euro Excellence in Practice Award at the EURO 2001 conference
- Winner of Ipsera bursary

Labro, E. and T.S. Tuomela (2003). On Bringing More Action into Management Accounting Research: Process Considerations based on Two Constructive Case Studies, *European Accounting Review*, 12(3), pp. 409-442.

De Boer, L., E. Labro and P. Morlacchi (2001). A Review of Methods Supporting Supplier Selection, *European Journal of Purchasing and Supply Management*, 7(2), pp. 75-89. In top 10 downloads for 2002 for this journal.

Degraeve, Z., E. Labro and F. Roodhooft (2000). An Evaluation of Vendor Selection Models from a Total Cost of Ownership Perspective, *European Journal of Operational Research*, 125(1), pp. 34-59.

Labro, E. (1999). A Decision Support System for Supplier Selection based on Total Cost of Ownership: a Doctoral Proposal, in A. Chikán (ed.) *Research Perspectives in Purchasing and Supply Chain Management*, Selected papers of the third and fourth Summerschools held in Salzburg, Austria, 1997-1998, IFPMM publications volume 2, pp. 45-58.

Konings, J., E. Labro and F. Roodhooft (1998). Earnings Management and Trade Union Activity: Results for Belgium, *Research Report 9828*, Department of Applied Economics, K.U. Leuven, 20 pp.

## **WORKING PAPERS**

Labro, E., C. Peter, J. Pierk and C. Van Linden. Auditor Alignment and the Internal Information Environment. Revising for resubmission to A level journal.

Labro, E., M. Lang and J. Omartian. Predictive Analytics and the Changing Manufacturing Employment Relationship: Plant Level Evidence from Census Data. Revising for resubmission to A level journal.

- Featured on Kenan Institute Insights Blog with video and short write-up, May 2019. <https://www.kenaninstitute.unc.edu/blog/index.php/institute-insights-increased-use-of-predictive-analytics-is-re-shaping-the-factory-floor-headquarters-relationships-with-managers-and-employees-shift/>
- Center for Economic Studies (CES) working paper 19-02

Glaeser, C., S. Glaeser and E. Labro. Overseeing innovation. Revising for resubmission to A level journal.

Anand, V., Balakrishnan, R. and E. Labro. Updating Cost Systems.

- *Research funding awarded by the Institute for Management Accounting (IMA)*

Scott, D., Labro, E., Bolognesi, M., Wellman, S., Maher III, C, and C. Penrose. Understanding Cost in Total Knee Arthroplasty.

- *Funded by COPE, Duke University*

#### **CENSUS DATA ACCESS:**

Labro, E., M. Lang and J. Omartian. Capital Markets, Incentives and Managerial Decisions.

- *Application for U.S. Census Bureau data covering several research projects. Reviewed and approved by both Census Bureau (Center for Economic Studies Research Proposal #1532) and I.R.S in Washington.*

#### **PUBLICATIONS (REFEREED) FOR PRACTITIONER AUDIENCE:**

Balakrishnan, R, Hansen, S. and E. Labro (2011). Designing an effective costing system. (in Chinese). *Journal of Management Accounting Studies* 3(3).

Balakrishnan, R, Hansen, S. and E. Labro (2011). Designing an effective costing system. *Institute for Management Accountants (IMA) C-Suites Note*.

Cardinaels, E. and E. Labro (2009). Time estimates as cost drivers. *CIMA Research Executive Summary*, 5(1) 6 pp.

Cardinaels, E. and E. Labro (2008/9). Time estimates used as cost drivers. *Financial Management*, December/January, pp. 42-43.

Cardinaels, E. and E. Labro (2007). Errors in costing systems. *Management Control and Accounting*, November, issue 7, pp. 19-24.

#### **TEACHING CASES:**

Gallani, S. and E. Labro (2016). RegionAir. *Harvard Business School Publishing*. Case number 116-047. With teaching note TN number 116-053.

*Media Mention: "Cold Call" Harvard Business School Podcast 3/23/2017. Top ten HBSP "Cold Call" episodes for 2017.*

Designated as "Popular" case (2017- now) in terms of usage

Gallani, S. and Labro, E. (2016). VMD Medical Imaging Center. *Harvard Business School Publishing*. Case number 116-048. With teaching note, TN number 116-051.

Designated as "Popular" case (2018- now) in terms of usage

#### **PUBLICATIONS IN DUTCH:**

Degraeve, Z., E. Labro and F. Roodhooft (1999). Strategische aankoopbeslissingen op basis van Activity Based Costing (Strategic purchasing decisions on the basis of Activity Based Costing), *Activa: Tijdschrift voor Accountants en Boekhouders*, 23(1), pp. 23-27.

