



**Copenhagen
Business School**
HANDELSHØJSKOLEN

SELF-ASSESSMENT REPORT

Department of Industrial Economics and Strategy
Copenhagen Business School

June 2006

1	INTRODUCTION	3
2	ABOUT THE DEPARTMENT	4
	DEPARTMENT PROFILE.....	4
	STAFF	5
3	RESEARCH PROFILE	7
	RESEARCH AT IVS.....	7
	RESEARCH AREAS.....	7
	FUNDING.....	9
	RESEARCH CENTERS AND RESEARCH PROJECTS.....	11
4	TEACHING.....	18
	UNDERGRADUATE STUDY PROGRAMS.....	18
	GRADUATE STUDY PROGRAMS.....	19
	OTHER STUDY PROGRAMS	19
	PHD TRAINING	19
5	PUBLICATIONS	23
	PHD DISSERTATIONS, BOOKS, AND CONTRIBUTIONS TO EDITED VOLUMES	24
	JOURNAL ARTICLES	25
	CITATIONS.....	30
	PROCEEDINGS AND WORKING PAPERS	33
	POLICY DOCUMENTS	33
6	REVIEWING AND EDITING.....	35
	JOURNAL EDITORS	35
	REVIEWERS.....	35
	MEMBERS OF EDITORIAL BOARDS	38
7	OTHER ACTIVITIES	39
	CONFERENCE ORGANIZATION	39
	CONFERENCE PARTICIPATION	40
	SEMINARS AT IVS	41
	INVITED LECTURES AND SEMINARS AT OTHER INSTITUTIONS	44
	VISITING RESEARCHERS AT IVS.....	45
	RESEARCH STAYS AT OTHER INSTITUTIONS	46
	EXTERNAL COLLABORATION	47
	DISSEMINATION TO NON-ACADEMIC AUDIENCES.....	48
	ONLINE DISSEMINATION.....	48
8	WHERE TO GO?	49
	APPENDIX: EXCERPT FROM THE 1997 ASSESSMENT OF IVS.....	53

1 INTRODUCTION

This is the self-assessment report for the second assessment of the Department of Industrial Economics and Strategy (IVS) of CBS. The first one was carried out in 1997, two years after the Department was established with the current name and research profile. The evaluators in 1997 recommended a range of actions, many of which actually have been followed (see appendix).

This report describes a Department which has on the one hand matured and found its place in both the national and international university picture, but which is also still so young and energetic that it needs advice and guidance from peers. The Department profile is untraditional, and yet mainstream. The research projects are very different, and yet there is a strong sense of coherence among researchers at the Department.

It is in this situation that the Department seeks advice on its future development. On the basis of this report and the companion visit by the evaluators, the Department is hoping to get inspiration on how to improve its research, its teaching and PhD training, and its collaboration with the society at large.

In particular, the Department is eager to engage in a dialogue on choice of research areas, choice of research methods, and choice of format for engaging with both external researchers and business firms.

The report is organized with six chapters (chapters 2 thru 7) describing the various aspects of the Departments activities. There is an emphasis on the research activities as these are the basis on which all other activities build. A thorough draft of these chapters was written by PhD student Maria Theresa Larsen with input from the Department secretariat. The final chapter sums up the challenges that confront the Department.

This report is the work of the Department. The Dean has had no role in its creation. The permanent research staff of the Department has been informed about the preparation of the report, has provided important input to the final chapter and has had a chance to comment on the final draft. But the overall responsibility for the report rests with the Head of Department, Peter Lotz.

2 ABOUT THE DEPARTMENT

- **Department profile**

The Department of Industrial Economics and Strategy is a strategy-oriented department based on modern organizational economics. The Department research field is the "organization of economic activities."

The Department was established in 1984. Since the end of the 1980s it has been transformed from a department built on a highly cross-disciplinary platform to a department with an economic orientation and main research areas within the fields of organizational and industrial economics. From the beginning, the Department has been interested in technological developments, leading to the creation of the externally financed project "*Dynamic Specialization*," which focused on product development in small and medium-sized Danish firms.

Around 1990, there were several changes of staff at the Department, resulting in a considerable consolidation of the research within the field of economic theories of the firm. The Department thus was the first to introduce scholars like Oliver Williamson to a Danish audience. 1995 was a turning point for the Department. That year the department was given its current name. The research profile emphasized 1) theories of the firm, 2) management of technology, and 3) industry studies.

Also in 1995, the *Danish Research Unit for Industrial Dynamics* (DRUID) was established. With the *Center for Interdisciplinary Studies in Management of Technology* (CISTEMA), founded in 1993, these were the pillars on which research in the second half of the 90's were built. Many research activities of DRUID were continued in the LINK program from around 2000, whereas DRUID itself from that time became a network, more than a research project.

At the end of 2003 a significant grant was awarded to the project "*Competence, Organization and Management in Biotech Industries*" (COMBI), which led to the establishment of the *Research Centre on Biotech Business*. In 2004 the Department's growing body of knowledge and competencies within the area of creative industries were joined together in the center *Imagine..* and supported by grants given to 3 projects "*Technology, Talent and Tolerance*," "*Hovedstadens Kreative Kapital*" (in English, "The Creative Capital of the Capital City"), and "*Art, Competence, and Competitiveness in the Danish Experience Economy*." So now, the Department hosts two major industry-focused research centers.

The research profile (see more below) is now at the same time simple and complex. The key to Department research is "organization of economic activities". This seemingly simple notion, however, allows research in a wide range of subject matters, such as industries, regions, technologies etc.

Department staff is involved in teaching and the development of study programs at both the undergraduate and graduate levels. Department researchers play a key role in the undergraduate programs *BSc in Business Administration and Organizational Communication* and *BSc in Business Administration and Psychology*. IVS staff also contributes to the undergraduate programs *BSc in Economics and Business Administration* and *BSc in Business Administration and Commercial Law*. Moreover, the Department hosts the graduate program *MSc in Management*

of Innovation and Business Development. In addition, Department faculty members contribute to the *Full-Time MBA* program at CBS and the *CBS Summer School*. Finally, the Department has an active PhD environment, offers a regular selection of PhD courses, and participates actively in the management of the *PhD program in Economics and Business Administration* at CBS.

- **Staff**

The Department currently employs 9 administrative staff members (corresponding to an annual workload of 5 man-years) and 31 academic staff members (including 11 PhD students). An overview of the distribution for tenured research staff can be found in Table 1, and Table 2 (on the next page) lists the academic staff members at IVS since 1999. The Department commands a basis of 16 tenured positions, of which currently 15 are filled. It also has two PhD stipends (salaried positions), and currently two visiting professorships are also funded by CBS. The remaining research staff is externally funded, as well as the administrative staff, except for three positions.

Table 1: Age distribution for tenured research staff

Year of birth	# of persons
1938	1
1947	2
1948	2
1949	2
1951	1
1958	1
1960	1
1967	1
1968	1
1969	2
1972	1

Table 2: Academic staff at IVS, including PhD students (1999 - May 2006)

	1999	2000	2001	2002	2003	2004	2005	2006
Aage, Tine		PhD	PhD	PhD	PhD	PhD	PhD	
Abell, Peter				Prof(V)	Prof(V)	Prof(V)	Prof(V)	Prof(V)
Albertsen, Julie Vig							RA	PhD
Andersen, Maj Munch	PhD							
Bang, Henrik Lindved	PhD	PhD	PhD					
Beckett, Thomas						PhD		
Boon, Arnold	PhD	PhD						
Brandt Husman, Tina		RA	PhD	PhD	PhD	PhD	PhD	
Brandt-Petersen, Morten			PhD					
Christensen, Jens F.	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.
Cole, Alexander					PhD	PhD	PhD	PhD
Dahlgren, Henrich		PhD	PhD	PhD	PhD	ResAiP	ResAiP	ResAiP
Davis, Lee N.		AoP	AoP	AoP	AoP	AoP	AoP	AoP
Drewsen, Merete Løwe								PhD
Foss, Kirsten	AiP	AoP	AoP	AoP				
Foss, Nicolai Juul	Prof.	Prof.	Prof.	Prof.				
Frederiksen, Lars			PhD	PhD	PhD	PhD	PhD	PhD
Garmann Johnsen, H.C.	PhD	PhD						
Gürtler, Martin				RA	PhD	PhD		
Hansen, Henning	ResAoP							
Hornemann Møller, Iver	AoP	AoP	AoP	AoP	AoP	AoP	AoP	AoP
Husted, Kenneth	PhD							
Iversen, Mikael	PhD	PhD						
Jensen, Povl Erik	AoP	AoP	AoP	AoP	AoP	AoP	AoP	AoP
Jensen, Rasmus Lund		RA	RA	RA	RA	RA	RA	RA
Jeppesen, Lars Bo		PhD	PhD	PhD	AiP	AiP	AiP	AiP
Kaisla, Jukka	PhD	PhD	PhD					
Knudsen, Christian S.	Prof(S)	Prof(S)	Prof(S)	Prof(S)	Prof(S)	Prof(S)	Prof(S)	Prof(S)
Køster, Nanna	PhD							
Lando, Henrik			Prof(S)	Prof(S)	Prof(S)	Prof(S)	Prof(S)	Prof(S)
Larsen, Maria Theresa					PhD	PhD	PhD	PhD
Laursen, Keld	AiP	AiP	AiP	AoP	AoP	Prof(S)	Prof(S)	Prof(S)
Lorenzen, Mark	PhD	AiP	AiP	AiP	AoP	AoP	AoP	AoP
Lotz, Peter	AoP	AoP	AoP	AoP	AoP	AoP	AoP	AoP
Mahnke, Volker	ResAiP	AiP	AiP					
Mariegaard, Nicolai						RA	PhD	PHD
Maskell, Peter	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.	Prof.
Mikkola, Juliana Hsuan		PhD	PhD	PhD				
Molin, Måns		PhD	PhD	PhD	PhD	PhD	PhD	PhD
Özcan, Serden					PhD	PhD	PhD	PhD
Plackett, Patricia			PhD	PhD	PhD	PhD	PhD	
Reitzig, Markus				AiP	AiP	AoP	AoP	AoP
Sanchez, Ron	Prof(V)				Prof(V)	Prof(V)	Prof(V)	Prof(V)
Schmidt, Anders M.	PhD	PhD						
Sigurdardottir, Margret S.						PhD	PhD	PhD
Sornn-Friese, Henrik	PhD	PhD	ResAiP	ResAiP	ResAiP	ResAiP	AoP	AoP
Thomassen, Mikkel A.	PhD	PhD	PhD					
Tran, Yen Thi Thu							PhD	PhD
Valentin, Finn	AoP	AoP	AoP	AoP	Prof(S)	Prof(S)	Prof(S)	Prof(S)
Vang-Lauridsen, Jan		PhD	PhD	PhD	PhD			
Vejrup-Hansen, Per	AoP	AoP	AoP	AoP	AoP	AoP	AoP	AoP

List of positions and abbreviations:

Prof. Professor	AiP Assistant Professor
Prof(S) Professor with special duties	AiP Assistant Professor
Prof(V) Visiting professor	ResAiP Research Assistant Professor
AoP Associate Professor	PhD PhD Student
ResAoP Research Associate Professor	RA Research Assistant

3 RESEARCH PROFILE

- **Research at IVS**

The Department conducts strategy-oriented research with its academic basis in modern economics theories, including, among others, transaction cost economics theory, principal-agent theory, contract economics and information economics, all covered by the broad term of "organizational economics". It is also strongly inspired by insights from sociology, psychology and geography.

The Department research field may be described as the "organization of economic activities". The primary purpose of the Department is to contribute to an understanding of the economic organization of society and in particular how and why activities are organized in markets, enterprises, business sectors and other "institutions".

Ultimately, the purpose is to describe the suitability of a given organization from both a social and a business point of view. The Department's contribution to CBS' profile therefore lies in the strategic area: How are enterprises organized and what are their limits to obtain maximum competitiveness? It is implemented by way of competition strategy, technology strategy, human resource management, knowledge management or – with a new term – organization strategy. To phrase it slightly differently, the Department carries out research in the field of "economics and strategic management of knowledge and innovation".

The department research is therefore often conducted against a highly concrete empirical background where the primary goal is not model development but to understand real-world phenomena.

The Department has a long-standing tradition of research in industry, innovation and technology-related topics, and these areas remain a major element of its research field. So far, a large part of Department research (especially its technology-oriented research) has had a strong empirical foundation and been inductively oriented. One of the strengths of the Department is that it has deep and detailed empirical knowledge of the research fields addressed based on combinations of interviews, surveys, register data and many types of secondary sources.

- **Research areas**

The Department has five primary – and often overlapping - research areas: innovation studies, industrial dynamics, forms of organization, law and economics, and research methods. The five areas are sketched below. The research areas are not matched by any formal organizational structures.

A. Innovation studies

- Organization of innovation
- Appropriability of innovations and intellectual property studies
- Institutional environment for innovation
- University-industry relations
- Innovation management and strategy
- User-producer relationships

Related business research center: *Research Centre on Biotech Business*

B. Industrial dynamics

- Industry analysis
- Regional studies, industrial clustering and agglomeration studies
- Labor market dynamics
- The dynamics of market organization
- Project-organized industries

Related business research center: *Imagine ... Creative industries*

C. Forms of organization

- Make-or-buy decisions
 - Outsourcing
 - Corporate/technology strategy
 - IPR strategy
 - Theory of the firm
 - Resource-based theories
-

D. Law and economics

- Contract theory
- Industrial economics
- Intellectual property theory

Related business research center: *LEFIC (Center for Law, Economics and Financial Institutions at CBS)*

E. Research methods

- Theory of science
 - Economic modeling
 - Statistical/econometric methods
 - Case studies
-

- **Funding**

The two main activities of a CBS department are funded very differently. Teaching is funded by “selling” teaching capacity to the study programs of CBS, of which there are about 30. Each of these programs have their own budgets, again funded – for the most part – by government schemes based on how many students pass exams.

Research has two main funding sources: internal and external money. Internal funding comes in two types. The basic research endowment funds the research activities for the permanent positions. Supplementary research grants from the Dean’s and the President’s offices pay specific project, typically temporary, positions. External funding is in the CBS accounts split between “real” money from research councils, national agencies, EU and private foundations and companies on the one hand and “in kind” contributions to joint projects from partners.

The basic research endowments are given proportionally to the number of tenure track positions. It used to pay for 34% of total working time (net of vacations and daily lunches), but for 2006 the percentage has been cut to 30%. It is expected to rise to 34% again in 2007. The remaining working hours must be accounted for by teaching and administrative activities (see chapter 4).

The Department’s funding structure (Figure 1) can be compared to that of the Faculty of Economics and Business Administration at CBS (Figure 2), which comprises 12 departments (including IVS) and 5 centers. Figures 3 and 4 illustrate the relative importance of internal and external sources of funding (as percentages of total funds) for the Department and for the Faculty of Economics and Business Administration, respectively.

From the four figures below it shows that the Department in 2004 and 2005 on average received 5.7% percent of total CBS (minus the Languages) internal research funding. However, this amount is matched with about the same amount of external funding (real money). This 1:1 ratio compares to an external funding ratio of only about 1:4 for CBS as a total.

