

CBS Public-Private Platform

Quarterly newsletter
ISSUE 6 Summer 2013



Welcome to the CBS Public-Private Platform!

In this quarterly newsletter we aim to keep you up to date with our ongoing activities, and to encourage you to get involved in our work.

The last couple of months have been full of activities and visits. Our annual Collaboratory Week was a great success and most recently we had a prominent visit by former White House advisor and nudge expert Cass Sunstein. The Public-Private Platform is also very proud of the recent launch of a Big Data Forum, which you can find out more about on in this newsletter.

We hope you will all have a sunny summer!

Remember to follow us on:



this issue

Collaboratory Week: 2-5
Visit by Cass Sunstein: 6-7
Visit by Chantal Mouffe: 7
Big Data Forum: 9
Sorgenfrey - advisory board: 10
Platform news: 11-13
Folkemødet: 14
Platform activities: 15- 19
OBHC conference 2014: 20
Directors and employees: 21
Upcoming events: 22

Collaboratory Week 2013— Policy into practice

Collaboration is essential in facilitating innovation in organisations

Questions such as how to rethink public management systems, how to secure a higher degree of civic engagement and in which how experiments in governance can travel were a key focus of this year's collaboration/laboratory – Collaboratory - Week. The week's events were organized by the Public-Private Platform in partnership with our friends and colleagues at the innovation unit MindLab.

Several hundred researchers, civil servants and business managers participated in the events, generating new energy and insights into the potential for change and innovation in the public sector. You can read much more about the different events over the next few pages.

Academic Director at the Platform Carsten Greve commented afterwards:

Professor Rod Rhodes, Charles Leadbeater and Geoff Mulgan gave astonishing examples of how the public sector facilitates change in collaboration with both companies and social organisations. Collaboration was underlined as a key competency when facing the challenges of innovation and in relation to thinking out of the box. Engaging new actors in the public and building bridges between different agendas in our complex society are both important tasks for the Public-Private Platform.

Read the CBS Observer article [Danish] [here](#).

See all pictures from the Collaboratory Week at our [Facebook group](#).

Great partnership with great results

The strategic partnership between CBS Public-Private Platform and MindLab commenced in November 2012 and continues to prove a great success.

Motivated by a wish to deepen, expand and reinforce a range of common preoccupations the Platform and MindLab engage in a broad strategic partnership in

within teaching, research and outreach/public engagement. The two organizations have a number of successful collaborations under the belts, and Collaboratory Week 2013 was once again an example of this.

Learn more about [MindLab](#).



Get inspired...

Meet:

[Rod Rhodes](#)

[Charles Leadbeater](#)

[Geoff Mulgan](#)

And read about their presentation on the next pages.

Collaboratory Week 2013— Policy into practice

Professor Rod Rhodes: Leaders do not always know best

On May 22, 2013, the distinguished Professor of Public Management, Rod Rhodes, gave a public lecture on “Political Anthropology and Civil Service Reform”. The lecture was one of the events during the Collaboratory Week 2013 organized by the CBS Public-Private Platform and MindLab.

Rod Rhodes, who was recently awarded the 2012 International Research Association for Public Management and Routledge Prize for Outstanding Contributions to Public Management Research, talked about the main characteristics of public sector reform over the past decade. More specifically, he gave examples from previous fieldwork done in the UK government, and based on this some very good stories were told.

Rhodes’ fieldwork concerns the study of public administration and public sector reform, and he vividly shared his experiences from having had access to ministers and senior civil servants in three UK government departments. The



findings from this fieldwork have also resulted in the book “Everyday Life in British Government” (Oxford University Press 2011) that uncovers exactly how the British political elite thinks and acts. Moreover, he is the author or editor of some 30 books including “The State as Cultural Practice” (with Mark Bevir, Oxford University Press 2010).

Rhodes has witnessed and explored the world through the eyes of ministers and permanent secretaries. From this he revealed that beliefs and practices are important in creating meaning in politics, policy making and public-service delivery. These beliefs and practices are embedded in traditions, rituals and languages.

During the exciting lecture Rhodes delivered five lessons from his ethnographical research in the UK government: 1) Coping and making sure that there are no surprises for the minister throughout the day; 2) Internal reorganizations do not work in the public sector; 3) Storytelling is important when developing reforms; 4) Change can be difficult because civil servants believe that their current

practice works — and they love their routines; 5) The controlling approach that “leaders know best” is wrong. In fact, the bottom knows best.

At our [website](#) you can watch the entire public lecture and Rod Rhodes’ presentation.



Collaboratory Week 2013— Policy into practice

Charles Leadbeater: combing systems with empathy

On Thursday May 23 leading authority on innovation and creativity Charles Leadbeater gave a public lecture on 'systems, empathy and public service'. Drawing on his own field work and consultancy in innovation within the public sector Leadbeater elaborated on the balance between society's desire for people's freedom and the parallel need and care for public outcomes.

By using the term 'the march of the oxymorons', Leadbeater discussed the challenges facing public servants wanting to embrace new and more innovative forms, but still are chained to old models.

This, he argued, is crucial in the world we now inhabit and central to the question of system and empathy in public services. When you care about inequality, public goods and social outcomes without being ready to control everything, then you have to adopt a form of governance where freedom can be utilised to deliver public goods. We can understand this as ruling through freedom. Freedom creates it's own discipline. By embracing freedom, we must believe that the people can navigate through their own freedom.



Leadbeater describes how people are systems people, operating in systems all the time, but also work as products of systems. Systems, as regimes can only change by unleashing the power and forces from the inside. We also need to treat citizens as they are part of the system in order to make them contribute, and in order to change systems.