Degraeve, Z., E. Labro and F. Roodhooft (1998). Een mathematisch programmeringsmodel voor het nemen van aankoopbeslissingen op basis van Activity Based Costing (A mathematical programming model to make purchasing decisions on the basis of Activity Based Costing), *Kwartaalschrift voor Accountancy en Bedrijfskunde*, 23(4), pp. 14-23.

Labro, E. and F. Roodhooft (1998). De creatie van aandeelhouderwaarde (Creating shareholder value), *Kwartaalschrift voor Accountancy en Bedrijfskunde*, 23(3), pp. 33-42.

Gaeremynck, A., E. Labro and F. Roodhooft (1997). Uitwerken van een kostprijssysteem voor de Belgische sector van de carrosseriebedrijven (Development of a costing system for the sector of Belgian coach-work firms), project by order of Febelcar, the Belgian federation of coachwork firms, 45 pp.

### **RESEARCH FUNDING:**

Awarded Initiative on Global Markets and Fama-Miller Center (both Chicago Booth) funding for risk management project, co-authored with John Gallemler (Chicago Booth) (2015-2016).

Awarded UNC-CIBER (UNC Center for International Business Education and Research) funding for organization of Next Generation Tax-efficient Supply Chain Management Conference, joint with Ed Maydew, Doug Shackelford, and Jay Swaminathan. (April, 25-26, 2014).

Awarded UNC-CIBER mini-grant (UNC Center for International Business Education and Research) funding for “Tax-efficient Supply Chain Management”, co-authored with Doug Shackelford (UNC) (2012-2013).

Awarded Institute of Management Accountants (IMA, US, Foundation for Applied Research) funding for “Robust Cost Systems”, co-authored with Vic Anand (Cornell University) and Ramji Balakrishnan (University of Iowa) (2011-2016).

Awarded Institute of Management Accountants (IMA, US, Foundation for Applied Research) funding for “Heuristics in Costing System Design”, co-authored with Ramji Balakrishnan (University of Iowa) and Steve Hansen (George Washington University) (2008-2009).

Awarded Chartered Institute of Management Accountants (CIMA, UK) funding for “Measurement Error in Costing Systems: Time Estimates as Cost Drivers”, co-authored with Eddy Cardinaels (Tilburg University, the Netherlands) (2005-2006).

### **TEACHING EXPERIENCE:**

#### **UNC KENAN-FLAGLER BUSINESS SCHOOL**

MBA736 Strategic Cost Analysis and Performance Management, core course in daytime MBA program (2020-now) (ca 340 students).

MBA731 Managerial Accounting, core course in the day-time MBA program (ca 290 students) (2010 – now). 2019 Weatherspoon Award for Excellence in MBA teaching.

MBA893C Financial Management of Health Care Providers, free-standing elective MBA program (2015- 2016) (ca 40 students)

MBA897 Financial Management for the Health Care sector, section in elective Topics in Health Care Management course for daytime MBA program (ca 55 students) (2013- 2014)

PhD course in Managerial Accounting Research (2011 – now). 2017 Weatherspoon Award for Excellence in PhD teaching.

#### EXTERNAL TEACHING (EXECUTIVE, MASTER, and PhD level)

- MBA (1 section daytime and 1 section evening) 30001 Cost Analysis and Internal Controls, Chicago Booth (Spring Quarter 2017)
- UNC Chapel Hill Healthcare Executives Student Association (HESA) (Feb 2015):  
Talk on financial management in the health care sector
- Determinants of accuracy in costing system design, SAS ABM Workgroup, Heidelberg, Germany (2006)
- Management Accounting and its use in Purchasing, Master in Strategic Purchasing and Supply Management, ADIPS (Advanced Diploma in Purchasing and Supply) (2002-2006)
- Assessor, Master in Strategic Purchasing and Supply Management, ADIPS (2004-2006)
- Service Purchasing, Masterclass in Strategic Procurement, London Business School (2000)
- Service Purchasing, Master in Demand Chain Management Program, Antwerp (2000)
- Financial Accounting, Master in Management program Leti-Lovanium School of Management, St. Petersburg, one of the most renowned MBA programs in Russia (1998-2000)
- Activity Based Costing and Procurement, Master in Procurement and Supply Chain Management program, Vlerick School, Gent (1999)
- Cost and Management Accounting, Professioneel Inkoper (Professional Purchaser) program, Vereniging voor Inkoop en Bedrijfslogistiek, Antwerp (1999)