Figure 1: Department funds, by source of funding, in million DKK (2001-2005)

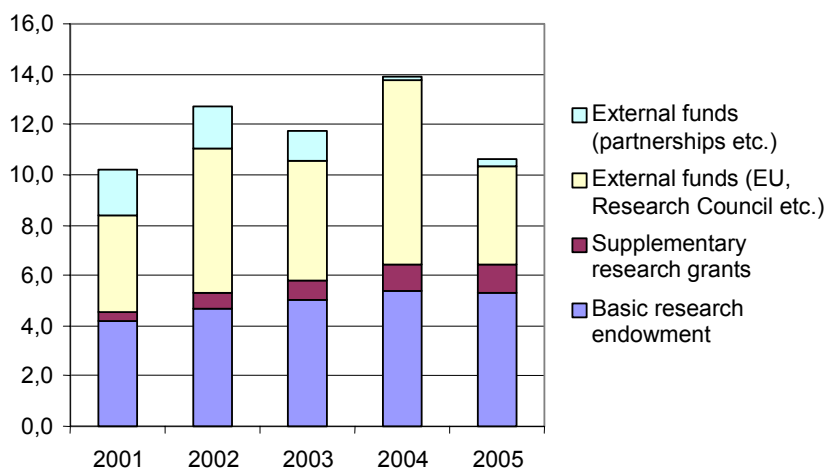


Figure 2: Faculty funds, by source of funding, in million DKK (2001-2005)

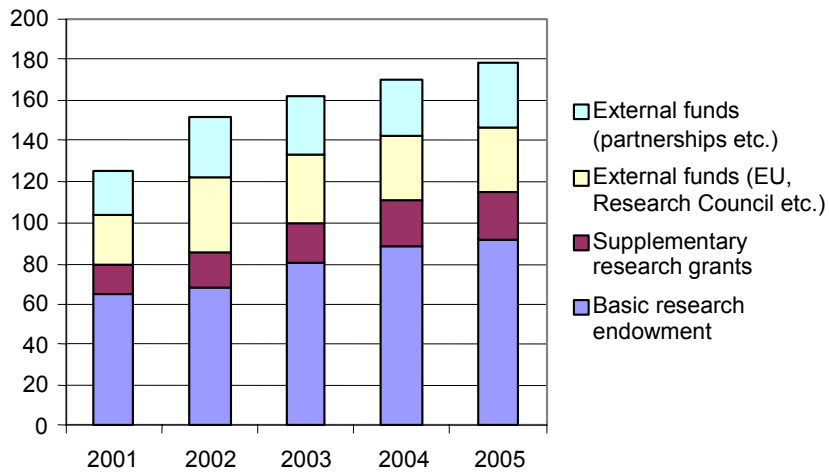


Figure 3: Sources of Department funding, as a percentage of total funds

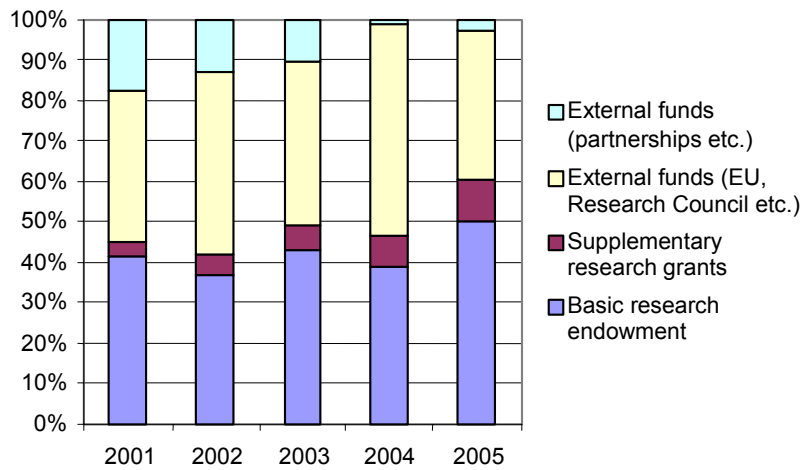
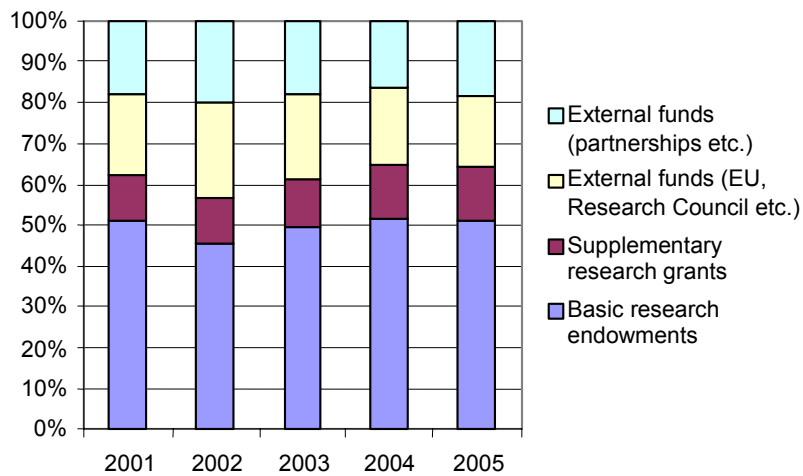


Figure 4: Sources of Faculty funding, as a percentage of total funds



- **Research centers and research projects**

Many of the Department's staff members and research activities are affiliated with particular research centers and/or projects. Table 3 lists externally funded projects at IVS from 1999-2006 that received in excess of 1.5 million DKK (approx. 200.000 EUR).

Table 3: External funding (projects in excess of 1.5 million DKK) (1999-2006)

	Funding period								Funded by
	99	00	01	02	03	04	05	06	
Center for Interdisciplinary Studies in Management of Technology (CISTEMA)									The Danish Social Science Research Council
Learning, Incentives and Knowledge (LINK)									The Danish Social Science Research Council
Building of International Relations (LOK funding)									The Danish Social Science Research Council (special program)
4 PhD scholarships									The National Agency for Enterprise and Construction
Mobilising Knowledge (CISTEMA)									The Danish Social Science Research Council
Knowledge Interaction, Competence, Project Organisation and the Music Industry									Learning Lab Denmark
Biotechnology innovation in the Øresund Region									The Øresund Region's Research and Development Committee (Øforsk)
2 PhD scholarships									Danish Research Training Council
Competence, Organisation and Management in Biotech Industries (COMBI)									The Danish Social Science Research Council
Art, Competence and Competitiveness in the Danish Experience Economy									The Tuborg Foundation

Currently, IVS hosts the [Research Centre on Biotech Business](#), which undertakes research within a broad range of management, organizational and competitiveness issues of relevance for science-driven sectors, with particular emphasis on the biotech sector. *Research Centre on Biotech Business* was established in 2004 in cooperation with researchers from the Department of Organization and Industrial Sociology at CBS.

IVS is also heavily involved in [Imagine.. Creative Industries Research](#), a multidisciplinary research venture launched in 2004 with the objective of conducting research on the organization of creativity in firms, projects and (transnational)

networks. It is multidisciplinary in its approach and focuses on the on-going relation between creativity and commerce. *Imagine..* is a collaborative effort between IVS and four other departments at CBS: Department of Intercultural Communication and Management, Department of International Economics and Management, Department of Marketing, and Department of Organization and Industrial Sociology.

Moreover, IVS is associated with another center at CBS: [LEFIC](#), the *Center for Law, Economics and Financial Institutions at CBS*. The aim of the center, which was established in 2002, is to create a forum for research and communication within law and economics, that is, the analysis of law using methods based on economic theory. Researchers affiliated with LEFIC stem from a wide range of departments at CBS.

The Department is currently involved in 8 projects with external funding in excess of 250.000 DKK, several of which are associated with one of the abovementioned research centers:

- CISTEMA (Center for Interdisciplinary Studies in Management of Technology)
- DRUID (Danish Research Unit for Industrial Dynamics)
- COMBI (Competence, Organisation and Management in Biotech Industries)
- The Ø-forsk program "Biotechnology innovation in the Öresund Region"
- RIPE (Research in Intellectual Property Economics and Strategy)
- Technology, Talent and Tolerance in European Cities: A Comparative Analysis
- *Hovedstadens Kreative Kapital* (The Creative Capital of the Capital City)
- Art, Competence, and Competitiveness in the Danish Experience Economy

Please find descriptions of these eight projects below.

CISTEMA (Center for Interdisciplinary Studies in Management of Technology)

Project manager: Jens Frøslev Christensen

Project period: 1993-2005

Center for Inter-disciplinary Studies in Technology Management (CISTEMA) is a research consortium "without walls" aligning researchers in Management of Technology at four departments at Copenhagen Business School: Department of Industrial Economics and Strategy, Department of Organization and Industrial Sociology, Department of Operations Management, and Department of Informatics.

CISTEMA was established in 1993, based on a research grant from the Danish Social Science Research Council. The first research program was headed by professor Kristian Kreiner, Department of Organization and Industrial Sociology. In 2002, CISTEMA received a second round of funding from the Danish Social Science Research Council for a new research program, Mobilising Knowledge in Management of Technology. This program runs until the end of 2005 and is headed by professor Jens Frøslev Christensen, Department of Industrial Economics and Strategy.

The research grant primarily funds the following three projects:

- "Biotechnology and Inter-Organizational Advantages in the Øresund Region" headed by professor Finn Valentin, Department of Industrial Economics and Strategy.
- "Capturing the Returns from Investments in R&D" headed by associate professor Lee Davis, Department of Industrial Economics and Strategy
- "Corporate Management of Technology and Innovation in large Manufacturers and Mobile/Internet Service Providers" headed by professor Jens Frøslev Christensen, Department of Industrial Economics and Strategy and associate professor Volker Mahnke, Department of Informatics.

DRUID (Danish Research Unit for Industrial Dynamics)

Project manager:	Peter Maskell
Project period:	2004-2007
Partners:	The Danish Social Science Research Council, Danish Ministry of Science, Technology and Innovation, Department of Business Studies, Aalborg University, University of Southern Denmark, Aarhus School of Business
Website:	DRUID

The objective of DRUID is to contribute to a better understanding of the dynamics of technical, structural and institutional change at the level of the single firm as well as at the inter-firm level and the level of the economy as a whole. Special attention is given to fundamental trends such as the growing importance of knowledge for competitiveness, the information technology revolution, and the globalization of the economy.

DRUID was established in 1995, based on funding from the Danish Social Science Research Council (SSF) and the Danish Ministry of Industry. DRUID is operated jointly by the Department of Industrial Economics and Strategy and the Department of Business Studies, Aalborg University. Currently (2005-2007) DRUID is funded by the host universities (CBS and AAU) and by the Danish Ministry of Science, Technology and Innovation.

DRUID began as a Danish research network, but has evolved into "hub" of a large international network in industrial dynamics though the activities undertaken during DRUID's existence. The core of these activities consists of the organization of two annual conferences and an internationally well-recognized electronic working paper series. One of the conferences (the one held in the winter) is an opportunity for DRUID PhD students, as well as for PhD students from the international network, to present their work in front of DRUID senior members and invited international guests. The (larger) summer conference is devoted to a specific theme of interest to DRUID. Since 2005, DRUID is collaborating intimately with DIME¹ (Dynamics of Institutions and Markets in Europe) in organizing PhD training.

¹ DIME is funded by the 6th framework of EU and is a Network of Excellence. IVS Professor Peter Maskell chairs the Board of DIME.

COMBI (Competence, Organisation and Management in Biotech Industries)

Project manager:	Finn Valentin
Project period:	2004-2006
Partners:	The Danish Social Science Research Council, Copenhagen Business School, Pipeline Biotech, Novo, Bioteknologisk Institut, BankInvest, Medicon Valley Academy, ScanBalt, Risø National Laboratory, The Fenix consortium (including Novo Nordisk)
Affiliated center:	Research Centre on Biotech Business

The COMBI project is hosted by *Research Centre on Biotech Business*, which undertakes research within a broad range of management, organizational and competitiveness issues which hold specific relevance for the biotech sector, but also for science-driven sectors in general. COMBI research is organized into four distinct research projects:

- *BIO-DYN, Industry and firm dynamics in Danish biotech* (Finn Valentin). Studies developments of DBFs, and their key external relationships to e.g. venture capital, universities and pharma-firms. The project generates and analyses quantitative data from its proprietary construction of a comprehensive database of all Scandinavian biotech firms, referred to as SCANBIT.
- *ORG-MAN, Organisation and management in biotech firms* (Jesper Norus). Studies research management and strategy in DBFs, using new structured case-observations and quantitative data from SCANBIT.
- *UNI-COR, Knowledge protection and diffusion in university-corporate partnerships in biotechnology* (Lee Davis). Studies the implications of university-corporate partnerships as regards the commercial development of valuable new ideas in biotechnology. The project is based on quantitative analysis of proprietary, new data from a survey of public scientists in biotechnology. Data is exchanged with SCANBIT records.
- *IN-PROF, Understanding the profitability of biotechnology inventions with the help of indicators* (Markus Reitzig). Develops an empirical test of patent indicators as value measures of biotechnological inventions in the structural form.

The four research projects form one coherent program, studying closely connected phenomena in the biotech sector and analyzing them from related theoretical points of departure. The projects have been selected and designed so that they together cover the different stages of biotech R&D. COMBI is co-funded by The Social Science Research Council, Danish firms in the biotech sector and by CBS.

The Ø-forsk program “Biotechnology innovation in the Öresund Region”

Project manager: Finn Valentin
Project period: 2003-2005
Partners: Lunds Universitet, Videnskabsministeriet
Website: [Research Centre on Biotech Business](#)

“Biotechnology innovation in the Öresund Region” is a research program hosted by Research Centre on Biotech Business, comprising projects carried out at both CBS and Lund University. CBS projects under this program focus on interactions in public-private research and on the role of globalization and multinationals in Øresund biotechnology. The program is funded by Ø-forsk.

RIPE (Research in Intellectual Property Economics and Strategy)

Project manager: Markus Reitzig
Project period: 2003-2006
Website: [RIPE](#)

RIPE, The International Junior Faculty Network for the Research in Intellectual Property Economics and Strategy, is intended to become a network of young professors, senior researchers, and Post-Doc scientists dedicated to advancing the research in intellectual property (IP) economics and strategy. Its purpose is to strengthen the increasingly important but relatively underdeveloped research activities on intellectual property in Europe (compared to the US and Japan) by generating and diffusing research results within a future-oriented academic network built of researchers with many years of work to come.

Technology, Talent and Tolerance in European Cities: A Comparative Analysis

Project manager: Mark Lorenzen
Project period: 2004-2006
Partners: Erhvervs- og Bolig Styrelsen; University of Lund, Sweden; University of Oslo, Norway; University of Toronto, Canada; STEP group, Oslo, Norway; University of Cardiff, Wales; University of Bonn, Germany; University of Utrecht, The Netherlands; Professor Markku Sotarauta, University of Tampere, Finland
Website: [Imagine.. Creative Industries Research](#)
Also see www.kreativeklasse.dk

The project is the Danish part of a major European study, testing and expanding upon Richard Florida’s thesis on the interrelatedness of hi-tech-based economic growth (“Technology”), location of highly-skilled labor (“Talent”) and particular urban qualities of diversity and openness (“Tolerance”). The study assesses the

quality of place of major cities in seven European countries, and compares the quality of place of the cities across Europe.

Profiting from the unique availability of Danish labor market data, the Danish project also addresses a complementary research question of whether the Danish geographical distribution of technology, talent and tolerance differs from other European (as well as North American) national contexts. Are the largest Danish cities, like the largest North American cities, relatively over-endowed with technology, talent and tolerance, or is the Danish pattern of economic activity and technology, talent and tolerance more evenly distributed among cities, suggesting a more hierarchical ranking of cities that may be ascribed to particular Danish regional distribution and welfare policies?