According to Leadbeater systems vary in their degree of empathy. What we should strive for, without generalising, is high empathy systems, systems where people *actually want to be*. He has created the term 'systempathy' to describes these kind of systems. The New Nordic School he argued is a good example of this.

Follow the link at our [website](#) for the video of the entire lecture.

Collaboratory Week 2013— Policy into practice

Geoff Mulgan: How to cope with a dysfunctional public sector

On Friday May 24, the last Collaboratory Week event involved Geoff Mulgan, Chief Executive of Nesta, the UK's National Endowment for Science Technology and the Arts. Academic Director at the Platform Paul du Gay welcomed Mulgan by drawing especially on his work with policy, strategy and innovation.

Mulgan shed light on current challenges in public sector innovation. Taking his point of departure from existing challenges due to a stagnant economy, market regulation, austerity, climate change etc., Mulgan addressed the question of what relation it brought to systems and to system changes, asking: Do we need to change our mind-sets to cope with current challenges, instead of only changing models? And if how can we crystallize this?



He exemplified the problem referring to the situation of health. He showed a graph, which illustrated the tendency that the increasing investments in health does not lead to declining deaths—but actually increases death in the health sector. His argument was that the more we increase spending, the worse we sometimes do. A system like that can be explained as a public system which is dysfunctional. According to Mulgan, many public systems are fundamentally dysfunctional. And by facing the fact that the more money we invest in a system, the worse it gets, a bell rings and make us think: How do we cope with these challenges? Mulgan suggested we needed a welfare state that was inspired by the

way business systems relate to innovation. We rarely see public organizations that take this form, he argued.

Policy into practice, the main theme of the Collaboratory Week, also stood out as a key focus in Mulgan's talk. He asked how we can combine policy ideas and implementation or experience and evidence, answering his own question by suggesting that a good model for the public sector is one that creates creativity, one that is focused on experiments, but at the same time one that takes evidence seriously. Mulgan underlined that evidence can help create momentum, and that this momentum can work as a validation for the argument of removing existing models that don't work. Taking away what is "normal" is often the hardest thing to do.



Watch Geoff Mulgan elaborate on the above in this [video](#).

CBS Public-Private Platform visits

Professor Cass Sunstein – a prominent visit from the United States

On June 5-6 Harvard University Professor and nudge expert Cass Sunstein visited CBS invited by the Public-Private Platform and the Sustainability Platform. Sunstein is a world-known expert on empirically informed regulation and the concept of nudge, which during his stay attracted several hundred people to come and hear him talk.



Nudging refers to the way especially policy and regulation can be used to influence individuals' behaviour by discretely pointing their behaviour in a desired direction without limiting the freedom of choice.

Sunstein and co-author Richard H. Thaler compare in their best-selling book "Nudge: Improving Decisions About Health, Wealth, and Happiness" our "bad mind" with Homer Simpson and argue: *Like Homer Simpson, we use all sorts of mental "heuristics" or cognitive "rules of thumb" that are flawed, which is why we pay for magazine subscriptions for years after the three-month "free" trial ended ("status quo bias") and why we buy lottery tickets ("unrealistic optimism").*

Nudging can in this way be grasped as a psychological theory on influencing individuals and groups without them noticing. CNN Fortune describes Sunstein's work as a laboratory for his approach: *"Libertarian paternalism" - his self-described and seemingly*

paradoxical approach to structuring prompts for people that promote their welfare by protecting them from their more self-destructive impulses."

Sunstein raised the question of whether there is a social meaning of actions. He illustrated his question using the usual business outfit—a suit and a tie— as an example: how come people wear a suit and a tie even though they would prefer wearing something causal? The answer is his view being that you cannot change the social meaning of the outfit yourself, and hence wear it to follow the social standard. Sunstein then argued that governments can help change social meaning and change behaviour. Sunstein presented two online approaches www.regulations.gov - a tool not only for democratic self-governance by the public, but also for the governments to get feedback on the rules they establish and www.data.gov – data sets, from which information go out in the public enabling civics to engage in making markets better. In his new book Simple(r), he talks about how the future of government is to simplify regulation and contribute to social change, drawing on examples from his time in the White House.



CBS Public-Private Platform visits

Professor Sunstein – Empirically Informed Regulation: Lessons from the White House

On June 6 the Public-Private Platform and the Sustainability Platform co-hosted a Public lecture on Empirically Informed Regulation. Professor Cass Sunstein opened the floor with a presentation based on his own experiences from his time at the White House. His comments revolved around four aspects of simple government and nudging:



1. Regulatory moneyball, which means that regulation should be based on statistical data rather than on human intuition.
2. Behavioural market failures was another term discussed by Sunstein, referring to behavioural biases people have and heuristics people use - hence systematic decision "failures".
3. Choice architecture as an incentive to steer people towards healthier and more environmentally friendly choices. Examples could be placing healthy food next to the check-out desk in cafeterias or setting the default print choice to double sided.
4. The fourth topic referred to libertarian paternalism, which tries to influence choices in a way that will make choosers better off, as judged by themselves – however, choices should always be presented in a way that allows for 'opting out'.

Afterwards Minister for Trade and Investment and Acting Minister for the Environment Pia Olsen Dyhr commented with examples of how the

Ministry of the Environment has applied the principles of nudging e.g. when developing new systems of paths in Danish forests or when trying to nudge citizens to recycle garbage. She was then followed by Director of the Environmental Policy, Danish Industries, Karin Klitgaard. Klitgaard commented on how Danish industries see and respond to Danish environmental regulation and also encouraged the minister not to regulate extensively, and to nudge more.