#### LONDON SCHOOL OF ECONOMICS

- AC211 Managerial Accounting, 2nd year BSc course: classes (2000-2007) and lectures (2003-2007) (between ca 190 and 250 students, compulsory for BSc Acc&Fin degree, optional to others)
- AC310 Advanced Managerial Accounting, module economic perspective on management accounting, final year BSc course, lectures and classes (2001-2007) (between ca 70 and 90 students)
- MG427 Analysis and Design of Innovative Organizational Practices (2008-2009) (accounting aspects), core course for MSc in Management, Organizations and Governance (ca 65 students)
- MG428 Enterprise Development (2008-2009) (accounting aspects), core course for MSc in Management, Organizations and Governance (ca 65 students)
- MG433 Foundations of Management (2008-2009) (corporate finance and accounting aspects), core course for Masters in Management (2-year degree) (ca 55 students)
- MG133 Foundations of Management (summerschool) (2008-2009) (corporate finance and accounting aspects) (ca 70 students)

#### **DOCTORAL EDUCATION & TEACHING:**

- Ginger Scanlon (class of 2025, UNC, advisor)
- Jedson Pinto (class of 2020, UNC, placed at UT Dallas, committee member)
- Michele Mulaney (class of 2020, UNC, placed at University of Indiana, committee member)
- Andrew Belnap (class of 2020, UNC, placed at UT Austin, committee member)
- Jim Omartian (class of 2018, UNC, placed at University of Michigan, advisor and co-author)

Travis Dyer (class of 2018, UNC, placed at Cornell University, committee member)  
 Lorien Stice-Lawrence (class of 2017, UNC, placed at University of Southern California, co-author and committee member)  
 Ed Sul (class of 2017, UNC, placed at George Washington University, committee member)  
 Vivek Raval (class of 2016, UNC, placed at University of Illinois in Chicago, committee member)  
 Kelly Wentland (class of 2015, UNC, placed at George Mason University, committee member)  
 Margot Howard (class of 2015, UNC, placed at College of William and Mary, committee member)  
 John Gallemore (class of 2014, UNC, placed at Chicago Booth, co-author)  
 Joshua Coyne (class of 2014, UNC, placed at University of Memphis, 2011 summer paper advisor joint with John Hand)  
 Jeremiah Green (class of 2010, UNC, placed at Penn State, committee member)  
 Alexander Bleck (class of 2009, London School of Economics, Department of Finance, placed at Chicago Booth, Department of Accounting, internal examiner)  
 Jouni Lyly-Yrjänäinen (class of 2008, Tampere University of Technology, Finland, placed at Tampere University of Technology, external examiner)

#### PHD TEACHING at UNIVERSITY OF NORTH CAROLINA

- PhD course in Management Accounting Research (2011- now)
- Weatherspoon Award for Excellence in PhD Teaching 2017
- UNC Accounting PhD Alumni event (initiator/organizer, 2014 - now)
- UNC Tax Doctoral Seminar for external PhD students (topic: managerial accounting and tax, 2015 – 2017, 2019)
- Panel member on “Job Market Communication” for UNC-KFBS wide PhD course on PhD Professional Communication Skills (2015)
- Session on “Preparing for the Job Market” for Accounting Phd students (2015)

#### PHD TEACHING ELSEWHERE

- PhD course on management accounting, Linperg Institute, Amsterdam (Netherlands, Oct 2020, forthcoming)
- PhD course on management accounting, University of Melbourne, Australia (July 2020, cancelled COVID-19)
- ACMAR doctoral colloquium, WHU, Vallendar (Germany, March 2020, cancelled COVID-19)
- PhD course on managerial accounting research, Tilburg University (Netherlands, Oct 2017 and Dec 2018)
- PhD course on managerial accounting research, DART network (Switzerland, June 2018)
- Panel member and resident faculty at Doctoral Colloquium of the Management Accounting Section (2018)
- Global Emerging Scholars Research Workshop senior faculty leader (AAA meeting, Aug 2017)
- Faculty presenter at Universidad Carlos III Accounting Symposium aimed at Phd students and early stage faculty (Madrid, July 2017)
- Faculty at European Accounting Association Doctoral Colloquium (Vaals, the Netherlands, May 2016)

- PhD course on costing and cost management, University of Melbourne, Australia (May, 2015)
- PhD course on managerial accounting research, University of Freiburg, Switzerland (March, 2015, 30 European PhD students and faculty in attendance)
- American Accounting Association Doctoral Colloquium Committee (Dallas, 2014 and 2015)
- Faculty presenter at American Accounting Association Doctoral Colloquium (Dallas, 2014 and 2015)
- Faculty at European Accounting Association Doctoral Colloquium (Saclay, France, May 2-5 2013)
- Plenary at Management Accounting Section IMA Doctoral Colloquium (Houston, Jan 5 2012)
- Resident Faculty at Doctoral Colloquium of the Management Accounting Section (AAA) (Longbeach, CA, Jan 10 2008)