Hovedstadens Kreative Kapital (The Creative Capital of the Capital City)

Project manager: Mark Lorenzen

Project period: 2005-2006

Partners: Momsfondet; University of Lund, Sweden; University of Oslo, Norway; University of Toronto, Canada; STEP group, Oslo, Norway; University of Cardiff, Wales; University of Bonn, Germany; University of Utrecht, The Netherlands; Professor Markku Sotarauta, University of Tampere, Finland

Website: [Imagine.. Creative Industries Research](#)

The project is a statistical analysis of the ability of *Hovedstaden* (in English, *The Capital*, which encompasses the municipalities of Copenhagen and Frederiksberg) to general hi-tech economic growth on the basis of its urban qualities. The analysis encompasses:

- A benchmarking of *Hovedstaden's* urban qualities, its talent mass (highly skilled labor), and its employment in selected hi-tech industries, relative to selected other European metropolises (a "Technology, Talent, and Tolerance-profile").
- An investigation of whether *Hovedstaden's* ability to generate hi-tech growth depends upon its urban qualities.
- A comparison of how *Hovedstaden* may differ from other Danish cities in its dependency of high-tech growth upon urban qualities.
- A discussion of the implications for Danish urban and regional policies.

The project is carried out in collaboration with a European consortium in order to facilitate comparisons of *Hovedstaden* to selected European metropolises.

Art, Competence, and Competitiveness in the Danish Experience Economy

Project manager:	Mark Lorenzen
Project period:	2006-2008
Partner:	The Tuborg Foundation
Website:	Imagine.. Creative Industries Research Also see www.experienceeconomy.dk

In connection with the Tuborg Foundation's 75th anniversary, the foundation along with Copenhagen Business School has initiated a research project to promote the Danish experience economy. The Tuborg Foundation has given a grant of 6.2 mill. DKK. to the research project Art, Competence, and Competitiveness in the Danish experience economy. The project is the first of its kind in Denmark. It includes a mapping of the Danish experience economy, an exploration of barriers for growth and the development of future managerial practices. The research project is carried out in close relationship with the business environment.

4 TEACHING

As mentioned in chapter 3, the Department is funded separately for teaching and research. To live up to a standard teaching obligation, an associate or full professor must teach an annual load of about 850 hours (higher in 2006). This teaching load can be fulfilled by a range of activities. Before even teaching, many professors buy themselves out of some teaching with funds from external projects. Proper teaching of course includes classroom teaching but also exams and supervision of student projects counts towards this obligation. Supervising PhD students also enters the calculation, and finally many permanent staff have administrative duties related to teaching such as administering external teachers or parts of study programs. Calculating the teaching burden thus is very difficult as the compositions of tasks varies a lot between professors. As a (hypothetical) benchmark, a professor doing nothing else but giving classes would teach slightly less than 6 standard 30-hour courses a year (without any kind of supervision or exam).

The faculty is faced with a very large and varied demand for their teaching services. With 14.000 students in 30 study programs, not only are there many types of programs (daytime bachelor and masters programs, part-time four-year programs, MBA programs, and PhD teaching) but specialized teaching is possible to a degree not seen in many universities or business schools. As an example, IVS has two associate professors (Lee Davis and Markus Reitzig) who teach extensively in the economics and strategy of IPR.

IVS offers a wide range of teaching at the undergraduate, graduate and post-graduate levels. Table 4 below shows the overall composition of teaching activities. Bachelor programs and Masters programs together account for $\frac{3}{4}$ of all teaching, which reflects the importance of these programs in the CBS teaching portfolio.

Table 4: Number of hours taught by IVS faculty (2004, 2005)

	Bachelor		Masters		PhD		Other *		Other **		Total	
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005
#hours	3008	2578	4087	4226	1664	1046	871	491	1714	2047	11345	10388
% of annual total	26.5	24.8	36.0	40.7	14.7	10.1	7.7	4.7	15.1	19.7	100.0	100.0

* Other programs, e.g. Community of European Management Schools (CEMS), MBA programs etc.

** Other (non-teaching) activities.

- **Undergraduate study programs**

Department staff teaches courses in empirical economics and scientific methodology on the first year of the [BSc in Economics and Business Administration](#) program. IVS faculty members also offer courses in industrial economics, law and economics, and intellectual property rights in the [BSc in Business Administration and Commercial Law](#) program.

Moreover, IVS staff members have also contributed extensively to the development of two undergraduate programs, in which they also teach, namely [BSc in Business Administration and Psychology](#) and [BSc in Business Administration and Organizational Communication](#).²

- **Graduate study programs**

IVS hosts the graduate (Masters) program [MSc in Management of Innovation and Business Development](#), which is offered in collaboration with two other CBS departments.

In addition, the Department offers a number of graduate electives. Recent and ongoing elective courses include: *Transformation in the Global Economy*, *Management of Creative Industries: Innovation and Organisation Issues*, *Managing Innovation in Leading Edge Product Development*, and *Glocalization and Network Strategy*.

- **Other study programs**

Department faculty members also contribute to e.g. Community of European Management Schools (CEMS) courses, the [Full-Time MBA](#) program at CBS and the [CBS Summer School](#).

- **PhD training**

Compared to US universities, the number of graduate students is low at the Department. Compared to other Danish social science and business administration departments, the ratio between permanent staff and PhD students is high. The Danish system is based on salaried PhD students that have already completed a five year degree. They are expected to be well trained, and to spend only max. 6 months on course work, and to teach another 6 months out of the three years of a stipend. The permanent staff gets teaching credits both for supervising PhD students individually and for running PhD courses.

PhD students at IVS are enrolled at the [PhD program in Economics and Business Administration](#), a federation of doctoral research schools at 8 CBS departments and centers engaged in research in classical business economic disciplines.³

The PhD School in Economics and Business Administration supervises the research training programs in the local research environments, handles a number of joint administrative tasks, retains overall control over PhD projects, and is responsible for ensuring a sufficient range of PhD courses. Day-to-day responsibil-

² For their contributions to the development of this program, Henrik Sornn-Friese and Mark Lorenzen in 2004 received the annual CBS teaching prize.

³ The PhD program at the Faculty of Economics and Business Administration at CBS was recently evaluated. Two reports are thus available upon request: the self-assessment of the PhD program, dated August 2005, and the final evaluation report *Inventing the future of PhD education in business schools: CBS at the frontline - Assessment of PhD education at the Faculty of Economics and Business Administration at CBS* by Kari Lilja and Udo Zander (dated April 2006).

ity for doctoral research programs and PhD projects has been decentralized to the research schools at the individual departments and centers.

IVS participates actively in the study board of the PhD School in Economics and Business Administration: for the second year running, the Director of the PhD School, the Academic Officer, and one of the two student representatives on the board are from IVS.

Most of the PhD activities at IVS are organized under the [DRUID Academy](#) for doctoral education and training, a part of the aforementioned [DRUID](#) organization. The objective of the Academy is to develop scholars for careers in research at business schools or universities as well as in industry or government. The Academy supports doctoral conceptual and applied research within industrial dynamics and offers courses founded on the research agenda of the faculty. Attention is given to fundamental trends such as the growing importance of knowledge for competitiveness, the information technology revolution and the internationalization of the economy.

The annual DRUID Winter PhD Conference is an opportunity for DRUID PhD students, as well as for PhD students from the international network, to present full papers in front of DRUID senior members and invited international guests.

PhD students are also encouraged to submit papers to annual the DRUID Summer Conference. Moreover, in collaboration with DIME, DRUID arranges a doctoral forum, *The DRUID-DIME PhD Day*, which is held one day before the Summer Conference. The idea of this event is to create a forum for PhD students in the last phase of their study (students in the "job market phase") so that they can present their work to faculty – and perhaps to future employers, when students wish to pursue an academic career.

The DRUID Academy also collaborates with a number of international networks on PhD courses and conferences, including:

- CCC, "Consortium for Cooperation and Competition"
- [DIME](#), the network of excellence "Dynamics of Institutions and Markets in Europe"
- [ETIC](#), the doctoral program on the "Economics of Technology and Institutional Change"
- [ESSID](#), "European Summer School on Industrial Dynamics"
- [ESNIE](#), "European Summer School on New Institutional Economics"

These networks are among other things instrumental in establishing contacts to PhD students from other institutions. IVS hosts research stays for a significant number of PhD students from DRUID's network partners. Similarly, DRUID PhD students are advised to spend an extended period of time (usually 6 months) at a partner institution.

In collaboration with the PhD school in Business Economics and Administration, DRUID and IVS offer a number of PhD courses and workshops aimed at PhD students in the initial stage of their PhD programs in particular. DRUID/IVS offer 3 biannual workshops covering research design, applied statistics and qualitative methods. A workshop in research design consists of 3 seminars: (1) *Choosing my method*, (2) *Getting my research into journals* and (3) *How to structure my dissertation*. A second workshop in *Qualitative data analysis and applied statistics* approaches data analysis from a hands-on perspective. A third workshop ap-

proaches data analysis from a qualitative, *Small N Studies* (i.e. case study), perspective. *Small N Studies* is offered in collaboration with faculty from the PhD Schools at the Department of Organization and Industrial Sociology and the Department of Management, Politics and Philosophy. In addition, IVS has offered a course in *Philosophy of Science for Management Studies* and a *Doctoral Seminar in Strategic Management* in collaboration with Lund University.

Table 5 lists the names and dissertations of all IVS PhD students who have been awarded the PhD degree since 1999.

Table 5: IVS PhD students that have been awarded the PhD degree (1999-2006)

	Year	Dissertation title	Supervisors	Current place of employment
Mark Lorenzen	1999	Localised learning and community capabilities – On organisation of knowledge in markets, firms and communities: The case of Danish furniture producers.	Peter Maskell	Associate Professor, Department of Industrial Economics and Strategy (IVS), CBS (Denmark)
Maj Munch Andersen	1999	Trajectory change through interorganisational learning: On the economic organisation of the greening of industry.	Peter Maskell	Scientist, Systems Analysis Department, Risø National Laboratory (Denmark)
Volker Mahnke	1999	Intellectual production and strategic theory of the firm.	Nicolai J. Foss	Associate Professor, Department of Informatics, CBS (Denmark)
Mikael Iversen	2000	Organization of synergies in large diversified firms: A corporate management perspective.	Jens Frøslev Christensen, Nicolai J. Foss	M&A Consultant, Finance and Economics Department, Post Danmark (Danish Postal Service)
Arnold Boon	2001	Vertical Coordination of Interdependent Innovations in the Agri-Food Industry.	Jens Frøslev Christensen	Head of Administration, Danish Institute for Food and Veterinary Research
Hans Chr. Garmann Johnsen	2001	Involvement at work: A study of communicative processes and individual involvement in organizational development.	Nicolai J. Foss	Professor, <i>Senter for Innovasjon og Arbeidsliv</i> , Agder University College (Norway)
Jukka Kaisla	2001	Rules, choice, and economic organizations: An inquiry into procedural and consequential considerations of rules.	Nicolai J. Foss	Researcher / Principal Lecturer, School of Business Administration, EVTEK University of Applied Sciences (Finland)
Henrik Sornn-Friese	2001	Learning in firms and markets: Organizational adaptations and industry dynamics in the Road Haulage Industry in Denmark in the 1990s.	Peter Maskell	Associate Professor, Department of Industrial Economics and Strategy (IVS), CBS (Denmark)
Henrik Lindved Bang	2002	Strategic organisation of construction contracting firms: Ownership, form, growth and boundaries.	Jens Frøslev Christensen, Christian Knudsen	Head of Secretariat, The Danish Association of Construction Clients (Denmark)

Table 5: IVS PhD students that have been awarded the PhD degree (1999-2006)
(cont.)

	Year	Dissertation title	Supervisors	Current place of employment
Mikkel Andreas Thomassen	2002	The economic organisation of building processes: On specialisation and coordination in interfirm relations.	Peter Maskell	Head of Secretariat, Building Lab DK (Denmark) N.B.: PhD awarded (2004) by the Technical University of Denmark
Juliana Hsuan Mikola	2003	Modularization in new product development: Implications for product architectures supply chain management, and industry structures.	Jens Frøslev Christensen	Assistant Professor, Department of Operations Management (OM), CBS (Denmark) N.B.: PhD awarded (2003) by OM
Lars Bo Jeppesen	2004	Organizing consumer innovation: A product development strategy that is based on online communities and allows some firms to benefit from a distributed process of innovation by consumers.	Peter Maskell	Assistant Professor, Department of Industrial Economics and Strategy (IVS), CBS (Denmark)
Anders McIlquham-Schmidt	2005	Strategic Planning and Corporate Performance: An integrative research review and a meta-analysis of the strategic planning and corporate performance literature from 1956 to 2003.	Peter Lotz, Peter Abell	Post doctoral researchers, Strategy-Lab, Aarhus School of Business (Denmark)
Patricia Plackett	2006	Strategic Management of the Radical Innovation Process: Leveraging Social Capital for Market Uncertainty Management.	Lee Davis, Peter Abell	Researcher, The Copenhagen Centre for Corporate Responsibility (Denmark)
Tina Brandt Husman	2006	Organisational Capabilities, Competitive Advantage & Project-Based Organisations: The Case of Advertising and Creative Good Production.	Peter Maskell	Productivity Consultant, The Confederation of Danish Industries) (Denmark)
Tine Aage (expected)	2006	Dynamic Capabilities in Industrial Districts: The Impact of Innovation Systems to absorptive Capacity of Firms	Peter Maskell	Consultant, Danish Technological Institute (Denmark)
Jan Vang-Lauridsen (expected)	2006	Organization of the News Industry: The Case of 'Making-or-Buying' Articles	Peter Maskell	Assistant Professor, Aalborg University (Denmark) N.B.: PhD awarded (2006) by Lund University

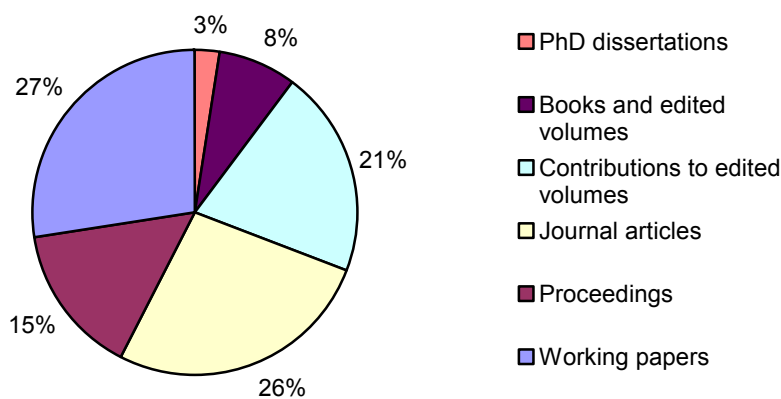
Not all PhD students have completed their degree. Since 1999, five students have dropped out the PhD program. Also, as indicated in the table above, three students chose to submit their thesis to other programs after being rejected at IVS.

5 PUBLICATIONS

For many years, IVS has been among the most published departments of the Faculty. The Department publication profile is highly international.

In the period 1999-2005, the Department produced an average of 62 publications per year. *PhD dissertations* represent approximately 3% of the total publication output of the Department from 1999-2005. *Books and contributions to edited volumes* account for 8% and 21%, respectively. 27% consist of *journal articles* published in refereed journals. Finally, publications in *proceedings* amount to 15% of the Department's total output during this period, while *working papers* account for 28% of all publications. (See Figure 5.)