Cass Sunstein

Cass Sunstein's work stands as great inspiration for many high-level thinkers and political figures, such as U.S. President Barack Obama, and the British Prime Minister David Cameron. Sunstein was formerly administrator of the White House Office of Information and Regulatory Affairs during President Barack Obama's first term in office. He is the most cited living law professor. Learn more about Cass Sunstein [here](#).

Cass Sunstein is working closely with CBS Professor Lucia Reisch, who was instrumental in organizing Sunstein's visit. During his stay he met with both students, high-level civil servants from the Danish Government, private sector representatives, researchers and CBS Faculty. Sunstein also visited MindLab. In this [video](#) he talks about nudging and his experience from the White House.

CBS Public-Private Platform visits

Professor Chantal Mouffe visited the CBS Public-Platform and Cevea

On April 24, 2013 the prominent Professor Chantal Mouffe visited the CBS Public-Private Platform and the Danish left-wing think-tank Cevea for a public lecture about the left-wing's ideological and theoretical challenges from which, according to her, the center-left should throw away the center and just stay "left".



The 500 seats at the event at Ovnhallen were fully booked only a few days after the announcement of Chantal Mouffe's visit. Academic Director at the Public-Private Platform Paul du Gay welcomed the famous professor to CBS at the event, and Mouffe took her audience through her work on politics, democracy and the challenges facing the left wing, shedding light in particular on her resistance towards the dominance of rational political thinking in western democracies.

Denmark as a country is often considered as being at the forefront when it comes to re-arrangement and political readiness to reform. Due to this new actors and institutions has emerged within the political sphere being neither the public or private. New collaborations unfold between the different parts based more on consensus and compromises than political struggle. Mouffe explains these tendencies as partly causable for what currently redefines the way we understand politics, democracy and the public space in what she calls the post-political democracy.

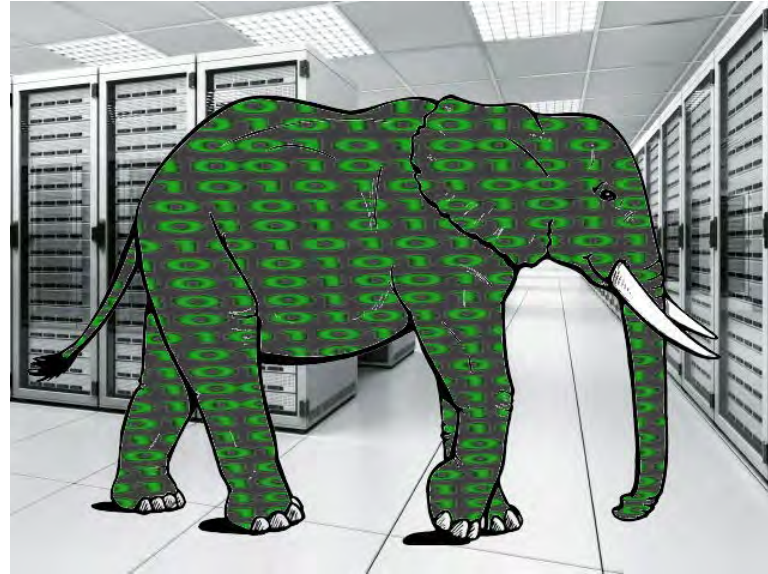
Read the CBS Observer article [Danish] on how it all went down [here](#).

Chantal Mouffe is a political theorist and professor of political theory at the University of Westminster. Mouffe is the editor and author behind numerous publications, recently *The Democratic Paradox (Radical Thinkers)*. She is currently elaborating a non-rationalist approach to political theory; formulating an 'agonistic' model of democracy.

CBS Public-Private Platform news

The platform launches the Big Data Forum

Discussions about big data start from the realization that increasingly people, objects and actions constantly send digital signals and leave digital traces. Internet traffic, smart phones, GPS devices, satellites and billions of sensors produce massive amounts of data that can be used to understand, measure and affect human actions in new ways. 'Big data' is the widely used term for the rapidly growing amounts and uses of such digital traces, and we currently see a widespread excitement about the potential of Big Data for business, academia, government, health care, urban governance and development efforts.



The Big Data Forum at CBS has been set up to address fundamental questions raised by this phenomenon, such as the kinds of knowledge we produce out of digital traces, the forms of governance that big data may lead to and the political and regulatory challenges involved. The forum brings together experts, researchers and others from public and private organizations with a keen interest in strategic, scholarly, political, and regulatory aspects of big data. The Forum arranges workshops and seminars, compiles news stories and the latest research on big data, and provides a platform for discussions about strategic, regulatory and educational aspects of big data, and the challenges involved in working with data in business, public service and global governance.

Mikkel Flyverbom, Associate Professor at the Department of Intercultural Communication and Management at CBS and cluster facilitator at the PP cluster Internet, Business and Society, is the founder of the new big-data-forum.org.



I have identified a need for a forum to discuss the possibilities and challenges of Big Data across different sectors, interests and concerns, and to address how Big Data affects the way in which we create knowledge and do governance, says Mikkel Flyverbom about the forum. Once the current hype about big data calms down, we will still need to address fundamental questions about the forms of knowledge production, governance and policies involved, and my hope is that the Big Data Forum can help address and inform these discussions moving forward.

The Big Data Forum seeks to integrate research efforts, strategy development and policy discussions in the area of big data. For instance, members of the Big Data Forum are doing research on multiple aspects of big data, have been asked to advise the Ministry of Foreign Affairs on questions related to research, development and innovation, and contributed to a number of recent articles on big data in Danish newspapers.

Visit the forum [here](#).

Please contact Mikkel Flyverbom, Associate Professor, mfl.ikl@cbs.dk for more information about big-data-forum.org.