### **ACADEMIC ACTIVITIES:**

#### **INVITED KEYNOTES**

- 18<sup>th</sup> Annual Conference for Management Accounting Research ACMAR (WHU, Vallendar, Germany, March 2021, forthcoming)
- 17<sup>th</sup> Annual Conference for Management Accounting Research ACMAR (WHU, Vallendar, Germany, March 2020, cancelled COVID-19)
- Rotman-CPA Center for Accounting Innovation Research conference (Toronto, Oct 2019)
- Universidad Carlos III Accounting Symposium (Madrid, 2017) on “Managerial Accounting Bridges: Crossing the Accounting Research Areas Divide”
- New Directions on Management Accounting Research Conference (Brussels, Dec 2016) on “Managerial Accounting Bridges: Crossing the Accounting Research Areas Divide”
- American Accounting Association Doctoral Colloquium (Westlake, TX, Jun 2015) “Exemplar Talk” on “Managerial Accounting Bridges”
- Temple Accounting Conference on the convergence of managerial and financial accounting research (Aug 2014)
- American Accounting Association Doctoral Colloquium (Westlake, TX, Jun 2014) “Managerial Accounting Research”
- Global Management Accounting Symposium (GMARS) (Michigan, Jun 27 2013): “Costing”
- Management Accounting Section IMA Doctoral Colloquium (Houston, Jan 5-6 2012): “Applied Analytical Research in Management Accounting”
- Manufacturing Accounting Research conference (Trento, Jun 18-20 2007): “Costing System Design”
- Accounting Research Day (Antwerp, May 22 2007): “Interdependence between Financial and Managerial accounting”
- Ipsera conference (Jonkoping, Apr 8-11 2001): “The Next Generation’s View on the Future of Purchasing Research”

#### **INVITED PANELS**

- American Accounting Association New Faculty Consortium (Washington DC, Jan 2020,): Editor panel
- EIASM Conference on Performance Measurement and Management Control (Nice, France, Sep 2019, forthcoming): Editor panel

Carnegie Mellon Accounting Conference (Aug 2019, forthcoming): Panel “Bringing Theory and Empirics Closer Together”

Management Accounting Section Midyear Meeting (Fort Lauderdale, Jan 2019): Panel member “Societal Relevance of Management Accounting”, Presentation “The Bidirectional Relationship between Managerial and Financial Accounting”

Management Accounting Section IMA Doctoral Colloquium (Scottsdale, Jan 2018): Panel member and presentation “Developing Research Ideas”

Management Accounting Section Midyear Meeting (San Juan, Puerto Rico, forthcoming 2017): Panel member “Paradigmatic Diversity in Management Accounting Research: What, Why and How?”

American Accounting Association Annual Meeting (New York, Aug 2016): Panel member “Developing our Publication Ethics Policies: Opportunities for Input”

American Accounting Association Annual Meeting (New York, Aug 2016): Panel member “Relevance Revisited: How Practical Knowledge Enhances Accounting Education”. Talk on “Bridging the Practice-Research Gap”

European Accounting Association Conference (Maastricht, May 2016): Panel member “Big Data in Accounting”

European Accounting Association Doctoral Colloquium (Vaals, the Netherlands, May 2016): Panel member “Editors, Reviewers and Getting Published”

American Accounting Association Doctoral Colloquium (Westlake, TX, Jun 2015): Moderator for panel on jobmarket

American Accounting Association Doctoral Colloquium (Westlake, TX, Jun 2014): Moderator for panel on jobmarket

*Journal of Management Accounting Research* 25<sup>th</sup> anniversary panel (Orlando, Jan 10 2014): the past and future of management accounting

#### RESEARCH PRESENTATIONS\*

2021: Columbia University (forthcoming), Wharton Accounting Spring Conference (forthcoming), University of Calgary (forthcoming, rescheduled from Mar 2020)

2020: MIT (Jul, virtual), Wharton Accounting Spring Conference (rescheduled to 2021)

2019: Kenan-Flagler Business School Interdisciplinary Seminar (Mar), University of California Irvine (Mar), Carnegie Mellon University (Mar), Conference on Emerging Technologies and Financial Economics\* (University of Southern California, Mar), CEAD conference\* (May, Ann Arbor), Maastricht University (May), Katholieke Universiteit Leuven (May), 29th Audit & Assurance conference\* (May, Birmingham, UK), European Accounting Association Conference\* (May, forthcoming), Information, Markets, and Organizations (IMO) Conference (Harvard Business School, June), Global Management Accounting Research Symposium\* (Jun), 7<sup>th</sup> international conference of the JIAR\* (Jun), EIASM conference on Performance Measurement and Management Control (Nice, France, Sep), Virginia Tech (Oct)

2018: Management Accounting Section Midyear Meeting\* (Scottsdale, Jan 5-6), University of Amsterdam (Netherlands, Jun 18), Erasmus University (Rotterdam, Netherlands, Jun 19), University of Zurich (Switzerland, Jun 26), Tulane University (Nov 2), Texas Christian University (Nov 9), Tsinghua accounting conference (China, Dec 7-8), EIASM New Directions in Management Accounting Research (Brussels, Dec)

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\* Indicates presentation by co-author.