Figure 5: All publications, by type of publication (1999-2005)

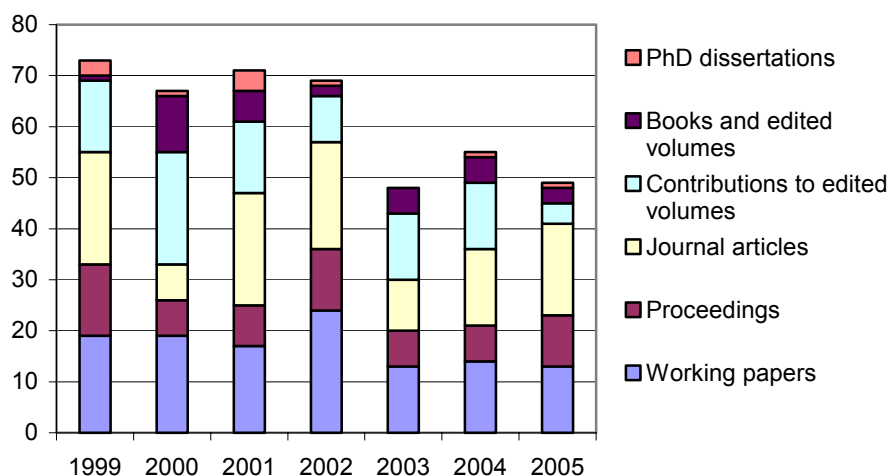


The number of publications produced in each year is listed, by type of publication, in Table 6. Figure 6 (on the next page) illustrates the development in the Department's publication rate from year to year.

Table 6: Total number of publications, by type of publication (1999-2005)

	1999	2000	2001	2002	2003	2004	2005	Ave.
PhD dissertations	3	1	4	1	0	1	1	1.6
Books and edited vols.	1	11	6	2	5	5	3	4.7
Contributions to edited vols.	14	22	14	9	13	13	4	12.7
Journal articles	22	7	22	21	10	15	18	16.4
Proceedings	14	7	8	12	7	7	10	9.3
Working papers	19	19	17	24	13	14	13	17.0
Total	73	67	71	69	48	55	49	61.7

Figure 6: All publications, by year and type of publication (1999-2005)



- **PhD dissertations, books, and contributions to edited volumes**

During the period 1999-2005, the Department published 11 PhD dissertations or, on average, 1.6 dissertations per year.

During the same period, Department researchers have produced 33 books and edited volumes, of which 14 were in Danish and 19 were in English. Some examples of English language publications in this category are listed in Table 7.

Table 7. Examples of English language books and edited volumes published (1999-2005)

- Nicolai Juul Foss and Volker Mahnke (Eds.). 2000. *Competence, governance, and entrepreneurship: advances in economic strategy research*. Oxford: Oxford University Press.
- Keld Laursen. 2000. *Trade specialisation, technology and economic growth: Theory and evidence from advanced countries*. Cheltenham: Edward Elgar.
- Rik van Berkel and Iver Hornemann Møller (Eds.). 2002. *Active social policies in the EU: Inclusion through participation?* Bristol: Policy Press.
- Nicolai Juul Foss and Peter G. Klein (Eds.). 2002. *Entrepreneurship and the firm: Austrian perspectives on economic organization*. Cheltenham: Edward Elgar.
- Haridimos Tsoukas and Christian Knudsen (Eds.). 2003. *The Oxford Handbook of Organization Theory*. Oxford: Oxford University Press.
- Jens Frøslev Christensen and Peter Maskell (Eds.). 2003. *The industrial dynamics of the new digital economy*. Cheltenham: Edward Elgar Publishing Limited.

Department researchers also published 89 contributions to edited volumes from 1999-2005, of which 69 were published in English. For examples, see Table 8. Contributions in Danish, French, Swedish, and Italian accounted for 13, 4, 2 and 1 of the remaining publications in this category, respectively.

Table 8. Examples of English language contributions to edited volumes (2004)

- Jens Frøslev Christensen. 2004. "Corporate strategy and the management of innovation and technology." In: John Storey (Ed.). *The Management of Innovation* (Vol. 1). Cheltenham: Edward Elgar.
- Mark Lorenzen and Volker Mahnke. 2004. "Governing MNC Entry in Regional Knowledge Clusters." In: Volker Mahnke og Torben Pedersen (Eds.). *Knowledge Flows, Governance and the Multinational Enterprise: Frontiers in international management research*. New York: Palgrave MacMillan.
- Anders Malmberg and Peter Maskell. 2004. "The elusive concept of localization economics: Towards a knowledge-based theory of spatial clustering." In: Gernot Grabher and Walter W. Powell (Eds.). *Networks* (Vol. 2). Cheltenham: Edward Elgar.
- Peter Maskell. 2004. "Learning in the village economy of Denmark: The role of institutions and policy in sustaining competitiveness." In: Philip Cooke, Martin Heidenreich and Hans-Joachim Braczyk (Eds.). *Regional Innovation Systems: The Role of Governance in a Globalized World* (2nd ed). London: Routledge.
- Finn Valentin and Rasmus Lund Jensen. 2004. "Networks and technology systems in science-driven fields: The case of European food biotechnology." In: Maureen McKelvey, Annika Rickne and Jens Laage-Hellman (Eds.). *The Economic Dynamics of Modern Biotechnology*. Cheltenham: Edward Elgar.

• **Journal articles**

Articles in good international journals is the preferred publication vehicle of the department. Journal articles represent approximately a quarter of the Department's academic publications. From 1999 to 2005, Department researchers published a total of 115 articles in refereed journals. This amounts to an average of 16.4 articles per year.

By far the majority of the Department's journal publications during this period (84%) were published in English language journals. This is the result of a deliberate effort to be a part of the international research environment. An additional 13% of the articles appeared in Scandinavian language journals, while the remaining 4% were published in French or German journals. (See Figure 7.)

Figure 7: Journal publications, by year and journal language (1999-2005)

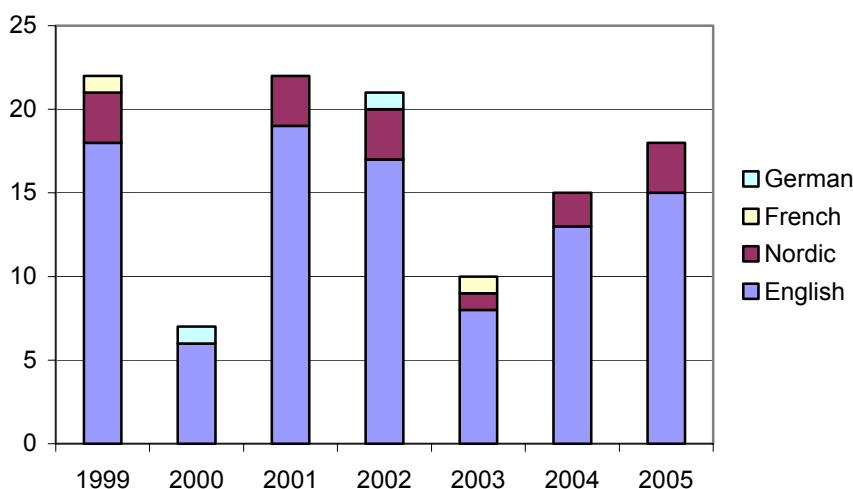


Table 9 lists several recent examples of publications by IVS researchers in English language journals.

Table 9. Examples of English language journal publications by IVS researchers (2003-2005)

- Peter Abell. 2003. On the prospects for a unified social science: Economics and sociology. *Socio-Economic Review* 1(1): 1-26.
- Harald Bathelt, Anders Malmberg and Peter Maskell. 2004. Clusters and knowledge: Local buzz, global pipelines and the process of knowledge creation. *Progress in Human Geography* 28(1): 31-56.
- Lee Davis. 2004. Intellectual Property Rights, Strategy and Policy. *Economics of Innovation and New Technology* 13(5): 399-415.
- Nicolai Foss and Keld Laursen. 2005. Performance pay, delegation and multitasking under uncertainty and innovativeness: An empirical investigation. *Journal of Economic Behavior & Organization* 58: 246-276.
- Dietmar Harhoff and Markus Reitzig. 2004. Determinants of opposition against EPO patent grants: The case of biotechnology and pharmaceuticals. *International Journal of Industrial Organization* 22(4): 443-480.
- Povl Erik Jensen. 2005. A Contextual Theory of Learning and the Learning Organization. *Knowledge and Process Management* 12(1): 53-64.
- Jens Frøslev Christensen, Michael Holm Olesen and Jonas Sorth Kjær. 2005. The Industrial Dynamics of Open Innovation: Evidence from the transformation of consumer electronics. *Research Policy* 34: 1533-1549.
- Christian Knudsen. 2004. Alfred Schutz, Austrian Economists and the Knowledge Problem. *Rationality and Society* 16(1): 45-89.
- Henrik Lando and Caspar Rose. 2004. On the enforcement of specific performance in Civil Law countries. *International review of law and economics* 24(4): 473-487.
- Keld Laursen and Ammon Salter. 2005. The fruits of intellectual production: Economic and scientific specialisation among OECD countries. *Cambridge Journal of Economics* 29(2): 289-308.
- Mark Lorenzen and Lars Frederiksen. 2005. The management of projects and product experimentation: Examples from the music industry. *European Management Review* 2(3): 198-211.
- Joseph T. Mahoney and Ron Sanchez. 2004. Building New Management Theory by Integrating Processes and Products of Thought. *Journal of Management Inquiry* 13(1): 34-47.
- Markus Reitzig. 2004. Strategic Management of Intellectual Property. *MIT Sloan Management Review* 45(3): 35-40.
- Henrik Sornn-Friese and Janne Simoni Sørensen. 2005. Linkage lock-in and regional economic development: The case of the Øresund medi-tech plastics industry. *Entrepreneurship and Regional Development* 17(4): 267-291.
- Henrik Sornn-Friese. 2005. Interfirm Linkages and the Structure and Evolution of the Danish Trucking Industry. *Transportation Journal* 44(4): 10-26.
- Finn Valentin and Rasmus Lund Jensen. 2003. Discontinuities and Distributed Innovation: The Case of Biotechnology in Food Processing. *Industry and Innovation* 10(3): 275-310.

A decrease in the publication rate of the Department in 2003 is explained by the fact that an IVS researcher with a high publication rate (Nicolai Juul Foss) moved to another CBS department during that year. However, the annual amount of IVS publications has been steadily increasing since 2003. This trend appears to continue into 2006. Also, there are signs of an increase in quality of the journals.

Table 10. Some examples of IVS journal publications in 2006

- Keld Laursen and Ammon Salter. 2006. Open for Innovation: The role of openness in explaining innovative performance among UK manufacturing firms. *Strategic Management Journal* 27(2): 131-150.
 - Lars Bo Jeppesen and Lars Frederiksen. 2006. Why do Users Contribute to Firm-hosted User Communities? The case of computer-controlled music instruments. *Organization Science* 17(1): 45-63.
 - Henrik Lando (forthcoming, 2006). Does Wrongful Conviction Lower Deterrence? *Journal of Legal Studies*.
-

For an overview of all the journals in which IVS researchers have published journal articles during the period 1999-2005, please see Table 11.

Table 11: Number of publications, by journal of publication (1999-2005)

	99	00	01	02	03	04	05	Tot.
Asian Jour. of Technology Innovation	-	-	-	-	-	-	1	1
Business and Politics	1	-	-	-	-	-	-	1
Cambridge Jour. of Economics	1	-	-	-	1	-	1	3
Contributions to Political Economy	1	-	-	-	-	-	-	1
Design Management Review	-	-	-	-	-	-	1	1
Economic Geography	-	-	1	-	-	-	-	1
Economic Systems Research	-	-	-	1	-	-	-	1
Economics of Innovation and New Technology	1	-	-	-	-	2	-	3
Économies et Sociétés (<i>French</i>)	1	-	-	-	-	-	-	1
Enterprise & Innovation Management Studies	-	-	-	-	1	-	-	1
Entrepreneurship and Regional Development	-	-	-	-	-	-	1	1
Environment and Planning	-	-	-	1	-	-	-	1
Environmental and Resource Economics	-	-	-	1	-	-	-	1
Erhvervshistorisk Årbog (<i>Danish</i>)	-	-	-	-	-	-	1	1
Europ. Jour. of Economic & Social Systems	-	1	-	-	-	-	-	1
Europ. Jour. of Purchasing & Supply Management	1	-	-	-	-	-	-	1
European Planning Studies	-	-	1	-	-	-	-	1
European Urban and Regional Studies	2	-	-	-	-	-	1	1
Eurozine	-	-	-	1	-	-	-	1
Icfaian Jour. of Management Research	-	-	-	-	-	1	-	1
Industrial and Corporate Change	1	-	3	2	-	-	-	6
Industry and Innovation	1	1	1	-	3	-	1	7
Intl. Business Review	1	-	-	-	-	1	-	2
Intl. Jour. of Industrial Organization	-	-	-	-	-	1	-	1
Intl. Jour. of Innovation Management	-	-	1	-	-	-	-	1
Intl. Jour. of The Economics of Business	-	-	1	3	-	-	-	4
Intl. Review of Law and Economics	-	-	-	-	-	1	1	2
Intl. Studies of Management & Organization	2	-	-	1	1	-	-	4
Jour. of Business Research	-	-	-	-	-	-	1	1
Jour. of Economic Behavior and Organization	-	-	-	-	-	-	1	1
Jour. of Economic Methodology	-	1	-	-	-	-	-	1
Jour. of Evolutionary Economics	-	-	-	1	-	-	-	1
Jour. of Institutional & Theoretical Economics	1	-	-	-	-	-	-	1
Jour. of Intl. Management	-	-	-	1	-	-	-	1
Jour. of Macromarketing	-	1	-	-	-	-	-	1

Table 11: Number of publications, by journal of publication (1999-2005) (cont.)

	99	00	01	02	03	04	05	Tot.
Jour. of Management and Governance	-	-	4	-	-	-	-	4
Jour. of Management Inquiry	-	-	-	-	-	-	1	1
Jour. of Management Studies	1	-	-	-	-	-	-	1
Jour. of Manufacturing Systems	-	-	-	1	-	-	-	1
Jour. of Marketing	1	-	-	-	-	-	-	1
Jour. of Product Innovation Management	-	-	-	-	-	-	1	1
Knowledge and Process Management	-	-	-	-	-	-	1	1
Kyklos	1	-	-	-	-	-	-	1
Lov & Ret (<i>Danish</i>)	-	-	-	-	1	-	-	1
Managerial and Decision Economics	-	-	1	-	-	-	1	2
MIT Sloan Management Review	-	-	-	-	-	1	-	1
Nationaløkonomisk Tidsskrift	-	-	-	1	-	-	-	1
Nordisk Tidsskrift for Selskabsret (<i>Nordic</i>)	-	-	1	-	-	-	-	1
Nordiske Organisasjonsstudier (<i>Nordic</i>)	1	-	-	-	-	-	-	1
Progress in Human Geography	-	-	-	-	-	1	-	1
Quarterly Jour. of Austrian Economics	-	-	2	-	-	-	-	2
RAND Jour. of Economics	-	-	1	-	-	-	-	1
Rationality & Society	-	-	-	-	-	1	-	1
Research Policy	-	-	-	3	-	2	-	5
Review of Austrian Economics	-	1	-	1	-	-	-	2
Review of Law & Economics	-	-	-	-	-	-	1	1
Revue Francaise de Sociologie (<i>French</i>)	-	-	-	-	1	-	-	1
Samfundøkonomen (<i>Danish</i>)	1	-	1	1	-	1	1	5
Scandinavian Jour. of Management	1	-	-	-	-	-	-	1
Socio-Economic Review	-	-	-	-	1	-	-	1
Structural Change and Economic Dynamics	1	-	-	-	-	1	-	2
Technology Analysis and Strategic Management	-	-	1	-	1	-	-	2
Technovation	-	-	1	-	-	-	-	1
Theory Development for Competence-Based Management	-	1	-	-	-	-	-	1
Tidsskrift for Arbejdsliv (<i>Danish</i>)	-	-	-	-	-	-	1	1
Transfer	-	-	1	-	-	-	-	1
Transportation Jour.	-	-	-	-	-	-	1	1
Urban Studies	-	-	-	-	-	1	-	1
Weltwirtschaftliches Archiv (<i>German</i>)	-	1	-	-	-	-	-	1
Zeitschrift für Betriebswirtschaft (<i>German</i>)	-	-	-	1	-	-	-	1
Økonomi & Politik (<i>Danish</i>)	1	-	-	1	-	-	-	2
Økonomistyring & Informatik (<i>Danish</i>)	-	-	1	-	-	1	-	2

- **Citations**

The publication of journal articles is in itself only an intermediate objective. The ultimate goal of course is to contribute to the advancement of science. Citations may be an approximate measure of this.