The project is affiliated with the CBS Public-Private Platform of which the aim is to connect private and public actors with a view to envisage possibilities in collaborations and examine challenges relevant to both parties

CBS Public-Private Platform news

Bente Sorgenfrey joins the CBS Public-Private Platform Advisory Board

The Public-Private Platform is proud to announce Bente Sorgenfrey as a new member of the Platform's Advisory Board.

Bente Sorgenfrey has been President of the Main Union FTF - Confederation of Professionals in Denmark, since November 2003. Before she held the presidency for 9 years at BUPL - Danish Union of Early Childhood and Youth Educators. The creation of a solid framework for innovation is of key interest for Bente and she is a strong advocate of public-private sector collaboration. Meet Bente [here](#).

FTF is the trade union confederation for 450.000 public and private employees, making it the second biggest of Denmark's three main unions and a major actor in the Danish labour market., with its close on three million wage earners. Welfare and growth are the main themes of FTF's day-to-day work.

Learn more about FTF [here](#).



CBS Public-Private Platform Advisory Board

Bente Sorgenfrey joins 17 other prominent figures in the Advisory Board. Each of them provides helpful and indispensable advices for the PP Platform on an important range of issues:

- Christian Bason (MindLab, Denmark)
- Anthony Boardman (Sauder Business School, University of British Columbia, Canada)
- Tony Bovaird (University of Birmingham, UK)
- Mitchell Dean (The University of Newcastle, Australia)
- Patrick Le Gales (Centre National de la Recherche Scientifique, France)
- Gerhard Hammerschmid (Hertie School of Governance, Germany)
- Robert Hinnerskov (ISOBRO, Denmark)
- Graeme Hodge (Monash University, Australia)
- Kim Høegh (Capital Region of Copenhagen, Denmark)
- Renate Meyer (Vienna University of Economics and Business, Austria)
- Denise Meredyth (Royal Melbourne Institute of Technology, Australia)
- Janet Newman (The Open University, UK)
- Ole Qvist Pedersen (Falck, Denmark)
- Michael Power (London School of Economics and Political Science, UK)
- Malene Natascha Ratcliffe (Den Frie Centre of Contemporary Art, Denmark)
- Anna Yeatman (University of Western Sydney, Australia)
- Tamyko Ysa (ESADE, Spain)

[Learn more about the Advisory Board](#)

CBS Public-Private Platform news

Academic Director Paul du Gay interview by National Geographic

Academic Director, Paul du Gay, was interviewed by National Geographic TV as part of their new series on the influence of the 1980s on the present day. Paul spoke about the relationship between standalone mobile devices of the 1980s, most especially the Sony Walkman, and their relationship to contemporary digital mobile technologies. Paul appeared in the opening programme of the series, 'Lift Off'. His interview coincides with the publication of the revised edition of the bestselling text 'Doing Cultural Studies: the story of the Sony Walkman', which Paul has produced with PPP colleague, Anders Koed Madsen, for Sage Publications. Read more [here](#).



Academic Director Carsten Greve in "Frank ser Rødt"

Frank Poulsen and the TV-programme 'Frank ser Rødt' visited Academic Director Carsten Greve in his office for a talk about privatization of the public sector. After Frank's initial hesitance, Carsten is deemed fairly sensible by the interviewer after the interview! You can watch the Danish programme and Carsten's interview (from 19-23min) via this [link](#), and see if you agree.

Carsten Greve advises the Danish government's Productivity Commission

Academic Director Carsten Greve has written a background paper with Niels Ejersbo (Associate Professor at University of Southern Denmark) for the Danish government's Productivity Commission. The background paper focuses on "The Development of Governance in the Public Sector in Denmark" ("Udviklingen i styringen af den offentlige sektor"). The Productivity Commission used the paper for its own report on "Productivity in the Public Sector – Where Are the Problems?" published in June 2013.

The Productivity Commission was established to give expert opinion on how Denmark's productivity in both the public sector and the private sector can be improved. Carsten Greve and Niels Ejersbo put the governance development in a historical institutional perspective and argue that public sector modernization is a long process that is stable over time, yet have dynamic public management reform initiatives. The 84 pages long background paper (in Danish only so far) can be downloaded for free at the Danish Productivity Commission's [website](#).

**PRODUKTIVITETS
KOMMISSIONEN //**

CBS Public-Private Platform news

CBS PPP researchers participated in the Vancouver conference on Public-Private Partnerships

Scholars from the Cluster on "Public-Private Partnerships" from the CBS Public-Private Platform participated in a conference on public-private partnerships held on 12-14 June 2013 in Vancouver, Canada and organized by Professor Anthony Boardman from the Sauder School of Business at the University of British Columbia.



The conference was the second conference in the CBS-Sauder-Monash PPP conference series that Anthony Boardman, Carsten Greve and Graeme Hodge have planned. The first conference in the series was held in Copenhagen in 2012. The conference in Vancouver focused on business strategy and political economy of PPPs.

Seven CBS scholars participated from Department of Business and Politics and CBS Law department: Lene Tolstrup Christensen, Sofie Dam, Christiane Schulze, Carsten Greve, Kim Østergaard, Marie-Louise Holle and Christina Tvarnø. There were presentations from practitioners from Partnerships BC in Canada and Macquarie Capital Markets. The conference was a focused one with limited number of attendants and included participants from Cornell University, University of Toronto, University of Edinburgh and Bocconi University.

All the papers can be viewed on the conference [website](#). The PPP conference was funded to a large degree from funds from the CBS-Sauder strategic partnership.

Academic Director Carsten Greve becomes external faculty affiliate at Cornell University

Carsten Greve has been invited to become an external faculty affiliate at the new Cornell Program in Infrastructure Policy run by professor Richard Geddes at Cornell University in the USA.