- 2017: Wharton Customer Analytics Initiative Workshop (Jun 16), Accounting Research Workshop (Basel, Switzerland, Jun 22-23), University of Graz (Oct 12), UCLA (Oct 23), George Mason University (Nov 10)
- 2016: Management Accounting Section of American Accounting Association midyear meeting (Jan 8-9, Dallas), Annual Meeting of the American Academy of Orthopaedic Surgeons\* (Orlando, Mar), European Accounting Association Conference (Maastricht, the Netherlands, May 11), Purdue Accounting Theory Conference (Jun 4), Vienna University (Jun 16, Austria), University of Alberta Conference (Aug 12-13, Banff, Canada), Georgetown University (Sep 9), American Association of Hip and Knee Surgeons Annual Meeting\* (Dallas, Nov), University of Mannheim (Dec 7, Germany), University of Frankfurt (Dec 9, Germany), Insead (Dec 12, France)
- 2015: University of Melbourne (Australia, May 8), University of Queensland (Brisbane, Australia, May 11), University of New South Wales (Sydney, Australia, May 15), Bocconi (Milan, Jun 23), American Accounting Association Conference (Chicago, Aug 11, 2 papers of which 1\*), Brigham Young University Accounting Symposium\* (Nov 5), University of Chicago (Nov 12), Washington University in St Louis (Nov 19)
- 2014: Tax-efficient supply chain management (TESCM) conference (UNC, April 25-26), HEC Lausanne (Jun 24), American Accounting Association Conference\* (Aug 4), Penn State University (Sep 17), TESCM webinar (Sep 30), University of Iowa (Dec 4)
- 2013: UNC Tax Symposium\* (Jan 25-26), Harvard Business School (Cambridge, Apr 8), European Accounting Association Conference (Paris, May 6-8), Tilburg Spring Camp (May 30), SESARC\* (Georgia State, Jun 21), Global Management Accounting Research Symposium (Michigan, Jun 27-28), UNC-Duke fall camp (UNC, Oct 4)
- 2012: Management Accounting Section of American Accounting Association midyear meeting\* (Houston, Jan 5-7), University of Washington (May 4), EIASM workshop on Accounting & Economics (Segovia, Spain, Jun 7-8), University of Maastricht (Jun 11), American Accounting Association Conference\* (Aug 5-7)
- 2011: University of Colorado at Boulder (May 19-20), Tel-Aviv University Accounting Conference (Jun 12-14), University of Southern California (Sep 16), University of Michigan (Oct 14), Cornell (Dec 5)
- 2010: Global Management Accounting Research Conference\* (Michigan, Jun 10-11), EIASM workshop on Accounting and Economics (Vienna, Jun 10-11), Fourth D-CAF Conference on Interdisciplinary Accounting Research (Copenhagen, Jun 14-15), Eli Broad College of Business, Michigan State University (Nov 19)
- 2009: Management Accounting Section of American Accounting Association midyear meeting (St Petersburg, FL, Jan 8-10), Catholic University of Leuven (Belgium, Mar 9), Accounting Research Workshop (Berne, Switzerland, Jun 11-13), Global Management Accounting Research Symposium (Copenhagen, Denmark, Jun 17-19)
- 2008: Management Accounting Section of American Accounting Association midyear meeting (Longbeach, CA, Jan 10-12), LSE (Management, Managerial Economics and Strategy group, Feb 11), Rotterdam School of Management (Mar 11), European Accounting Association Conference (Rotterdam, Apr 23-25), LSE (Management, Operations Research group, Jun 11), Syddansk University (Odense, Denmark, Sep 5), University of Houston (Sep 24), Carnegie-Mellon Accounting Conference (Pittsburgh, Sep 26-27), Tilburg Fall Camp (Oct 9-10),