Using data from the ISI Web of Science *Social Sciences Citation Index* (SSCI) database, we can compare publication and citation counts for articles published by IVS researchers and all CBS researchers. Publications were defined as journal articles only (i.e. we excluded editorial material, meeting abstracts, notes, book reviews and other reviews). We ran a search from 1945 to the present day for author affiliations to "*Copenhagen Business Sch OR Copenhagen Sch Econ & Business Adm,*" which yielded 417 publications. Publications were attributed to IVS when one or more authors indicated IVS as their affiliated address. We combined these results with a search for "*Dept Ind Econ & Strategy,*" which yielded an additional 5 articles by IVS researchers. This indicates that there may be publications by other CBS departments, which are not captured by the original search yielding 417 articles, and which could only be captured through department-specific searches.

We compiled a list of all CBS publications from 1967-2006 in the SSCI database, including information on the number of citations to each article in SSCI-covered publications. The subsequent analysis is therefore based on publication and citations counts in SSCI-covered journals only. This may disfavour researchers or departments who publish predominantly in books (rather than journals) or in journals that are not covered by the SSCI database. Although this method therefore has clear limitations, it does provide an overall indication of the level and quality of publication at the department vis-à-vis the rest of CBS.

A comparison of publication and citation counts for all CBS researchers and for IVS researchers indicates that IVS has not only a high level of publication activity but also substantial citation counts (see Table 12.)

Table 12: SSCI publication and citation counts for CBS (incl. & excl. IVS) and IVS (1966-2006)

	CBS (incl. IVS)	CBS (excl. IVS)	IVS
Number of published articles	422	374	48
Number of cited articles	265	227	38
Total number of citations received	2105	1566	539
Ave. number of citations per published article	5.0	4.2	11.2
Ave. number of citations per cited article	8.0	6.9	14.2

Since 1999, CBS researchers have published 422 articles in SSCI-covered journals. IVS researchers authored or co-authored 48 (11.4%) of these articles, and account for 25.6% of all citations to CBS publications in the SSCI database.

265 (62.8%) of all CBS publications have been cited at least once in another SSCI-covered publication. By comparison, 38 (79.2%) of IVS publications in the SSCI have been cited.⁴

On average, CBS publications in the SSCI database have been cited 5 times per article published in a SSCI-covered journal, while IVS publications have been cited 11.2 times per published article.

Moreover, 12 of CBS' 50 most cited articles in the SSCI (as of May 2006) have been authored or co-authored by IVS researchers. Professor Peter Maskell in particular figures prominently in the list of highly cited articles by IVS researchers, as can be seen in Table 13.

Table 13: The 3 most highly cited journal articles (in SSCI) by IVS researchers (1966-2006)

Times cited	Publication
147	Peter Maskell and Anders Malmberg. 1999. Localised learning and industrial competitiveness. <i>Cambridge Journal of Economics</i> 23(2): 167-186.
67	Anders Malmberg and Peter Maskell. 2002. The elusive concept of localization economies: towards a knowledge-based theory of spatial clustering. <i>Environment and Planning A</i> 34: 429-449.
55	Peter Maskell and Anders Malmberg. 1999. The competitiveness of firms and regions - 'Ubiquitification' and the importance of localized learning. <i>European Urban and Regional Studies</i> 6(1): 9-26.

Figure 8 compares the number cited articles published in SSCI-covered articles by CBS (excluding IVS) and IVS researchers in each year from 1966-2006.

⁴ Citations refer only to citations in journals covered by the SSCI. Moreover, this analysis does not account for the proportion of self-citations, citations by department colleagues, or citations by CBS colleagues.

Figure 8: Cited articles published by CBS (excl. IVS) and IVS researchers (1967-2006)⁵

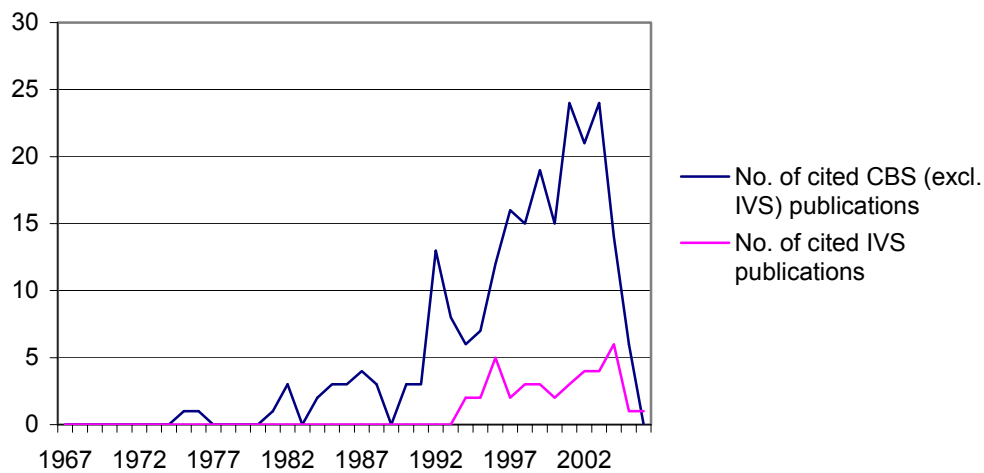
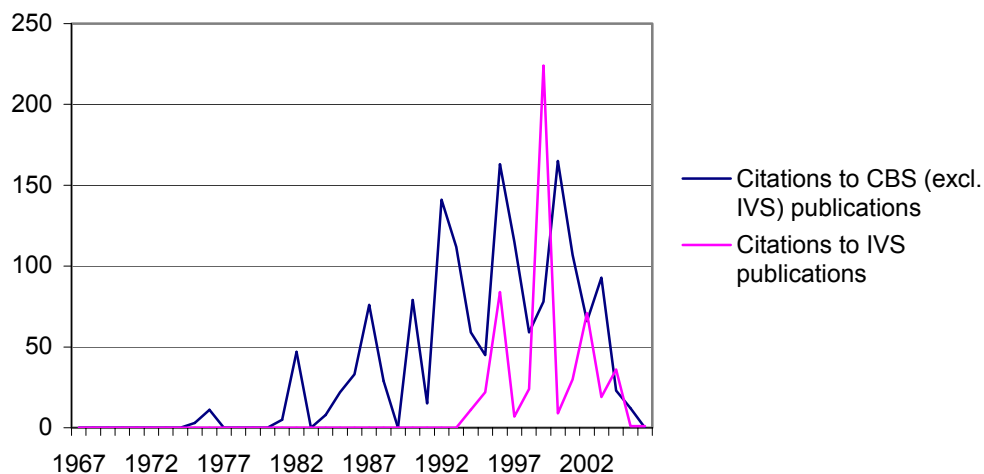


Figure 9 compares the number of total citations in SSCI to articles published by CBS (excluding IVS) and IVS researchers in each year from 1966-2006. The figure shows that IVS publications since the mid-1990s account for a substantial portion of all citations to CBS publications in the SSCI database. It should be noted that IVS was established in 1985, but did not receive its current name or research profile until 1995.

Figure 9: Citation counts for articles by CBS (excl. IVS) and IVS researchers (1967-2006)⁶



⁵ The number of cited articles is the sum of all articles published in a given year that have been cited.

⁶ The citation count for each year is the sum of all citations to all articles published in a given year.

- **Proceedings and working papers**

From 1999-2005, IVS researchers have published 65 contributions to conference proceedings and 119 working papers.

The Department has its own (now electronic) [Working Paper](#) series, which was thriving during the late 90s but has since given way to alternative working paper series (see Table 14). For example, IVS researchers publish frequently in the [DRUID Working Papers](#).⁷ Furthermore, some of the current and past research centers associated with IVS have developed their own, dedicated working paper series.

Table 14: Publications in the IVS Working Paper series (1997-2005)

	1997	1998	1999	2000	2001	2002	2003	2004	2005
# of working papers	10	13	9	6	9	7	2	3	1

Recently, however, there has been a renewed interest in the IVS working paper series and attempts are being made to revive it. In order to publish in the series, a paper must be read and approved by a senior faculty member (other than the author) at IVS. Moreover, the paper must have been presented at an IVS seminar, although a similar presentation elsewhere may also qualify the paper for publication in the working paper series.

- **Policy documents**

Scholarly publications are necessary vehicles for the dissemination of research results among academic peers, and are as such imperative to the research of the Department. In addition to this activity, researchers are often asked to do special reports on topics within their research field.

Table 15 lists a selection of such commissioned reports. The requests for such reports come from a wide range of institutions. It sometimes - but not always - comes with special funding, typically to collect and/or work up empirical data. The reports are not only interesting outlets for research, but the topics and the interaction with the commissioning institution often inspires to further research.

⁷ The DRUID working papers are (as other CBS working papers) registered in the RePEc database. With app. 10000 annual downloads, the series ranks number 108 out of 1700 working papers series and journals.

Table 15. Examples of recent policy documents authored by IVS researchers

- Peter Maskell. 2001. *Reflections from the Industrial and Urban Policy Committee*. Report (in Danish) to the Danish Ministry of Housing and Urban Development.
 - Jens Frøslev Christensen. 2002. *Danish research and the global market for knowledge in 2025*. Chapter (in Danish) in the 2001 annual report from The Danish Council for Research Policy.
 - Steen Scheuer and Per Vejrup-Hansen. 2003. *Economist in the Risk Society*. Report to The Danish Unemployment Fund for Economists.
 - Henrik Sornn-Friese. 2003. *Navigating blue Denmark: The structural dynamics and evolution of the Danish maritime cluster*. Report to the Danish Maritime Authority.
 - Finn Valentin and Per Vejrup-Hansen. 2004. *Development of knowledge and new business areas in engineering consulting firms*. Report (in Danish) to the Danish Association of Consulting Engineers.
 - Erik Hoffmeyer, Peter Lotz, Knud Overø, Jens Schovsboe, Tine Sommer and Christian Friis Bach. 2005. *Recommendations for a patent system of the future*. Report to the Danish Board of Technology. ([Link](#))
 - Finn Valentin, Maria Theresa Larsen and Nicolai Heineke. 2005. *Neutrons and Innovations: What Benefits will Denmark Obtain for its Science, Technology and Competitiveness by Co-hosting an Advanced Large-scale Research Facility Near Lund?* Report to the ESS-Scandinavia Consortium. ([Link](#))
 - Bo Kristensen, Henrik Lando, Peter Møgelvang-Hansen and Ole Schützsack. 2005. *New rules on consumer purchasing: An empirical investigation*. Report (in Danish) to the Danish Ministry of Justice.
 - Mark Lorenzen and Kristina Vaarst Andersen. 2005. *The Geography of the Danish creative class: A mapping and analysis*. Report from imagine.. Creative Industries Research. ([Link](#))
 - Mark Lorenzen, Sofie Birch Mathiasen and Christine Fur Poulsen. 2006. *Framework conditions of Creative Copenhagen*. Report (in Danish) from imagine.. Creative Industries Research. ([Link](#))
 - Henrik Sornn-Friese. 2006. *Managing cyclical changes in the European shipbuilding and ship repairing industries: Evidence from Denmark*. Background report for the European Foundation for the Improvement of Living and Working Conditions. (To be published on the [EMCC](#) website.)
-

6 REVIEWING AND EDITING

• Journal editors

In 2004, the Department took over the editorial responsibility of the journal *Industry and Innovation* (editor: Mark Lorenzen). Department researchers moreover participate in the research community as permanent and guest editors of a number of additional journals (see Tables 16 and 17 below).

Table 16: IVS staff serving as permanent editors, by journal (2000-2005)

	00	01	02	03	04	05
Advanced Series in Management	-	-	-	-	-	1
Advances in Applied Business Strategy	-	-	-	-	-	1
Industry and Innovation	-	2	2	1	2	2
Intl. Jour. of Entrepreneurship and Innovation	-	1	-	-	1	-
Intl. Jour. of The Economics of Business	1	-	-	-	-	-
Jour. of Intl. Business Studies	-	-	1	-	-	-
Jour. of Management and Governance	1	-	-	-	-	-
Research in Competence-Based Management	-	-	-	-	1	1

Table 17: IVS staff serving as guest editors, by Jour. (2000-2005)

	00	01	02	03	04	05
Economics of Innovation and New Technology	-	-	-	1	1	-
European Urban and Regional Studies	-	-	-	1	1	1
Industry and Innovation	1	-	1	1	-	-
Intl. Jour. of Management and Organization	1	-	-	-	-	-
Intl. Jour. of Technology Management	-	-	-	-	1	-
Intl. Jour. of the Economics of Business	-	-	1	-	-	-
Intl. Studies in Management and Organization	-	1	1	-	-	-
Jour. of Economic Behavior	1	-	-	-	-	-
Jour. of Management and Governance	-	1	-	-	-	-
Regional Studies	-	-	-	1	-	-
Research Policy	1	1	1	-	-	-
Structural Change and Economic Dynamics	-	-	-	1	1	-

• Reviewers

In addition to publishing, Department researchers also participate extensively in journal reviewing and editing. For example, in 2004, 14 Department researchers reviewed 84 articles for 35 journals. In 2005, 13 IVS researchers reviewed 43 articles for 25 journals. To this should be added the extensive review work performed in connection with the organization of major international conferences, in particular the DRUID conferences (see the section on *Conference organization*).

See Table 18 for an overview of the journals for which IVS researchers have reviewed articles during the period 2000-2005.