The Cornell Program in Infrastructure Policy will develop public policies to improve the delivery, maintenance and operation of infrastructure in the United States through teaching, research and outreach.

Read more about it [here](#).



CBS Public-Private Platform visits & activities

Questioning Big Data - datafication, knowledge production and governance – launch of big-data-forum.org.

The 28th of May saw the launch of the new Big Data Forum with a special seminar, Questioning Big Data – datafication, knowledge production and governance held at CBS, Kilen. More than 70 people squeezed themselves in to hear, talk and learn - and engage in discussion.

PPP had invited two of the world's leading data sociologists, Jannis Kallinikos from the London School of Economics and Evelyn Ruppert from Goldsmiths to the launch and together with associate professor and cluster facilitator Mikkel Flyverbom, they elaborated on the extensive, varied forms of data and the ability to make sense of the patterns and connections linking to new possibilities for corporations who want to know more about their customers and their preferences, for public authorities seeking to offer better services, and for non-governmental and international organizations looking for smarter ways to predict and engage in development and crisis prevention efforts.



Representatives from international companies working with social media, public agencies and small Danish companies also attended the event. The event also marked the launch of the website www.big-data-forum.org, where various resources and knowledge on Big Data is made available.

The next event in the Big Data Forum will be a seminar with Professor Viktor Mayer-Schönberger from Oxford University on **Wednesday September 18, 2013**. Along with Kenneth Cukier (The Economist), Viktor is the author of the highly acclaimed and bestselling book *Big Data – a Revolution That Will Transform How We Live, Work and Think* – see <http://big-data-book.com> for more information.

Research seminar with Professor of Government Rod Rhodes

On 21st May, Professor Rod Rhodes visited the CBS Public-Private Platform before the start of the Collaboratory Week to give a research seminar on “how do things work around here” for CBS researchers . As citizens, why do we care about the



everyday life of ministers and civil servants? We care because the decisions of the great and the good affect all our lives for good or ill. For all their personal, political, and policy failings and foibles, they make a difference. So, we want to know what ministers and bureaucrats do, why, and how. *Rod Rhodes is Professor of Government at both the University of Southampton (UK); and Griffith University (Brisbane, Australia); and Emeritus Professor of Politics at the University of Newcastle (UK). Previously, he was the Director of the UK Economic and Social Research Council's 'Whitehall Programme' (1994 -1999).*

CBS Public-Private Platform activities

CBS Public-Private Platform at Folkemødet 2013

Should the public be more private? This was the important question at CBS Public-Private Platform, the Confederation of Danish Industry and the Danish Competition and Consumer Authority's event at this year's Folkemødet where people gathered to either confirm or deny myths about public-private partnerships.

The CBS Public-Private Platform participated during the entire Folkemødet with the aim of network and knowledge sharing. Many interesting events took place, and during debates such as "presentation of the new Productivity Committee report" and "How do we modernize the public sector" public-private relations were brought into the discussions.

Saturday June 15 our own event took place at Klostergården in Allinge where a panel discussed the following four myths:

- Businesses don't care about the quality—they just want to generate money
- It is not safe to leave the responsibility of welfare tasks to businesses as they can face corporate insolvency from one day to another
- The local government employees get poorer working conditions when they shift to private businesses
- Businesses give up applying for public tasks as they feel the profit is diminished by bureaucracy

The audience had been given red and green cards to express pro and cons about their attitude toward whether the public should be more private. As the pictures below indicate, the audience first seemed very reluctant voting "no" but in the end of the debate a more positive position toward public-private partnerships emerged

TV2's political editor Henrik Qvortrup moderated the panel which consisted of Anker Boye, Mayor in Odense Municipality, Line Nørbæk, Chief of Sector in Danish Competition and Consumer Authority and Mette Rose Skaksen, Director of DI Service.



CBS Public-Private Platform activities

Book launch Rethinking Public-Private Partnerships

On April 30 2013 the theme of public-private partnerships were once again on the agenda when the Platform hosted a book launch event celebrating Professor Carsten Greve and co-editor Professor Graeme Hodges new book "Rethinking Public-Private Partnerships - strategies for turbulent times".

Susana Borrás, Head of Department, Department of Business and Politics at CBS welcomed everyone to the launch. After a presentation by Greve himself Grahame Thompson, Professor at Department of Business and Politics, CBS gave his response to the talk and the book.

Several of the participants were returning public-private stakeholders and the discussions continued from the Q&A session at the end of the event, to the reception that followed.



Abstract

The global financial crisis hit the world in a remarkable way in late 2008. Many governments and private sector organizations, who had considered Public-Private Partnerships (PPPs) to be their future, were forced to rethink their strategy in the wake of the crisis, as a lot of the available private funding upon which PPPs relied, was suddenly no longer available to the same extent. At the same time, governments and international organizations, like the European Union, were striving to make closer partnerships between the public sector and the private sector economy a hallmark for future policy initiatives.



This book examines PPPs in the context of turbulent times following the global financial crisis (GFC). PPPs can come in many forms, and the book sets out to distinguish between the many alternative views of partnerships; a project, a policy, a symbol of the role of the private sector in a mixed economy, or a governance tool - all within a particular cultural and historical context.

This book is about rethinking PPPs in the wake of the financial crisis and aims to give a clearer picture of the kind of conceptual frameworks that researchers might employ to now study PPPs. The crisis took much of the

glamour out of PPPs, but theoretical advances have been made by researchers in a number of areas and this book examines selected new research approaches to the study of PPPs. Find the book [here](#).