- Kenan Fagler Business School at University of North Carolina (Chapel Hill, Oct 16)
- 2007: Management Accounting Section of American Accounting Association midyear meeting (Dallas, TX, Jan 4-6), LSE (Feb 22), WHU Otto Beisheim School of Management (Vallendar, Mar 22), Journal of Purchasing and Supply Management Reviewers' Workshop and "meet the editor" session, both at Ipsera Conference (Bath, Apr 1-4), Instituto de Empresa (Madrid, Apr 19), European Accounting Association conference (Lisbon, Apr 25-27), Accounting Research Workshop (Fribourg, Jun 29-30), American Accounting Association conference (Chicago, Aug 5-8), NHH (Bergen, Oct 3), Aarhus universitetet (Oct 5), Chicago-Minnesota Accounting Theory Conference (Minnesota, Oct 12-13), University of Trento (Oct 25), University of Marburg (Nov 21)
- 2006: Management Accounting Section of American Accounting Association midyear meeting (Tampa, FL, Jan 6-7), SAS ABM Workgroup (Heidelberg, Apr 4), ERIM RSM (Rotterdam, Apr 26), Vrije Universiteit (Amsterdam, Apr 27), Tilburg University (Jun 1), Global Management Accounting Research Symposium\* (Copenhagen, Jun 15-16), Workshop on Accounting and Economics (Bergen, Jun 22-23), LSE (Oct 5), HEC (Paris, Oct 6), EIASM Conference on New Directions in Management Accounting (Brussels, Dec 14-16)
- 2005: Management Accounting Section of American Accounting Association midyear meeting (Scottsdale, AZ, Jan), LSE (Accounting, Mar), EAA (Gotenborgh, May), AAA (San Francisco, CA, Aug), LSE (Accounting, Oct), LSE (Financial Markets Group lunchtime workshop, Nov)
- 2004: LSE (Accounting, Mar), EAA (Prague, Apr), Tilburg (May), Global Management Accounting Research Symposium (Michigan, Jun), EIASM Conference on New Directions in Management Accounting (Brussels, Dec)
- 2003: Ipsera (Budapest, Apr), University of Twente (department of technology and management, May), International Seminar on Manufacturing Accounting Research (Twente, May)
- 2002: IFPMM Summer School Reunion (Twente, Mar), Ipsera (Twente, Mar), EAA (Copenhagen, Apr), LSE (Operations Research, May), Supply Chain Accounting and E-Business conference (Sheffield, Jul)
- 2001: Ipsera (Jonkoping, Apr), LSE (Accounting, May), International Seminar on Manufacturing Accounting Research (Pisa, Jun), EURO 2001 (Rotterdam, Jul) (presentation in special session for finalists for the EURO excellence in practice award and invited presentation)
- 2000: EIASM Conference on New Directions in Management Accounting (Brussels, Dec)
- 1999: Ipsera (Belfast and Dublin, Mar) (winner of bursary), Doctoral Colloquium of EAA (Arcachon, May), EAA (Bordeaux, May), LSE (Accounting doctoral workshop, Jun)
- 1998: K.U. Leuven (Feb), Ipsera (London, Apr), FMA Doctoral Colloquium (Rotterdam, Jun), IFPMM Summerschool on Advanced Purchasing and Supply Research (Salzburg, Aug), EIASM Workshop on New Directions in Management Accounting (Brussels, Dec)

#### EDITORSHIP

Senior Editor at *Journal of Management Accounting Research* (1/2019 – 12/2021)

Senior Editor at *Productions and Operations Management* (Department on Interface between POM and Accounting) (1/2013 - now). Recognized as Outstanding Senior Editor in 2018.

Departmental Editor (Accounting, joint with Chris Ittner, Wharton) and Advisory Board Member at *Management and Business Review* (9/2017 – now), newly launched high level practitioner journal to engage research with practice

Editorial Board Member of *The Accounting Review* (6/2017- now)

Editorial Board Member of *Contemporary Accounting Research* (5/2017- now)

Editorial Board Member of *Journal of Management Accounting Research* (1/2010 – 12/2018)

Editorial Board Member of *Management Accounting Research* (1/2007 - now)

Editorial Board Member of *European Accounting Review* (1/2008-now)

Editorial Board Member of SSRN ARN Journal of Accounting Theory – Analytical Models (3/2011 - now)

Associate Editor of *Journal of Purchasing and Supply Management* (7/2006-12/2008)

Editorial Board Member of *Journal of Purchasing and Supply Management* (1/2005-7/2006; 1/2009-12/2013)

AD HOC REFEREE FOR *OTHER* JOURNALS, conferences and funding organizations

Journal of Accounting and Economics

Journal of Accounting Research

Management Science (Meritorious reviewer service award, 2014)

Manufacturing & Service Operations Management

Review of Accounting Studies

Past reviewing activity: Abacus; Accounting Horizons; Accounting, Organizations and Society; British Accounting Review; Computers and Industrial Engineering; Critical Perspectives on Accounting; European Journal of Operational Research; International Journal of Accounting, Auditing and Performance Evaluation; International Journal of Integrated Supply Management; International Journal of Operations and Production Management; International Journal of Production Economics; International Journal of Production Research; Israeli Research Foundation; National Science Foundation (NSF); Qualitative Research in Accounting and Management; Research Foundation Flanders (FWO); Review of Managerial Science; Supply Chain Management: an International Journal; American Accounting Association Management Accounting Section midyear meeting; American Accounting Association Annual meeting; European Accounting Association conference (scientific committee 2008 & 2009 conferences); Ipsera conference (incl. scientific committee); Manufacturing Accounting Research conference; National Audit Office (NAO) reports and business cases