Table 18: IVS staff serving as reviewers, by journal (2000-2005)

	00	01	02	03	04	05
Academy of Management (unspecified)	1	-	-	-	-	-
Academy of Management Jour.	1	1	1	1	1	-
Academy of Management Review	-	-	-	1	1	-
American Economic Review	-	-	-	-	1	-
American Jour. of Sociology	-	-	-	-	1	-
Cambridge Jour. of Economics	2	2	1	-	-	-
Economic Geography	-	1	1	-	-	1
Economic Jour.	-	-	-	-	1	-
Economics of Innovation and New Technology	1	1	1	1	2	2
Economie et Institutions (<i>French</i>)	-	1	1	-	-	-
Entrepreneurship and Regional Development	-	1	-	-	-	-
Environment and Planning A	1	1	1	1	1	-
Environmental and Resource Economics	-	1	1	-	-	-
European Planning Studies	-	-	-	-	2	-
European Urban and Regional Studies	-	1	1	2	1	-
Geoforum	-	-	1	1	-	-
Geografiska Annaler	1	1	1	1	-	1
Global Networks	-	-	1	1	-	-
Industrial and Corporate Change	2	3	3	1	1	1
Industrial Democracy	-	-	-	-	1	-
Industry and Innovation	-	5	7	3	3	5
Intl. Business Review	-	-	-	-	1	-
Intl. Jour. of Entrepreneurship and Innovation	1	2	2	1	1	-
Intl. Jour. of Industrial Organization	-	-	-	-	1	-
Intl. Jour. of Innovation Management	1	1	1	-	-	-
Intl. Jour. of Networking and Virtual Organisations	-	-	1	-	-	-
Intl. Jour. of Operations Management	-	-	-	1	-	-
Intl. Jour. of Technology and Engineering Management	-	-	-	1	-	-
Intl. Jour. of Technology Management	-	-	-	-	1	-
Intl. Jour. of The Economics of Business	1	1	-	-	-	-
Intl. Jour. of Urban and Regional Research	-	1	1	-	-	-
Intl. Review of Law and Economics	-	1	1	-	1	1
Jour. of Business Economics	1	1	-	-	-	-
Jour. of Economic Behavior and Organization	-	-	2	1	1	-
Jour. of Economic Geography	-	-	-	-	1	-
Jour. of Economic Methodology	-	-	1	-	-	-
Jour. of European Social Policy	-	-	1	-	-	-

Table 18: IVS staff serving as reviewers, by journal (2000-2005) (cont.)

	00	01	02	03	04	05
Jour. of Evolutionary Economics	-	1	1	-	1	-
Jour. of Industrial Economics	-	-	-	-	-	1
Jour. of Institutional and Theoretical Economics	-	2	2	-	-	-
Jour. of Intl. Business Studies	-	-	1	3	1	-
Jour. of Legal Studies	-	-	-	-	-	1
Jour. of Management and Governance	-	3	3	-	-	-
Jour. of Management Studies	1	-	-	-	-	-
Jour. of Organizational Behavior	-	-	-	-	-	1
Jour. of Product Innovation Management	-	-	-	1	1	1
Jour. of Social Policy	-	1	-	1	-	-
Jour. of Socio Economics	-	-	-	-	1	-
Managerial and Decision Economics	-	1	1	-	-	-
Mathematical Sociology	-	-	-	-	1	-
Minerva	-	-	-	-	-	1
MIT Sloan Management Review	-	-	-	-	-	1
Nationaløkonomisk Tidsskrift (<i>Danish</i>)	-	-	-	-	2	-
Nonprofit Management & Leadership	-	-	-	-	1	1
Nordisk Samfundsgeografisk Tidsskrift (<i>Nordic</i>)	1	1	1	1	-	-
Organization Science	1	-	-	1	1	1
Organization Studies	-	-	-	1	1	1
Oxford Economic Papers	-	1	-	-	-	-
Papers in Regional Science	1	1	-	-	-	-
Progress in Human Geography	1	1	-	-	-	1
Quarterly Jour. of Austrian Economics	-	1	1	-	-	-
R&D Management	-	-	-	-	1	1
Rationality & Society	-	-	-	-	1	-
Regional Studies	1	1	1	1	3	1
Research in Competence-Based Management	-	-	-	-	1	-
Research Policy	3	2	2	2	3	4
Review of Austrian Economics	-	1	1	-	-	-
Review of Intl. Political Economy	1	1	1	-	-	-
Review of Law & Economics	-	-	-	-	1	1
Revue Economique (<i>French</i>)	-	-	-	1	-	-
Scandinavian Jour. of Management	-	3	2	2	4	1
Scientometrics	-	-	-	-	-	1
Small Business Economics	-	-	-	-	-	1
Strategic Management Jour.	-	-	1	-	1	-
Structural Change and Economic Dynamics	1	1	1	-	-	1
Urban Geography	1	1	-	1	-	-
Weltwirtschaftliches Archiv (<i>German</i>)	-	-	1	-	-	-
World Development	-	-	-	1	-	-

- **Members of editorial boards**

Finally, a number of IVS researchers serve as members of editorial boards of refereed journals (See Table 19).

Table 19: IVS staff serving as members of editorial boards, by journal (2000-2005)

	00	01	02	03	04	05
Economic Democracy	-	-	1	-	-	-
European Urban and Regional Studies	1	1	1	1	1	1
Geografiske Annaler B	-	-	-	1	1	1
Industrial Democracy	-	-	-	-	1	-
Industry and Innovation	2	-	1	1	2	1
Intl. Jour. of Entrepreneurship	1	-	-	-	-	-
Intl. Jour. of Entrepreneurship and Innovation	-	-	1	1	-	1
Intl. Studies of Management and Organization	1	1	1	-	-	-
Jour. des Economistes et des Etudes Humaines (<i>French</i>)	-	-	1	-	-	-
Jour. of Economic Methodology	-	-	1	-	-	-
Jour. of Intl. Business Studies	-	-	1	-	-	-
Jour. of Management and Governance	1	1	1	-	-	-
Jour. of Social Policy	-	-	-	1	-	-
Jour. of Socio-Economics	-	-	1	-	1	-
Mathematical Sociology	-	-	1	-	1	-
Nordiske Organisasjonsstudier (<i>Nordic</i>)	1	1	1	-	-	-
Organization Studies	-	-	-	1	-	1
Quarterly Jour. of Austrian Economics	1	1	1	-	-	-
Rationality and Society	-	-	1	-	1	-
Review of Austrian Economics	1	1	1	-	-	-
Review of Law and Economics	-	-	-	1	1	1
Social Policy and Society	-	-	-	-	1	-
Strategic Organization	-	1	1	-	-	-
The Herald of St. Petersburg University	-	1	1	-	-	-

7 OTHER ACTIVITIES

Department researchers also contribute to the development of international research communities through a range of other activities. This section addresses six such activities, namely: (1) conference and workshop organization, (2) conference and workshop participation, (3) seminars at IVS, (4) invited lectures and seminars at other institutions, (5) visiting researchers at IVS, (6) research stays at other institutions, and (7) dissemination to non-academic audiences and collaboration with non-academic partners.

• Conference organization

Department researchers organize a number of workshops and conferences (see Table 20).

Table 20. Examples of workshops and conferences (co-)organized by IVS researchers

2000	<p>LINK Workshop, "Organizing Processes of Learning," CBS, Denmark, 15 May.</p> <p>DRUID 2000 Conference, "The Learning Economy – Firms, Regions and Nation Specific Institutions," Skørping, Denmark, 15-17 June.</p> <p>LINK Workshop (joint with Das Max Planck Institut zur Erforschung der Wirtschaftssystemen), "Cognition and Evolution in the Theory of the Firm," Jena, Germany, 25-27 September.</p> <p>LINK Workshop, "Learning, Incentives and Corporate Disaggregation: Theories and Methods for Understanding New Organizational Forms", CBS, Denmark, 26-27 October.</p>
2001	<p>DRUID 2001 PhD Conference, Korsør, Denmark, 18-20 January.</p> <p>Joint meeting of the European Association for Law and Economics and The Geneva Association, Copenhagen, Denmark, 4-5 April.</p> <p>DRUID 2001 Nelson & Winter Conference, Aalborg, Denmark, 12-15 June.</p> <p>LINK Conference, "Governing Knowledge-Processes," Vedbæk, Denmark, 7-8 September.</p> <p>LOK Workshop, "Qualitative Methods for Studying the Creation and Management of Knowledge in International Strategic Alliances," CBS, Denmark, 25-26 October.</p>
2002	<p>DRUID 2002 Conference, "Industrial Dynamics of the New and Old Economy – who is embracing whom?," Elsinore, Denmark, 6-8 June.</p> <p>IVS Roundtable, "Patents and Strategy," CBS, Denmark, 19 September.</p> <p>LINK Conference, "Organizing Processes of Building and Leveraging Knowledge," Vedbæk, Denmark, 1-2 November.</p> <p>Bocconi University Centenary Conference, "Corporate Governance and Firm Organizations: Nexuses and Frontiers," Bocconi University, Italy, 5-6 December.</p>
2003	<p>DRUID 2003 Conference, "Creating, Sharing and Transferring Knowledge: The Role of Geography, Institutions and Organizations," Copenhagen, Denmark, 12-14 June.</p> <p>The Academy of Management meeting (symposium), Seattle, USA, 3-6 August.</p> <p>"What Do We Know About Innovation? A Conference in honour of Keith Pavitt," University of Sussex, United Kingdom, 13-15 November.</p>
2004	<p>RIPE Inauguration Workshop, Copenhagen, Denmark, 27-29 May.</p> <p>DRUID 2004 Conference, "Dynamics, Innovation and Development," Elsinore, Denmark, 14-16 June.</p> <p>VIII Congresso Luso-Afro-Brasileiro de Ciencias Sociais, "As reformas do estado-providencia e os dilemas de activacao," Coimbra, Portugal, 1-17 September.</p>

Table 20. Examples of workshops and conferences (co-)organized by IVS researchers (cont.)

2005	<p>Annual Conference on Corporate Strategy (ACCS), Berlin, Germany, 19-20 May.</p> <p>7th International Conference on Competence-Based Management, University of Antwerp Management School, Antwerp, Belgium, 2-4 June.</p> <p>Third Annual Conference of the Scandinavian Law and Economics Association, Copenhagen, Denmark, 17-18 June.</p> <p>DRUID Tenth Anniversary Conference 2005, "Dynamics of Industry and Innovation: Organizations, Networks and Systems," CBS, Denmark, 27-29 June.</p> <p>The Academy of Management meeting, Honolulu, Hawaii, 5-10 August.</p> <p>Conference (joint with the Icelandic Academy of Arts, IceTec, and Imagine.), "Creative Industries – Their role in the growth and well being of Iceland," 1 October, University of Iceland, Iceland.</p> <p>Danish Computer Game Developers Workshop, "A framework for East-West collaboration," CBS, Denmark, 21 October.</p> <p>CBS Workshop, "Organizing the Search for Technological Innovation," October 7, CBS, Denmark.</p> <p>2nd RIPE workshop, 30 November - 1 December, Copenhagen, Denmark.</p>
------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

- **Conference participation**

IVS staff members also participate in a range of additional workshops and conferences. Some examples are listed in Table 21.

Table 21. Examples of conferences attended by IVS researchers (2003, 2004)

<ul style="list-style-type: none"> • Regional Studies Association International Conference, Pisa, Italy, 12-15 April, 2003. • Academy of Management meeting, Seattle, USA, 1-6 August, 2003. • <i>Clusters, Industrial Districts and Firms: The Challenge of Globalization</i>, A conference in honor of Sebastiano Brusco, Modena, Italy, 12-13 September, 2003. • The Innovation Summit Conference, Stanford University, Palo Alto, USA, 10-12 November, 2003. • <i>What Do We Know About Innovation? A Conference in honour of Keith Pavitt</i>, Brighton, United Kingdom, 13-15 November, 2003. • First Conference of the Scandinavian Association of Law and Economics, <i>International Workshop on Business, Law and Economics</i>, Helsinki, Finland, 28-29 November, 2003. • 100th Annual Meeting of the Association of American Geographers, Philadelphia, USA, 14-19 March, 2004. • The 4th Annual European Academy of Management (EURAM) Conference, St. Andrews, Scotland, 5-9 May, 2004. • The American Law and Economics Conference, Chicago, USA, 7-8 May, 2004. • 10th Meeting of the International Schumpeter Society, Università Bocconi, Milano, Italy, 9-12 June, 2004. • The 4th Conference on Proximity Economics, <i>Proximity, Networks and Co-ordination</i>, Marseille, France, 17-18 June, 2004. • 20th European Group for Organizational Studies (EGOS) Colloquium, Ljubljana, Slovenia, 1-3 July, 2004. • Academy of Management meeting, New Orleans, USA, 6-11 August, 2004. • The 21st Annual Conference of the European Association of Law and Economics (EALE) Conference, Zagreb, Croatia, 22-25 October, 2004. • The 24th Strategic Management Society Conference, Puerto Rico, USA, 31 October - 3 November, 2004. • RENT XVIII, Conference on Research in Entrepreneurship and Small Business, Copenhagen, Denmark, 25-26 November, 2004.

- **Seminars at IVS**

IVS contributes to the maintenance of an active research environment through a.o. frequent seminars by Department staff and visitors from other institutions

Table 22. Seminar speakers at IVS (2000-2005)

2000	<p>Oliver E. Williamson, Haas, School of Business, University of California-Berkeley. Marco Delmastro, Università di Pavia. Richard N Langlois, University of Connecticut. Robert Gibbons, MIT/Sloan School. Anna Grandori, Bocconi University. Joachim Prinz, University of Greifswald. Massimo Warglien, Ca' Foscari University. Davide Ravasi & Gianmario Verona, Graduate School of Management, Bocconi University. Graham Winch, Warwick and Imperial College Schools of Management. Xavier Molina Morales, Jaume I University. John Matthews, Macquarie Graduate School of Management, Macquarie University.</p>
2001	<p>Olivier Germain, University of Lower-Normandy: "Strategic refocusing of large firms on core businesses: A process approach." Peter Parker, Lund University: "Social capital and knowledge development in small firms." Deborah Tappi, Max Planck Institute for Research into Economic Systems: "Industrial districts as evolving systems." David Doloreux, University of Waterloo: "Explaining regional innovativeness and industrial competitiveness in a globalising economy: Theory, policy and practice." Leila Kebir, University of Neuchâtel: "From the object to the resource: The dynamic of territorial production systems." Edward Lorenz, Centre d'Etudes de l'Emploi: "Models of cognition, the contextualisation of knowledge and organizational theory." Edward Mikkel Andreas Thomassen, Department of Industrial Economics and Strategy, CBS (no title specified). Markus Reitzig, Munich School of Management and Haas School of Business: "Patent evaluation."</p>
2002	<p>Jörg Fischer, University of Göttingen and Technical University of Chemnitz: "Increasing returns and economic progress revisited." Peter Abell, London School of Economics and Department of Industrial Economics and Strategy, CBS: "Seminar series on strategy and competitive advantage #1." Peter Abell, London School of Economics and Department of Industrial Economics and Strategy, CBS: "Seminar series on strategy and competitive advantage #2." Lars Bo Jeppesen, Department of Industrial Economics and Strategy, CBS: "The implications of "user toolkits for innovation"." Søren Wenneberg, CBS: "Triple Helix og CBS' fremtidige rolle i vidensudviklingen." Stefano Brusoni, SPRU, Univ. of Sussex: "The organisation of knowledge & production." Ammon Salter, SPRU, Univ. of Sussex: "Tip of the iceberg: Exploring university-industry interactions." Susan Scotchmer, UC Berkeley: "The political economy of intellectual property treaties." Gernot Grabher, University of Bonn: "Cool projects, boring institutions: The social context of project organization in the media sector." John Sutton, London School of Economics: "Market share dynamics in Japanese manufacturing." Felicia Fai, University of Bath: "The role of diversity in persistent, cumulative leadership." Xosé Henrique Vázquez-Vicente, Universidade de Vigo: "Allocation of decision rights on the shop floor: A transaction cost approach to the Spanish food & electronics industries." Siegwart M. Lindenbergh, University of Groningen: "Relational signalling." Arne Nygaard, BI Norwegian School of Management: "Interfirm control of plural formed marketing channels."</p>

Table 22. Seminar speakers at IVS (2000-2005) (cont.)

