

CBS Public-Private Platform

Quarterly newsletter
ISSUE 8 Winter 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 CBS Public-Private Platform has once again had a busy fall with great activities and interesting visitors. A new report on PPP barriers has been launched and the local government election in November also directed attention to the possibilities of public-private partnerships. A new strategic partnership with the Danish Ministry of the Environment has been created.

Read all about this, and much more besides in this last 2013 quarterly newsletter.

Remember to follow us on:



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New partnership with Ministry of Environment

The CBS Public-Private Platform starts new strategic partnership

The CBS Public-Private Platform and the Danish Ministry of the Environment have signed a strategic partnership this fall.

The Danish Ministry of the Environment is among other things responsible for administrative and research tasks in the areas of environmental protection and planning. The Ministry consists of three agencies and several independent Environment Centers across the country. At the moment, the ministry undertakes specific work within areas of agriculture and forestry, chemicals and waste, international projects on environment, nature, noise and transport, planning and land use and water topics.

As in the case of the platform's other strategic relations, the partnership with the ministry is motivated by a mutual wish to deepen, expand and reinforce our common concerns. The collaboration will develop around a range of activities including research, teaching and outreach.



Danish Minister of the Environment Ida Auken gave a keynote address at the Platform's 2012 Collaboratory.



Danish Ministry of the Environment

Strategic Partnerships

The CBS Public-Private Platform also holds a strategic partnership with KORA – the Danish Institute of Local Governmental Research and the innovative unit MindLab.

Read more about the partnership with KORA [here](#).

Read more about the partnership with MindLab [here](#).

**MIND
LAB**



Focus on barriers inhibiting PPP - new report

Presentations of new PPP results by the Competition & Consumer Authority and OECD

Barriers for PPPs in Denmark

A new report from the Danish Competition and Consumer Authority suggests that experience with existing PPP projects is predominantly positive. This was made clear when the CBS Public-Private Platform together with the Danish Competition and Consumer Authority launched their new report on barriers for PPPs in Denmark. Ian Hawkesworth from OECD also gave a presentation, and professor mso and cluster facilitator Christina Tvarnø chaired the session.

The report

Deputy Director General, Hanne Kristensen, from the Danish Competition and Consumer Authority presented the key points of the report, highlighting that despite the report being predominantly positive towards PPPs, there are several barriers for undertaking PPPs. *“The barriers especially revolve around lacking experiences with the model.*

In municipalities and regions this is exemplified by the process of a PPP being experienced as requiring a lot of time and resources”. Furthermore, municipalities and regions experience barriers in the framework conditions for PPPs, such as the deposition rules or long lasting contracts of 15-25 years.

Key findings

The report is based on 27 interviews together with a questionnaire sent to all municipalities and regions. Several levels have been included, but the response rate is a bit higher from the technical level compared to the political level, which is not surprising when considering the time constraints faced at the latter. Furthermore, the state level had deliberately not been included, because they had assessed that experiences within the municipalities and regions were adequate to get a proper impression.



The amount of PPPs undertaken compared to last year has almost doubled and the experiences with PPPs were in general positive as projects undertaken are completed on time and in accordance with the budgets. However, both external and internal barriers are present. The three main internal barriers are that the projects are often too small and too demanding in terms of time and resources. On the other hand, the three main external barriers are weak competition, lack of experience with PPPs in the municipalities and expensive financing. Hanne did however emphasize that if the risks are properly shared between the partners, then PPPs can create further growth and act as driving force.

Presentations of new PPP results by the Competition & Consumer Authority and OECD

PPPs from an OECD perspective

Ian Hawkesworth, who is an OECD expert on the subject and responsible for capital investment and PPPs within the OECD, underlined the state as actor in relation to how PPPs should be managed. Furthermore, PPPs can be a way of financing a public service. This implies that risks are divided in a different way. When bundling the processes in one project, more efficiency is obtained leading to more value for money. This in turn should lead to lower total costs compared to more traditional forms of project management.

PPP is not always the solution

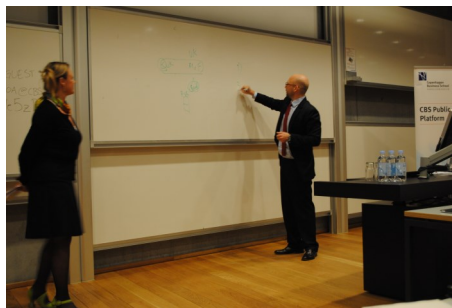
PPPs, however, should not be undertaken by the public sector at any price, as it depends on how the public sector is structured. For instance, if the budget system is characterized by an exclusive focus on economic factors, then PPPs might not be a good solution. Another difficult point is to create a balance between, on the one hand, the public interest, and on the other hand, the private interest in creating economic benefits. It can be difficult to find the balance within this business climate.

This means that PPPs are not always the solution, i.e. most value for money. It is important to ask yourself, whether it pays off. To assess this, you can look at 1) whether the state can afford it, 2) what the motive behind it is – do you have the right procedures and know-how to undertake PPPs.

Best practice countries

Furthermore, Ian emphasized that best practice countries have developed a PPP (OECD) formula. A central unit, often an independent organization, is set up to assist the state when undertaking PPPs. This is also very recommendable according to Ian. This helps to gather knowledge in one place, which can be used to ask the right questions before investing in a new project. Several G20 countries are currently working on collecting knowledge about PPPs regarding lifetime of the projects, success criteria etc. which can be used to develop projects more successfully.

Find more and presentations from the event [here](#). [Danish]



Focus on local political leadership

Well-attended seminar on local government leadership

"We are facing some very important and difficult tasks", said KORA's Director, Jan Rose Skaksen at our seminar about local political leadership.