## DISCUSSIONS

Stanford Summer Camp (Palo Alto, Aug 2019)

EIASM Conference on New Directions in Management Accounting (Brussels, Dec 2018)

Tsinghua International Corporate Governance Conference (Beijing, Dec 2018)

UNC-Duke Fall camp (Duke, Oct 2018)

Kenan-Flagler Healthcare Conference: moderator of panel on Insurance in the Healthcare sector (Chapel Hill, Nov 2017)

Accounting Research Workshop (Basel, Jun 2017)

Kenan-Flagler Healthcare Conference: moderator of panel on Payment Reforms in the Healthcare sector (Chapel Hill, Nov 2016)

Accounting Research Workshop (Zurich, Jun, 2015)  
Kenan-Flagler Healthcare Conference: moderator of panel on Healthcare Finance  
(Chapel Hill, Nov 2014)  
Kenan-Flagler Business School Interdisciplinary Workshop (discussion of Operations  
Management paper) (Chapel Hill, Oct 2014)  
*Contemporary Accounting Research* Conference (Ottawa, Canada, Oct 2012)  
Management Accounting Section of American Accounting Association midyear meeting  
(Longbeach CA, Jan 2008; St Petersburg FL, Jan 2009; Seattle WA, Jan 2010;  
Atlanta GA, Jan 2011; Houston TX, Jan 2012; San Juan, Puerto Rico, 2017  
forthcoming)  
EIASM Workshop on Accounting and Economics (Milan, Jun 2008; Segovia, Jun 2012)  
American Accounting Association conference (San Francisco, Aug 2005; Chicago, Aug  
2015)  
Global Management Accounting Research Symposium (Michigan, Jun 2004)

#### OTHER PARTICIPATIONS AT EVENTS:

Stanford Theory and Inference in Accounting Research conference (Aug 2019)  
PCAOB/*Journal of Accounting Research* conference (2017)  
*Journal of Accounting Research* conference (2017)  
Carnegie-Mellon Accounting Conference (Pittsburgh, 2009 through 2014, 2017)  
Chicago – Minnesota Accounting Theory Conference (Chicago 2008, Minnesota 2009,  
Chicago 2010, Minnesota 2011, Minnesota 2013, Chicago 2014, Chicago 2017)  
Purdue Accounting Theory conference (2017)  
UNC tax symposium (2010 - now, Program committee member 2015 & 2016)  
UNC-Duke fall camp (2009 - now)  
Journal of Law, Finance and Accounting Conference (Harvard Law School, 2015)  
Accounting Theory and Data Conference (Northwestern University, 2015)  
*Contemporary Accounting Research* Conference (Kingston, Canada, 2013)  
4<sup>th</sup> Annual Toronto Accounting Research Conference (2010)  
UNC-Chicago Global Issues in Accounting Conference (UNC 2010, 2011, 2014,  
Chicago 2015, UNC 2016, Chicago 2017)  
Journal of Business Finance and Accounting conference (UNC, 2010, 2016)  
University of Texas at Austin Spring Conference (2010, 2012, 2018)  
Spring Camp, Tilburg University (2008)  
University of Houston, Bauer Accounting Research Conference (Houston, 2008, 2014,  
2015)  
Review of Accounting Studies conference (ASU 2007, Duke 2008)  
D-CAF Conference on Interdisciplinary Accounting Research (Copenhagen, 2007, 2008,  
2009)

#### MEMBERSHIPS

Member of European Accounting Association (EAA)  
Member of the American Accounting Association (AAA)  
Member of Institute of Management Accountants (IMA)

#### INTERNAL SERVICE:

##### UNIVERSITY OF NORTH CAROLINA

KFBA Re-think Execution Committee on Strong Operations and Financial Modeling  
Chair (Aug 2020 – now)  
KFBS MBA Core Reimaging Committee Co-Chair (2019)