CBS Public-Private Platform activities

Seminar on the EU, the US, and Emerging Powers in Global Climate Politics

Today June 20 the CBS Jean Monnet EU Centre of Excellence together with the CBS Public-Private Platform hosted an open seminar on the EU, the US, and Emerging Powers in Global Climate Politics.

This seminar included four key speakers presenting their take on global climate politics. More specifically:



Matthew J. Hoffmann is Associate Professor in the Department of Political Science at the University of Toronto and Co-Director of the Environmental Governance Lab at the Munk School of Global Affairs. In addition to a number of articles and book chapters on climate politics, carbon markets, and global governance, he is the author of *Ozone Depletion and Climate Change: Constructing a Global Response* (SUNY Press 2005). His most recent book is *Climate Governance at the Crossroads: Experimenting with a Global Response after Kyoto* (Oxford University Press 2011).



Sandeep Sengupta, who has a PhD from Oxford University, will talk about India in Global Climate Politics. He has served as a Special Assistant to India's Minister of State for Environment and Forests on climate change, and was a member of India's official delegation to the Copenhagen Summit. He recently defended his doctoral thesis at Oxford University, on India's international and domestic behaviour on climate change over the last two decades. Selected publications: 'Defending "Differentiation": India's foreign policy on climate change from Rio to Copenhagen', in Bajpai and Pant, eds., *India's Foreign Policy: A Reader*, Oxford University Press, New Delhi, 2013.



Thomas Hale, postdoctoral research fellow at the Blavatnik School of Government, Oxford University talks about China's Domestic Climate Politics and China's role in Global Climate Politics. Hale's research explores how we can manage transnational problems effectively and fairly. He seeks to explain how political institutions evolve--or not--to face the challenges raised by globalization and interdependence, with a particular emphasis on environmental and economic issues. He holds a PhD in Politics from Princeton University, a master's degree in Global Politics from the London School of Economics, and an AB. His most recent book is *Gridlock: Why Global Cooperation Is Failing When We Need It Most* (Polity 2013).



Karin Bäckstrand, professor of Political Science at Lund University and Visiting Fellow at the Department of International Relations at the University of Oxford will discuss the EU's future role in Global Climate Politics. The seminar will end with a discussion and prospects for progress. Selected publications include: "The EU's role in climate change negotiations: from leader to 'leadiator'" in *Journal of European Public Policy* (forthcoming – with Ole Elgström), "EU's uppgång och fall som global klimatledare" [The Rise and Fall of EU as global climate leader] in Rikard Bengtsson (ed.). *Ordförandeskapet i EU 2009*.

CBS researchers can apply the platform for funding - bearing the following three requirements in mind:

1. The project should be within the field of Public-Private relations.
2. The project should be cross-disciplinary.
3. The project should be cross-school and thus involve actors from different parts of the school

Read more about the conditions at CBS Share—next deadline is August 22, 2013

CBS Public-Private Platform activities

Avoiding Corruption – Mission Impossible or Worthwhile Giving it a Chance?

Conference on Corruption and its Public Enemies

On 30 and 31 May 2013 the CBS Public-Private Platform and the Department of Intercultural Communication and Management (ICM) organized a two-day conference exploring the role of the private sector in the fight against corruption. The first conference day was a joint venture between CBS, Transparency International and Danish Industry. It gathered around 100 representatives from the Danish companies, NGOs and government to discuss the dangers of corruption on global markets. In the context of innumerable scandals and increasing legal requirements companies have begun to realize the necessity of engaging with the risks of corruption, but the question is how. At the conference companies had the opportunity to exchange experiences about the strengths and weaknesses of the tools that can be



deployed, in a dialogue with experts: compliance programs, whistle-blowing systems, risk assessments, collective action by businesses, and wider public-private cooperation on the matter. The first day closed with a keynote presentation by Minister for Trade and Investment Pia Olsen Dyhr.



The second day brought together a group of international scholars doing research on corruption and corruption control practices, including the role of companies in these. In current debates, the private sector is increasingly represented as both a perpetrator of corruption and a key actor in the fight against it. The question is whether this dilemma can be resolved in highly globalized political

economy. The scholars explored the very premises of the contemporary aspiration of corruption control and focused on some of the intersections of corruption control with other recent developments. These include the emerging anti-money laundering regime, the proliferation of risk and surveillance practices within and around organizations, the use of social media in corruption and corruption control, the connection between anti-corruption and the CSR agenda, and the wider political struggles relating to the mobilization of the anti-corruption in different societal contexts



The conference opened up for exciting new areas to research at the interface between practitioners and researchers, and for more details please contact the responsible organizer, MSO Professor at ICM, [Hans Krause Hansen](#).

CBS Public-Private Platform activities

Universities and the Medicinal Industry identifies great value in common collaboration



How can collaboration between universities and the medicinal industry give rise to more value creation? This was the main question when people from both the public and private met on May 3, 2013 for a morning seminar about corporation between universities and the medicinal industry in connection with the national research festival, Forsknings Døgn.

The event was a great success with lively debates occupying people at the event much longer than what was initially scheduled. CBS researchers Christina Tvarnø and Grith Ølykke along with Head of Section at Leo Pharma Hasse Kromann enlightened the participants on how collaboration across can be brought to life. This resulted in a good debate about in what stage of the process collaboration should be encouraged, why the private need the public and the other way around, and not least how value and not exploitation can be the power of partnerships.

More events on the theme will be scheduled for the fall, as Tvarnø and Ølykke finish their large research project on collaboration between universities and the medical industry.

Read more about next year's Forsknings Døgn [here](#).