2003	<p>Jerker Denrell, Stockholm School of Business: "The economics of strategic opportunity."</p> <p>Todd Zenger, Olin School of Business, Washington University: "Order with some law: Complementarity vs. substitution of formal and informal arrangements."</p> <p>Laura Valderrama, ESSEC Business School Paris-Cergy: "Institutional inertia and technology choice."</p> <p>Nicolaj Siggelkow, The Wharton School: "Performance determinants of organizational design: Towards an understanding of environmental contingency."</p> <p>Raffaele Oriani, Università di Bologna: "Assessing the market valuation of the firm's technological knowledge using a real options perspective."</p> <p>Abraham Carmeli, Graduate School of Business Administration, Bar-Ilan University: "Building a viable organization."</p>
2004	<p>Alfonso Gambardella, Sant' Anna School of Advanced Studies: "Chandlerian Firms vs. Entrepreneurship: Implications for the Organization of Industries."</p> <p>Elad Harison, MERIT, University of Maastricht, and Department of Industrial Economics and Strategy, CBS: "The evolution and the economics of software intellectual property rights."</p> <p>Tina Brandt Husman, Department of Industrial Economics and Strategy, CBS: "Exploring the benefits of interfirm project."</p> <p>Finn Valentin, Department of Industrial Economics and Strategy, CBS: "Pushing the envelope: Self-organized selective involvement of public science in industrial biotechnology."</p> <p>Peter Abell, Department of Industrial Economics and Strategy, CBS: "The case for case studies?"</p> <p>Henrik Lando, Department of Industrial Economics and Strategy, CBS: "On the choice between incomplete contracts when contracting and renegotiation is costly."</p> <p>Maureen McKelvey, Chalmers University of Technology: "What about innovation collaboration in biotech firms? Revisiting occurrence and spatial distribution."</p> <p>Lars Frederiksen, Department of Industrial Economics and Strategy, CBS: "Innovative users in a firm-established user community: The characteristics of users co-developing 'computer-controlled music instruments'."</p> <p>Henrich Dahlgren, Department of Industrial Economics and Strategy, CBS: "Networks and contractual incompleteness in long-term inter-firm relationships."</p> <p>Max Boisot, Universitat Oberta de Catalunya, and Ron Sanchez, Department of Industrial Economics and Strategy, CBS: "Economic organization as a nexus of rules: Emergence and the theory of the firm."</p> <p>Silvia Rita Sedita, University of Florence: "Intelligent organizations – competitiveness – human capital: A theoretical and empirical investigation."</p> <p>Henrik Ballebye Olesen, The Royal Veterinary and Agricultural University, Denmark: "Kontrakter I praksis."</p> <p>Andrea Fosfuri, Universidad Carlos III de Madrid: "The licensing dilemma: Understanding the determinants of the rate of licensing."</p> <p>Karim Lakhani, Massachusetts Institute of Technology: "Emergent coordination mechanisms in free/open source software projects."</p> <p>Jim Love, Aston University: "Knowledge Sourcing, Innovation and Performance."</p> <p>Doris Eikhof, Department for Personnel Studies, University of Hamburg: "Transorganizational Work in Creative Industries: Evidence from German Theatres."</p> <p>Marco Ceccagnoli, INSEAD: "Profiting from licensing: The role of patent protection and commercialization capabilities."</p> <p>Maria Theresa Larsen, Department of Industrial Economics and Strategy, CBS: "When should universities <i>not</i> do basic research? Extending the rationale and role for university research."</p>

Table 22. Seminar speakers at IVS (2000-2005) (cont.)

2005	<p>Kerstin Wolter, University of Duisburg-Essen and Department of Industrial Economics and Strategy, CBS: "A life cycle for clusters? Agglomerations, bifurcations and adaptation."</p> <p>Serden Özcan, Department of Industrial Economics and Strategy, CBS: "Examining Organizational Slack-Innovation Relationship: Evidence from US Farm Equipment Industry (1966-2001)."</p> <p>Fabio Montobbio, Facoltà di Economia, Università dell'Insubria & CESPRI-Università Bocconi: "The Scientific Productivity of Academic Inventors: New Evidence From Italian Data."</p> <p>Stine Grodal, Stanford University: "The Emergence of Nanotechnology."</p> <p>Keith Blois, Said School of Business, Oxford University: "Marketing Perspectives on Market Exchanges: Implications for Firm Boundaries and the Theory of the Firm."</p> <p>Michael Dahl, Department of Business Studies, Aalborg University, and Toke Reichstein, Innovation Studies Centre, Tanaka Business School, Imperial College London: "The Human Resource Strategy of the Red Queen."</p> <p>Henrik Sattler, Institute of Marketing, Retailing and Management Science, University of Hamburg: "Introducing a new brand valuation approach."</p> <p>Göran Skogh, Linköping University: "An experiment on the buying and sharing of risk at various levels of uncertainty."</p> <p>Nicola Lacetera, Massachusetts Institute of Technology: "Multiple Missions and Academic Entrepreneurship."</p> <p>Eric von Hippel, Technological Innovation and Entrepreneurship Group, MIT Sloan School of Management: "Democratizing Innovation."</p>
2006	<p>Ramana Nanda, MIT Sloan School of Management: "Financial Constraints and the Social-Structure of New Entrepreneurs"</p> <p>Natalia Martín Cruz, University of Valladolid: "Contracting out humanitarian services"</p> <p>Mikkel Lucas Overby, Department of Informations, CBS, and Serden Özcan, Department of Industrial Economics and Strategy, CBS: "Partner diversity and shareholder value: A study of high-tech multifirm alliances"</p> <p>Ron Sanchez, Department of Industrial Economics and Strategy, CBS: "Interdependencies in organization: Towards a theory of organizational modularity."</p> <p>Sofie Birch Mathiasen, Anna Bay Damholt, Thilde Nørgaard Kristensen and Ida Søndergaard Hansen, Department of Industrial Economics and Strategy, CBS: "Presentation of four working papers from the research project on the Danish experience economy."</p> <p>John Mathews, Macquarie Graduate School of Management, Macquarie University: "Ricardian rents or Knightian profits: What are the appropriate goals of strategizing?"</p> <p>Philippe Lorino, Accounting and Management Control Department, ESSEC Business School, France: "Management tools and organizational learning: an interpretive and pragmaticist analysis. The case of SAP in a large European electricity producer".</p> <p>Christoph Hienerth, Department of Entrepreneurship and Innovation, Vienna University of Economics and Business Administration: "How user innovations become commercial products: a theoretical investigation and case study."</p> <p>Paul Nightingale, CoPS Innovation Centre, SPRU, University of Sussex: "Theoretical Development in the Theory of the Firm."</p>

- **Invited lectures and seminars at other institutions**

IVS researchers are regularly invited to give lectures and hold seminars at other academic institutions. Some examples are listed in the table below.

Table 23. Examples of departments and institutions where IVS researchers gave guest lectures or held academic seminars (2003, 2004)

- Laboratory of Economics and Management (LEM), Sant'Anna School of Advanced Studies, Italy.
 - MIT Sloan School of Management, USA.
 - Jönköping International Business School, Jönköping University, Sweden.
 - Science & Technology Policy Research (SPRU), United Kingdom.
 - Australian Expert Group in Industry Studies, University of Western Sydney, Australia.
 - Urban and Regional Studies Research Group, University of New South Wales, Australia.
 - Universidade de Lisbon, Portugal.
 - Center for Intellectual Property Studies, Chalmers University of Technology, Sweden.
 - Ludwig-Maximilians-Universität, Germany.
 - Erasmus Business School, The Netherlands.
 - University of British Columbia, Canada.
 - Umeå University, Sweden.
 - Australian Graduate School of Management, University of New South Wales/University of Sydney, Australia.
 - Lund Institute of Technology, Sweden.
-

- **Visiting researchers at IVS**

The Department has a tradition of welcoming both senior researchers and PhD students for shorter or longer research stays at IVS.

Table 24. Visiting researchers at IVS (1999-2005)

1999	Dieter Ernst, Professor, University of California (Berkeley) (until December 1999)
2000	Anna Grandori, Professor, University of Modena, and Reggio Emilia, Director of Center of Research on Business Organization, Bocconi University (15 August – 30 September 2000) Frederic Huet, PhD Student, Université de Technique de Compiègne (period not specified) Xavier Molina Morales, PhD Student, Jaume I University (period not specified)
2001	Peter Klein, Professor, University of Georgia (15 February – 15 July 2001) Lasse Lien, PhD Student, Norges Handelshøjskole (period not specified)
2002	Gernot Grabher, Professor, University of Bonn (29 September – 6 October 2002) Silvia Rita Sedita, PhD Student, Firenze University (1 November 2002 – 30 April 2003) Leila Kebir, PhD Student, University of Neuchatel (1 November 2002 – 1 October 2003)
2003	Silvia Rita Sedita, PhD Student, Firenze University (1 November 2002 – 30 April 2003) Leila Kebir, PhD Student, University of Neuchatel (1 November 2002 – 1 October 2003) Maria Lesi, PhD Student, Budapest University of Technology and Economics (1 January – 15 May 2003) Béatrice Jean-Prost, PhD Student, LATEC CNRS, Université de Bourgogne (3 March – 3 April 2003) Abraham Carmeli, Associate Professor, Graduate School of Business, Bar-Ilan University (11 August – 24 September 2003) Abraham Reitman, Associate Professor, Ben Gurion University of the Negev (1 September – 15 September 2003) Elad Harison, PhD Student, MERIT, University of Maastricht (1 December 2003 – 31 May 2004)
2004	Elad Harison, PhD Student, MERIT, University of Maastricht (1 December 2003 – 31 May 2004) Kerstin Wolter, PhD Student, University of Duisburg-Essen (1 September 2004 – 28 February 2005) Silvia Rita Sedita, Post-Doc., University of Florence (1 July – 15 July 2004) Hans-Martin Zademach, PhD Student, Munich Business School (15 September – 4 October 2004) Manuel González-López, PhD Student, University of Santiago de Compostela (1 October – 31 December 2004) Ingjaldur Hannibalsson, Professor, University of Iceland (8 November – 20 December 2004)
2005	Kerstin Wolter, PhD Student, University of Duisburg-Essen (1 September 2004 – 28 February 2005) Chen Yi-Wen, PhD Student, National Chengchi University (29 May – 20 July 2005) Nicola Baldini, PhD Student, University of Bologna (7 June – 30 September 2005) Silvia Rita Sedita, Padua University (8 June – 8 July 2005) Lise Pedersen, RA, NYU (July 2005) Luisa Feirrerá Lopes, Universidade Técnica de Lisboa (15 August – 9 September 2005) James Love, Professor, Aston University (22 September – 25 November 2005) Letizia Consoli, PhD Student, University of Catania (31 October 2005 – June 2006)

- **Research stays at other institutions**

IVS researchers are encouraged to pursue research stays at institutions abroad.

Table 25. Research stays by IVS researchers (2000-2005)

2000	Peter Maskell, Singapore University (2 weeks) and Jerusalem University (1½ weeks) Iver Hornemann Møller, Professor at University of Coimbra Christian Knudsen, Stanford University (15 December 2000 – 1 September 2001)
2001	Christian Knudsen, Stanford University (15 December 2000 – 1 September 2001) Tine Aage, Dept. of Economics "Marco Fanno", University of Padova (March – June 2001) Lars Bo Jeppesen, Sant' Anna School of Advanced Studies (18 April – 28 December 2001) Keld Laursen, SPRU, University of Sussex (27 September – 2 December 2001) Jan Vang, Sant' Anna School of Advanced Studies (15 September 2001 – 15 April 2002) Iver Hornemann Møller, Professor, University of Coimbra Christian Knudsen, Stanford University (1 December 2001 – 31 August 2002)
2002	Christian Knudsen, Stanford University (1 December 2001 – 31 August 2002) Jan Vang, Sant' Anna School of Advanced Studies (15 September 2001 – 15 April 2002) Kirsten Foss, FORUM, Université Paris X, Nanterre (15 February – 31 August 2002) Nicolai Juul Foss, FORUM, Université Paris X, Nanterre (15 February – 31 August 2002) Peter Maskell, Institute for Competitiveness, Harvard University (19 – 26 April 2002) Lars Bo Jeppesen, BRIE, Berkeley University (20 May – 2 June 2002) Tina Brandt Husman, The CoPS Centre, SPRU, University of Sussex (July 2002) Iver Hornemann Møller, Professor, University of Coimbra, and Visiting Professor, Växjö University
2003	Lars Frederiksen, LEM, Sant' Anna School of Advanced Studies (April – October 2003) Henrik Sornn-Friese, College of Business and Technology, University of Texas (July – October 2003) Lee Davis, School of Public Administration, Department of Management, Dalhousie University (July 2003 - January 2004) Lars Bo Jeppesen, MTIE (Management of Technological Innovation and Entrepreneurship), Sloan School of Management (September 2003 – June 2004) Iver Hornemann Møller, Professor, University of Coimbra, and Visiting Professor, Växjö University Ron Sanchez, Visiting Professor, Lund University
2004	Lee Davis, School of Public Administration, Department of Management, Dalhousie University (July 2003 - January 2004) Lars Bo Jeppesen, MTIE (Management of Technological Innovation and Entrepreneurship), Sloan School of Management (September 2003 – June 2004) Markus Reitzig, Visiting scholar, Deutsche Bundesbank, Munich (February 2004) Markus Reitzig, Australian Graduate School of Management (February – April 2004) Keld Laursen, Innovation Centre, Imperial College (8 – 18 March 2004) Margret Sigrun Sigurdardottir, Institute of Business Research, University of Iceland (September 2004) Iver Hornemann Møller, Professor, University of Coimbra, and Visiting Professor, Växjö University Ron Sanchez, Visiting Professor, Lund University

Table 25. Research stays by IVS researchers (2000-2005) (cont.)

2005	Serden Özcan, University of Chicago (January 2005)
	Peter Maskell, Stanford University (January – May 2005)
	Markus Reitzig, Australian Graduate School of Management (February – March 2005)
	Finn Valentin, Schuman Centre, European University Institute (21 March – 15 April 2005)
	Peter Maskell, Uppsala University, (May – June 2005)
	Margret Sigrun Sigurdardottir, London School of Economics (September – December 2005)
	Lee Davis, Faculty of Management, Dalhousie University (October 2005)
	Iver Hornemann Møller, Professor, University of Coimbra, and Visiting Professor, Växjö University
	Ron Sanchez, Visiting Professor, Lund University

- **External collaboration**

The Department's research is both inspired and informed by empirically driven questions regarding the organization of economic activities. Consequently, Department researchers have a long-standing tradition of collaborating with external partners in the identification and elaboration of research questions and in the collection of empirical data. Frequently, this type of close interaction results in invitations to take part in the strategic deliberations of collaborative partners.

Department researchers provide expert testimonies based on their research activities and disseminate research findings to the business community and to society at large through guest lectures and talks, industry roundtables, and through interviews and commentaries in the Danish media.

IVS researchers maintain long-term collaborative relationships with a number of Danish firms, such as Grundfos, Danfoss, Bang & Olufsen, Lego. The research centres on biotechnology and the creative industries also collaborate with a range of companies and organizations within their respective empirical fields.

It is a rare situation that business firms sign up for contract research. And faculty carries out relatively little consulting (many don't do this at all). Instead, collaboration typically is a barter game in which companies provide information of relevance to research and in return learn about the research of the professor. Collaboration of this kind may be long-lasting or just one-shot activities. The long-lasting ones has proven to be very productive, not only for research but also for teaching (company representatives give guest lectures, invite classes to their premises, offer awards for best performance etc.).