KFBS Behrman Levin Award Selection Committee Member (2019)  
KFBS Bullard award for Impact on Practice Committee Member (2019)  
Kenan Institute Post-Doc Selection Committee Member (2019)  
Kenan Scholars Board of Mentors (2017-2018)  
UNC Tax Center Advisory Board Member (8/2016 – now)  
KFBS Business of Health Care Advisory Board Member (2/2017 – now)  
KFBS Health Care Initiative Advisory Committee Member (1/2016- 2/2017)  
Main Campus Budgeting Working Group Member (1/2016 – 2/2017)  
KFBS Accounting Recruiting Committee (2015 – now)  
KFBS Miami Accounting Rookie camp recruiting (Dec 2015)  
KFBS Academic Ineligibility Committee daytime MBA program (2014 – 2016)  
KFBS Healthcare conference, panel chair (2014, 2016)  
KFBS Teaching & Curriculum Committee (10/2013 – 12/2017)  
KFBS Organizer Accounting Area seminar series (2010 – 2016)  
KFBS Tax Symposium organizer (joint with Ed Maydew, Jennifer Blouin, and Scott Dyreng, 2015 – 2017, 2019 - now)  
KFBS Accounting PhD alumni meeting (initiator and organizer, 2014 - now)  
UNC-Duke Accounting Fall Camp (organizer joint with a representative from Duke, 2014 – 2015, 2017)  
KFBS Co-organizer Tax-Efficient Supply Chain Management conference (2014, April 25-26), joint with Ed Maydew, Doug Shackelford, and Jay Swaminathan  
KFBS Jury Core Case Competition (2010 – 2015, 2017)  
KFBS STAR project reviews (2011 – 2017)

#### LONDON SCHOOL OF ECONOMICS

Organizer Operations Research group departmental seminar series at LSE (7/2008 – 6/2009)  
Organizer / initiator of Lunchtime Workshop on Economic Analysis in Accounting (10/2004 – 12/2007) at LSE (brownbag seminar for staff, PhD students and visitors)  
BSc Accounting and Finance Exam Board Chair (9/2007 – 12/2007)  
Admissions tutor, BSc Accounting and Finance (9/2001 – 9/2004)  
Undergraduate Admissions Committee, BSc Accounting and Finance (9/2004-12/2007)  
Admissions selector, MSc Accounting and Finance (9/2004- 12/2007)  
Undergraduate open and visit days BSc Accounting and Finance (2002-2007)  
Graduate open evening MSc Accounting and Finance (2004-2007)  
Estates Management Committee (1/8/2003-31/7/2004)  
Race Equality Panel, Department of Accounting and Finance (9/2004-12/2007)  
Review group, BSc Accounting and Finance (2003-2007)  
Steering Committee, Diploma in Accounting and Finance (2005-2007)  
Selection Committee for Research Fellows and Research Officers (2008- 2009)

#### **EXTERNAL SERVICE:**

CONFERENCES & MEETINGS organizer

Journal of Management Accounting Research online brownbag seminar (initiated May 2020 – now)

EIASM workshop on Accounting and Economics (joint with Alfred Wagenhofer, 2015 - now)

Organizing committee member American Accounting Association Doctoral Colloquium (2014 and 2015)

Co-liaison Management Accounting Section at American Accounting Association conference in both 2009 (New York, with Karen Sedatole) and 2010 (San Francisco, with Brian Mittendorf)

**COMMITTEE CHAIR & MEMBERSHIP & other SERVICE**

American Accounting Association New Faculty Consortium (Washington DC, 2020, forthcoming)

Management Accounting Section Nominating Committee member (2019-2020)

Founding Fellow, Accounting and Economics Society (June 2019 – now)

Member Management Accounting Section task force on research – practice connections (Aug 2018 – July 2019)

Global Emerging Scholars Research Workshop senior faculty leader (AAA meeting, 2017)

Member Notable Contributions to the Management Accounting Literature Committee (2016-2017)

Chair Management Accounting Section Publications Committee (2015-2016) includes

- Oversight Journal of Management Accounting Research
- Journal of Management Accounting Research Best Paper Award
- MAS Operating Committee & Executive Committee membership
- Lead initiative to provide easier access to management accounting research for our practitioner colleagues

Faculty at European Accounting Association Doctoral Colloquium (Vaals, the Netherlands, 2016, forthcoming)

Member American Accounting Association doctoral candidate representative to AFAANZ and EAA doctoral colloquia selection committee (2015)

Advisory Committee for Selection of Senior Academic Staff at Katholieke Universiteit Leuven (several campuses) (2014-now)

Chair Management Accounting Section Early Career Award (2014-2015)

Faculty at European Accounting Association Doctoral Colloquium (Saclay, France, May 2-5 2013)

Chair Best Management Accounting Paper Award Committee at American Accounting Association conference (2011)

Member Best Management Accounting Paper Award Committee at American Accounting Association conference (2009)

Resident Faculty at Doctoral Colloquium of the Management Accounting Section (AAA) (Longbeach, CA, Jan 10 2008)

**LANGUAGES:**

Dutch/Flemish mother tongue

French very good

German good

Danish good notions

Italian notions

Last update: September 3, 2020.