Cluster facilitators meet them:

[Morten Ougaard](#)

Global Regulation



[Nanna Mik-Meyer](#)

Health Governance



[Anne Reff-Pedersen](#)

Health Governance



[Mikkel Flyverbom](#)

Internet, Business and Society



[Christina Tvarnø](#)

Public-Private Partnerships, procurement & outsourcing



[Niels Åkerstrøm Andersen](#)

Shifting forms of public governance



[Martin Kornberger](#)

Urban Governance



[Christian Borch](#)

Urban Governance



CBS Public-Private Platform activities

Book Launch: Doing Cultural Studies - The Story of the Sony Walkman

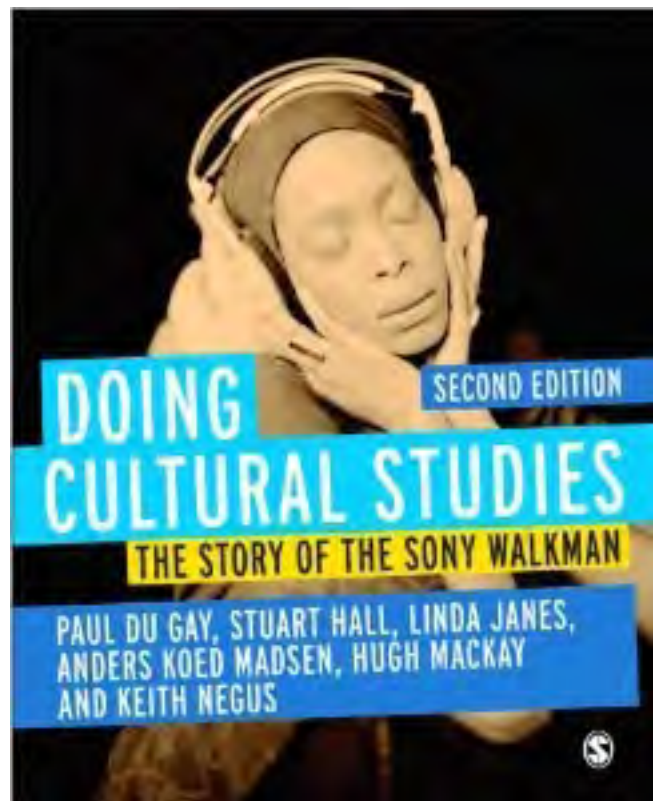
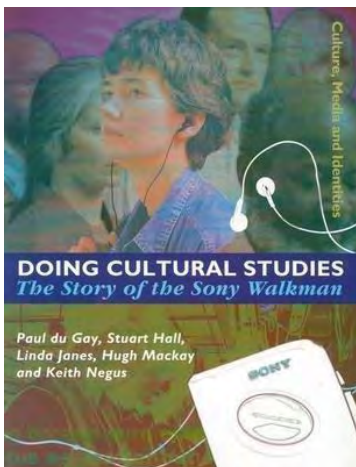
CBS Public-Private Platform and the Department of Organization hosted a joint book launch on June 21, 2013. The event launched the second edition of "Doing Cultural Studies – The Story of the Sony Walkman" by Paul du Gay, Stuart Hall, Linda Janes, Anders Koed Madsen, Hugh Mackay and Keith Negus.



The second edition of this book has been long-awaited, but on June 21 the wait was over, when the book was launched at Kilen, CBS. At this event two of the authors behind the book, Academic Director of CBS Public-Private Platform Paul du Gay and PhD Anders Koed Madsen, headed a discussion about the text. Paul du Gay first explained the idea behind the book in its first edition in 1996. Afterwards Anders Koed Madsen explained that they decided to keep most of the original content of the book in this second edition but with 'back to the future' boxes throughout the text to bring the original content into a modern context, relating the Sony Walkman to modern technologies such as the iPod as well as asking the reader to reflect on the

cultural development since 1996 till now. The event was moderated by Associate Professor Mikkel Flyverbom, who is the facilitator of the cluster "Internet, Business and Society". The discussion was followed by a reception and book sale at Kilen.

The first edition of the book was published in 1996 and has since been sold widely as well as been permanent curriculum at Universities all over the world. The publisher Sage presents the new edition in the following way: *This classic textbook takes students on a journey between past and present, giving them the skills to do cultural analysis along the way. Through the notion of the 'circuit of culture', this book teaches students to critically examine what culture means, and how and why it is enmeshed with the media texts and objects in their lives. This book remains the perfect 'how to' for cultural studies. It is an essential classic, reworked for today's students in cultural studies, media studies and sociology.*



When Health Policy Meets Every Day Practices



Society for Studies in Organizing Healthcare

9th International Organisational Behaviour in Healthcare Conference 23-25 April 2014

The theme of the 2014 SHOC, 9th International OBHC conference will be on “When health policy meets every day practices” and the conference will be hosted at Copenhagen Business School by CBS Public-Private Platform. We expect about 120 participants coming from Continental Europe, Nordic and Baltic countries, the UK and Ireland, North America and Australia/New Zealand.

The overall theme is dealing with the challenges and dilemmas arising from the efforts to implement health care policies within day-to-day organisational practices. This theme can be unfolded into several subthemes:

1. Analysing the design of decision making and implementation processes, including politicians, public administrators, experts, private organisations, volunteers and citizens
2. Exploration of different forms of resistance, drivers or interpretations within local organisations, when implementing externally derived standards, performance targets, quality measurements, innovation or evidence based medicine
3. The role of leadership in implementing health policies through contextualization, design and process facilitation, employee motivation, or creating legitimation and public value.
4. Investigation of the way local translations, narratives, logics and discourses alter or sustain embedded routines and organisational change
5. The role and performativity of technology in implementation processes

Two distinguished Scandinavian speakers will address the conference theme from different theoretical and empirical key positions. The conference will be based on full, peer-reviewed academic papers. Each paper should not exceed 8,000 words including references and will be sent out for peer review. As in previous years, the Conference Scientific Committee (Susanne Boch Waldorff, Anne Reff Pedersen, Aoife McDermott, Louise Fitzgerald and Ewan Ferlie) will seek to publish selected papers from the conference in an edited book and hopefully an academic journal, should there be enough high quality papers. A CD of all the submitted papers with an ISBN number will also be produced.