Moreover, in recent years, IVS researchers have collaborated with for example The Danish Association of Consulting Engineers, The Danish Patent and Trade-mark Office, The Danish Maritime Authority, and The Ministry of Science, Technology and Innovation.

These informal relations have recently been supplemented with more formal bonds. Most prominently, the larger research project and centres have appointed Advisory Boards with company representatives.

- **Dissemination to non-academic audiences**

For this report, the exposure of IVS researchers in national media since the start of 2004 has been registered. All permanent staff has appeared at least once in either newspapers, magazines or radio/television. Researchers typically appear either as experts commenting some news, or in reporting their own research results. To get an estimate of the volume and character of the appearances, we used a national database covering most Danish newspapers to count and classify them. The method is certainly not bullet-proof (it did not identify all appearances that we knew of), but it at least gives an idea of the role that the researchers play in the media.

In total we counted 134 appearances over the past 2 years and 4 months. Of these, 92 were opinions on some news, unrelated to the researcher's current work, but in which area the researcher is an expert. 26 appearances were based on research results by the researcher him- or herself. The appearances are very skewed among researcher. Most strikingly, Mark Lorenzen was credited 49 appearances, many of which were related to a study of "the creative class" (a collaboration with Richard Florida). Another "media hit" was the announcement in April 2006 of the Danish User-Centered Innovation Lab (a collaboration with Eric von Hippel). This event alone generated 17 articles mentioning Lars Bo Jeppesen.

- **Online dissemination**

Increasingly, websites are used as an additional means of disseminating IVS research to non-academic audiences. Both of the sector-specific research centres anchored at CBS, namely *Research Centre on Biotech Business* and *imagine.. Creative Industries Research*, have complemented their academic websites on the CBS webpage with additional websites targeting a broader audience.

Research centre on Biotech Business maintains www.biotechbusiness.dk, which receives on average 70 visits per month (of which 50 are from unique visitors). The website lists the 11 working papers that have been published by the center since 2004, and which have been downloaded a total of 664 times.

Three of the research projects under *imagine.. Creative Industries Research* are also affiliated with independent websites. Findings from the projects *Technology, Talent and Tolerance in European Cities* and *The Creative Capital of the Capital City* are available at www.kreativeklasse.dk. The website receives on average 580 visits per month (of which 400 are from unique visitors). A second website has recently been established at www.experienceconomy.dk in connection with the new project *Art, Competence, and Competitiveness in the Danish Experience Economy*. Although this website has not yet been officially launched, it has already received 990 visits (of which 500 were from unique visitors) since it was uploaded in January 2006.

8 WHERE TO GO?

CBS allocates 6 percent of its research funds to the Department of Industrial Economics and Strategy. The Department in return accounts for 11 pct. of published articles (SSCI publications), 14 percent of cited articles, and 26 percent of all citations. Compared to the rest of CBS, the Department clearly is a success in the research field. Moreover, with three young faculty members having been awarded the most prestigious, Danish research prize in business economics, The Tietgen Prize for young researchers, over the past four years, the Department has made solid progress towards securing a new generation of researchers.

In teaching, performance is harder to measure, but generally researchers of IVS get very good ratings from the students. In particular, the Masters program (cand. merc. linje) in Management of Innovation and Business Development (MIB) consistently comes out as either the winner or the runner-up in the yearly evaluations of the 13 Masters programs.

But even if the Department has done well compared to CBS standards in the past, this is no guarantee for future success in a more open competition. The Department has been reasonably successful in the drive for a more international profile, with DRUID as an important accelerator of this process. It is perfectly natural to continue this way, trying to move the Department even further along the international dimension. Fortunately, this is the shared preference for faculty at the Department.

With competition for research funds and students becoming increasingly international, the Department also enters a world of international competition and benchmarking. The overall question for this evaluation is whether the Department has a role in this new world. Is there a place for a Department with a research staffing, funding and profile of more or less the kind that it has today? Which are the relevant success criteria, and which are the obvious institutions to benchmark against?

Many aspects are important to these questions. In particular, we invite the evaluators to share their views on the following issues with the Department.

1. Volume

The department has a base of 16 permanent positions. Measured this way, the Department is slightly smaller than CBS average. But with external funding, it employs another 15-20 researchers, typically PhD students (who are all salaried) or research assistants. This brings the Department into the largest third of CBS departments. The question here is whether this is an optimal size of a Department. On the one hand the relatively small group allows for mutual responsibility for the Department and a sense of coherence, simply because faculty has some (if not perfect) idea of the activities of colleagues. Similarly, this size facilitates a very simple management structure with only one management level (the Head of Department). On the other hand, with a relatively diverse portfolio of research interests, some areas suffer from lack of critical mass.

2. Funding sources

With a fifty-fifty internal and external funding structure, there is constant awareness not only regarding new possible funding opportunities, but also on the demands from grant givers on information, contacts, reports and balance sheets. This raises the question of whether 1:1 is a reasonable ratio between internal (permanent) and external (temporary) funding. Also, while some research councils provide grants for pure research, other sources are not particularly interested in basic research. Too much external funding may compromise the delicate balance between curiosity-driven research and research with a more narrow scope.

3. Research scope

With the Department placed somewhere between an OB department (a key term is organization), an economics department (IO is an important input) and a general management department (as a Business School department focus has to be on managerial issues), the Department might have been squeezed, with only marginal room for maneuvering. This turns out not to be the case, however. On the contrary, there appears to be ample research opportunities for researchers with such interest. The idea of applying economic reasoning (not necessarily economic modeling) to organizational issues in order to learn lessons for management is an idea that is spreading. But few dedicated departments of this kind exist, so little guidance is available from peers.

The issue of research profile is always at play but most notable in situations of recruiting. The Department is not now in such a situation, but the assessment exercise revitalized the discussion of research profile. The group of tenured researchers of the Department met once and on the basis of a series of personal proposals discussed the profile. Since it was not a recruiting situation, the discussion was disentangled from the usual problem of potential candidates. The supply side thus was ignored. The outcome was dual: First, it produced a preliminary list of criteria for taking up new (or maintaining) research areas. Second, it listed a number of more specific research areas that could be strengthened.

As to the former, research areas may be chosen on the basis of a wide range of reasons:

- **Similarity to existing research.** To the degree that there are scale economies (which is very likely with the size of the Department), more of the same is good.
- **Complementarities to current research.** New research could supplement existing by providing insights from other disciplines or adding new methods.
- **Publishability.** Research should be publishable in respectable outlets.
- **Relevance for practice.** CBS is not a university and must produce results that are in some way or another relevant for business administration.
- **Teaching.** One obvious outlet for research is teaching. The joint production of research and teaching should be taken serious, so that research can inform teaching.

- **International trends.** The choice of research may be affected by what is “hot”.
- **Networks.** Research is always more productive with access to well-functioning communities, sharing the same interests and methods.
- **External funding.** Research that may attract external funding is preferable, but basic research grants should also be reserved for important purposes that may not be funded otherwise.
- **Local stakeholders.** The local environment may voice interest in certain areas or offer data for specific types of research.

With no explicit reference to these criteria, the following proposals have been put on the table. They have not been discussed in the group of tenured professors, and should be taken as examples of areas that could be taken up by the Department in the future, given that both funding allows and qualified researchers are available. The list is not meant to be exhaustive, but only to serve as inspiration for the discussion. Many more proposals are possible.

- Recruiting persons that are strong on the technical side. The Department is vulnerable on the econometric dimension. What is the person’s research object might not matter so much, provided that is still within the confines of the Department.
- Recruiting persons with skills in the area of economic psychology in order to contribute to the area of strategy with the insights from cognitive psychology on e.g. decision-makers’ systematic “biases” (Kahneman, Tversky, Thaler etc.). Clearly, this is a promising area in international research that has not been exploited in Denmark.
- Recruiting persons with insights in clusters and districts. New forms of organization and collaboration seem to emerge in the wake of globalization, and research founded in economic geography, resource-based theory and institutional economics might produce new understanding of these phenomena.
- Recruiting persons with an expertise in “open innovation”. Even beyond the showcase example of Open Source Software, there is growing evidence that managing external relations wisely may matter a lot for profitability. Examples of such phenomena include industry-university relationships, broadcasting of problems, and user-driven innovation.
- Recruiting persons with a special competence in contract theory. This is an example of an area which is already present at the department, but with sub-critical mass. An example of a very specific area is the adaptation of contracts in situations of changed conditions. This is an area which might build on formal contract theory, and which also might include issues of bounded rationality, hence reaching out to cognitive psychology.
- Recruiting persons to take the Department towards Evolutionary Economic Geography, which seems to be a promising fusion of several strands of non-conventional research.
- Finally, the Department could try to hire persons able to bridge the journal-oriented research with the current practices of industry. Despite good

examples of successful transfer of research results directly to companies, still many research results are not accessible for practitioners, and vice-versa are researchers not well informed about tools and methods in industry. The hiring of one or more researcher with the clear role of translating between practice and research might mediate this problem.

Obviously, these proposals differ in their line of reasoning, drawing on very different sets of arguments. And there is no reason to choose among them by e.g. ranking them. But ideally they may serve as a vehicle for a fruitful discussion of what is actually the soul of the Department so that it can be nurtured and developed.

APPENDIX: EXCERPT FROM THE 1997 ASSESSMENT OF IVS

Assessment by Bart Noteboom and Keith Smith, with 2006 comments in italics

Summary of recommendations

- **Recommendation:**

Focus on research in theories of the firm/strategy and innovation/management of technology. The competence perspective taken with respect to the firm fits well with the focus on innovation via development of competence and learning. Drop industry analysis as an area of concentration, and see it as instrumental to studies of innovation and strategy. Existing research in the area could probably be redirected to integrate with other research in the department.

Actions taken afterwards: By 1997 IVS had three research areas: Theories of the firm, MOT and industry analysis. The competence perspective has lost some ground and so has theories of the firms in general, so it doesn't exist as a core research area. Industry analysis was explicitly "downgraded" from being a separate research area, but has re-emerged as a core dimension in the majority of IVS research projects.

- **Recommendation:**

Change the name of the department to reflect reality and the modified focus recommended here. Several suggestions came up in the discussions: we recommend 'Industrial dynamics and strategy'.

Actions taken afterwards: No action, too much effort to change name.

- **Recommendation:**

As a guide for research, seek to utilize the theoretical work from the research on strategy, competence and contracting to enrich the empirical work on innovation and MOT, and use the latter as a testing ground for the former.

Actions taken afterwards: This is what IVS does today (or at least tries to do).

- **Recommendation:**

Consider the possibility of developing some, but probably limited, expertise in the area of game theory, and some exploration of its use in studies of strategic interaction.

Actions taken afterwards: Some attempts, but not possible to hire pure game theorists. However, Henrik Lando appointed in Law & Economics.

- **Recommendation:**

Consider the possible potential of developing some expertise in simulation, as a means of exploring processes of strategic interaction and innovation.

Actions taken afterwards: Not attempted.

- **Recommendation:**

Increase the use of quantitative (multivariate statistical) methods in empirical research, to implement the earlier recommendation to connect theoretical and empirical research, and to add scientific value to policy research.

Actions taken afterwards: Two appointments in the area: Keld Laursen and Markus Reitzig.

- **Recommendation:**

International publications are stimulated when researchers cooperate in co-authorship. The department's own paper on its strategy and performance notes that this has recently increased. It might increase further if connections are established between the theoretical work in strategy/theory of the firm and innovation/MOT, as recommended above. It would also be furthered by cooperation with researchers elsewhere, within Denmark (such as DRUID) and abroad. Further international exchange, as already initiated by the department, would stimulate this. The regular meeting of researchers in seminars helps the development of collaboration and co-authorship.

Actions taken afterwards: The Department has in all aspects moved towards a more international position.

- **Recommendation:**

Support especially junior researchers in co-authorship with senior researchers, other forms of teaching and practice in international publication, counselling on the choice of journals. A researcher who is experienced in both producing and reviewing articles can give very valuable advice on design, argument and literature to include.

Actions taken afterwards: Now, for junior faculty co-authoring is standard, but more frequently with other juniors than seniors.

- **Recommendation:**

Provide incentives by tying appointments and facilities (research time, funds for travel) to performance.

Actions taken afterwards: Bonus schemes have been introduced by the Dean, but with only minor amounts in play. The signaling effect has been considerable, nonetheless.

- **Recommendation:**

Stimulate acceptance of the challenge to conquer entry to high level journals rather than books, but recognize the time and effort involved in empirical research, and the role that books can play as a channel of publication.

Actions taken afterwards: The Department gradually has been aiming higher and higher in terms of journal quality.

- **Recommendation:**

Use PhD appointments strategically, to fit in the policy for developing the research programme and building up competencies, and thereby leverage fixed capacity. This requires an increase in recruitment.

Actions taken afterwards: Recruitment was increased because of external funding. Whether PhD appointments were used strategically remains to be seen.

- **Recommendation:**

Seek to attract PhD students actively, and also from other disciplines, such as economics, sociology, psychology, geography, and mathematics.

Actions taken afterwards: Much more variety in background of PhD students, but still none from math or psychology.

- **Recommendation:**

Acquaint students with research during their Masters education, with demonstrations partly by senior researchers and partly by enthusiastic PhD students. Allow interested students to participate in the department's research seminars.

Actions taken afterwards: Attempted, but these students tend to have very good employment opportunities outside CBS, so they leave us. Also matching such a "chunky" supply and demand is difficult.

- **Recommendation:**

If it is possible, reduce the length of the Master's-level education, and extend the PhD training by one year. If that is not possible, introduce into the Master's programme some training for research, and orientation on research, so that students are better able to judge the merits of a career in research, and to acquire more skills relevant to research.

Actions taken afterwards: Has not been possible.

- **Recommendation:**

Give priority in training to close interaction with experienced scholars, such as the supervisor and visiting scholars, and with colleagues.

Actions taken afterwards: Very difficult with the current teaching load.

- **Recommendation:**

In course training, try to give a limited number of specialized courses, targeted at the PhD student's needs, in training networks with other universities.

Actions taken afterwards: Formal PhD training has been a priority area of the Department.

- **Recommendation:**

Stimulate attendance of senior researchers at seminars, as part of the activity of the teacher in taking part in the knowledge creation process.

Actions taken afterwards: Attendance still far from 100%, and currently there are attempts at changing the seminar format.

- **Recommendation:**

Assignments in courses should be (meaningfully) related to the student's specific PhD project.

Actions taken afterwards: Difficult, PhD students have very different needs. But for the courses that IVS is responsible, this is attempted.

- **Recommendation:**

Given the constraints of the existing size of the department, we believe that a further research professorial appointment is urgently needed.

Actions taken afterwards: Has happened. The Department had 4 professors, gained 3 more and lost one.

- **Recommendation:**

The department should actively seek support for post-doctoral fellowships, and these should be selected strategically to further the core research areas and methodologies discussed earlier in this report.

Actions taken afterwards: Very limited success; such positions are very rare.

- **Recommendation:**

The department should appoint an 'office manager' with clearer overall authority for support services and support staff. A review of practical procedures should be made to reduce potential disruption of work.

Actions taken afterwards: The secretariat has become more professional under the clear responsibility of the Head of Secretariat (Annelise Klüwer).

- **Recommendation:**

The department should seek to develop data resources relevant to its research priorities, and to increase synergies between members of the department with respect to the use of existing datasets.

Actions taken afterwards: Some success in exploiting the so-called IDA labor market database. In general, better exploitation of existing databases, but also new have been created.