Important dates

2 December 2013

Deadline for full paper submission:

3 February 2014

Date for feedback on paper acceptance:

1 March 2014

Deadline for conference registration and payment

Conference fee: 370€

Visit our [conference page](#) for more information.

CONFERENCE
23-25 APRIL 2014

OUR PARTNERS
Society for Studies in Organizing Healthcare

Organisational behaviour in healthcare
When health policy meets every day practices

CBS COPENHAGEN BUSINESS SCHOOL
HANDELSHØJSKOLEN

Public-Private Platform Directors and Employees

NEW PLATFORM MEMBER: Nanna Helene Jensen, Administrative assistant



Nanna holds a BSc. in International Business and Politics from Copenhagen Business School. She is presently doing her graduate degree at CBS in International Business and Politics as well. Nanna assists the platform in several areas, but her main task is administrative assistance. Nanna is also a part of planning and facilitating conferences and seminars hosted by the platform, and she performs many of the administrative tasks in this regard but also practical assistance at the seminars and conferences. [Email](#) Nanna.

Paul Du Gay, Academic Director

Paul du Gay is Academic Director of the platform. Paul is Globaliseringsprofessor at CBS, where he directs the Velux Foundation Research Programme 'What Makes Organization?: resuscitating organizational theory/re-vitalising organizational life'. Paul has written extensively on questions of identity and ethics in public service, on office holding and bureaucracy, and on various aspects of public governance. [E-mail](#) Paul.



Carsten Greve, Academic Director



Carsten Greve is Academic Director of the platform. Carsten is a professor of Public Management and Governance at CBS. Carsten's research areas are public-private cooperation and partnerships, public management in a comparative perspective, regulatory reform, and public management reform and new approaches to public management-, leadership- and governance, including New Public Management. Read his [blog](#) or forward an [e-mail](#).

Mette Lisby, Project Manager

Mette Lisby is Project Manager of the platform and holds a graduate degree in cand.soc.Political Communication and Management CBS, where her thesis concerned public-private partnerships in a theoretical trust perspective. Mette is also the co-author of the chapters *Danish Cancer Society* and *Aarstiderne* in the casebook *Strategies in Practice* (Eds. Lise Justesen and Susanne Boch Waldorff). Mette is the one to [contact](#) if you have any inquiries or questions about the work of the platform.



Julie Munk, Communication Officer



Julie Munk holds a BSc. In Communication and Business studies. She is the Communication Officer at the Platform and is currently finishing her graduate-degree in Political Communication and Management at CBS writing her thesis on network government and policy initiatives. Julie has previous been engaged in cross-sectorial work in relation with her engagement in the organization Suitable for Business and from her former job at Copenhagen Finance IT Region. [Contact](#) Julie regarding communicative matters.

Susanne Boch Waldorff, Teaching facilitator

Susanne Waldorff, assistant Professor CBS, is affiliated to the platform as teaching facilitator. She coordinates and facilitates the development of teaching initiatives within the public-private theme and will be looking into how we can expand the public-private debate at already existing courses and programs as well as re-thinking the notion of public-private in the creation of new teaching programs at CBS. Contact Susanne via [e-mail](#).



Upcoming events

We promise you a fall packed with exciting platform events. We will finish the planning of the events during the summer, so stay tuned at our webpage and social media outlets for more information. For now, here is some appetizers of just some of the exciting things we have on the programme for fall 2013.

Big Data Forum seminar

The next event in the Big Data Forum will be a seminar with Professor Viktor Mayer-Schönberger from Oxford University on September 18, 2013. Mayer-Schönberger is the OII's Professor of Internet Governance and Regulation. His research focuses on the role of information in a networked economy. Invitation will be out in August.



Danish Internet Governance Forum

UN mandated conference hosted by CBS Public-Private Platform for Danish Business Authorities. The conference takes place at CBS on September 26, 2013. Invitation will be out in August.

Mini conference on motivation, steering and deliverance of public welfare

Mini conference in Danish hosted by CBS Public-Private Platform and KORA at CBS, October 4, 2013. Keynote presenters: Minister for Economic Affairs and the Interior Margrethe Vestager and Professor at Texas A&M University Ken Meier. Opens for registration in August 2013.

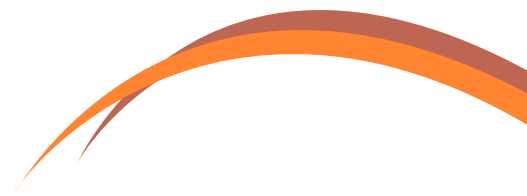


Seminar on local governmental leadership

Afternoon seminar on local governmental leadership in connection with the upcoming local government election. The seminar is hosted by CBS Public-Private Platform and KORA at CBS, November 6, 2013. More information will follow in the early fall.

**CBS Public-Private Platform
ISSUE 6 Summer 2013**

Next issue fall 2013



CBS Public-Private Platform

Kilen, 4th floor
Kilevej 14a
DK:2000 Frederiksberg
+45 38 15 29 31

www.cbs.dk/publicprivateplatform

To subscribe or unsubscribe to
the newsletter email:
publicprivateplatform@cbs.dk