Skaksen moderated the well-attended seminar where the mayor of Lyngby-Taarbæk Municipality, Søren P. Rasmussen, was present together with Lene Holm Pedersen, Professor at CBS, and Jens Christian Birch, former chairman of the Danish Association of Local Government Executives. The focus was on the management challenges related to the local elections which took place this November.

Local Political Leadership

Since the last election the municipalities have been under economic pressure and politicians have been facing more complex



and pressing decisions in regards to citizens and administration. Mayor (2010-), Søren P. Rasmussen, presented his position from a political angle on the current role of the local politicians and the trends in the political leadership.

First of all, he emphasized the close relationship between the municipality and the citizens. The municipalities are an important part of citizens' everyday life and have a great responsibility for our welfare. In this sense, political leadership really matters and has an influence on the ability to reorganize the welfare society, especially in light of the recent financial crisis. Today, municipalities are pressured from several angles and they have to deliver more but with fewer means.

Management challenges

According to Jens Christian Birch, management in the municipality takes place between the mayor, the finance department and the senior management. This may result in the 'ordinary' politician feeling a less sense of political control. Birch further emphasized that it is important to pick the political case, not the personal one. Municipalities have to develop continuously and be innovative. Furthermore, it is critical to create a collective identity, which creates a sense of community, and of course make sure that the municipality as an institution runs smoothly.





Politics as a representative position of trust

There is a great interest in our politicians having a good moral and proper ground rules. This will give them the capacity to tell what is important for the citizens. It is about being humble to the people you lead— having responsibility, especially in regards to children and senior citizens. That is, being aware of the fact that it is the citizens' money you are spending. Thus, trust is critical, according to Jens Christian, because citizens can 'fire' the politicians, and they will, if they cannot be trusted.

Local politicians are very motivated

Based on recent research within the local democratic field, Lene Holm Pedersen, professor at CBS, gave her perspective on the municipal politicians' role and the municipalities' financial room for maneuver. She explained that the 'structure reform' of 2007 has led to a new, more engaged team being institutionalized. This change means that the common local politician today feel a high degree of influence and often runs for re-election. Research thus shows that since 2009 local politicians express that more of their main issues are carried through.

The seminar was held in Danish. Read more about it and find all the presentations [Danish] [here](#).



Conference on Value & Growth in PP Partnering

Value and growth through new kinds of innovative cooperation and partnerships

On December 3, 2013 the CBS Public-Private Platform and the CBS Law Department organised a conference on Value and Growth by Pharmaceutical Public-Private Partnering.

The conference focused on a Danish research project exploring value and growth in pharmaceutical partnerships. The project is based on future models for collaboration between the Danish pharmaceutical industry and public universities based on experience from particularly the US, but other EU countries as well.

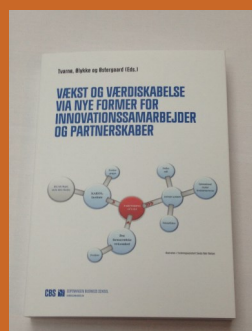
The research team behind the project consists of CBS Professor (mso) and facilitator at the cluster 'Public-Private Partnerships, Procurement and Outsourcing', Christina Tvarnø, and cluster members CBS Associate Professor, Grith Ølykke, and CBS Associate Professor, Kim Østergaard. The project studies partnering as a future type of cooperation contract between the parties; a type of relational contract that is already blossoming between the pharmaceutical companies and universities in the global industry. These partnering agreements can serve as a basis for a closer collaboration across companies and universities and this project aims at describing how to do so in a legal contract by basing two model contracts on economic theory in order to create a legal framework for joint utility.

The conference keynote speakers were:

Dr. Christopher Paul Milne. Dr. Christopher Milne joined the Center for the Study of Drug Development at the Tufts University School of Medicine (Tufts CSDD) over 15 years ago in 1998 as a Senior Research Fellow and has published over 60 book chapters and journal articles.

Dr. Rob Ford. Dr Rob Ford is the Assistant Director of the Medical Research Council Protein Phosphorylation and Ubiquitylation Unit (MRCPPU) and Deputy College Secretary of the College of Life Sciences at the University of Dundee.

Read more about the conference [here](#).



REPORT: 'Value and Growth by Pharmaceutical Public-Private Partnering'

At the conference the report 'Value and Growth by Pharmaceutical Public-Private Partnering', was presented. You can now download it [here](#).

CBS Public-Private Platform activities

Academic Director Paul du Gay is currently a University of Oslo Visiting Professor

Academic Director Paul du Gay is a University of Oslo Visiting Professor in the Department of Sociology and Human Geography, during November and December.

On the 5th of December Paul gave a Public Lecture at the University entitled 'In Praise of Bureaucracy' and participated, as the pictures below illustrate, afterwards in an interdisciplinary workshop on the theme of 'Bureaucracy and Anti-Bureaucracy'.

New research Centre for the Analysis of Bureaucracy in Society (CABS)

While in Oslo Paul has been developing a proposal with Professors Haldor Byrkjeflot and Fredrik Engelstad to establish a research Centre for the Analysis of Bureaucracy in Society (CABS). The proposed centre would be a joint initiative between the University of Oslo and the CBS Public-Private Platform. More information will follow.



Academic Director Carsten Greve writes contribution to an anthology on Mega-Projects and an article about Internationally Recommended Best Practices in Transportation Financing PPP



Together with Graeme Hodge, Professor at Monash University, Academic co-director and Professor, Carsten Greve, recently published a chapter on Public-Private Partnership in Developing and Governing Mega-Projects in a new International Handbook on Mega-Projects.

The contribution focuses on the how the link between PPP and the discussion on Mega-Projects fit each other. The chapter argues that research related to Mega-Projects should be less focused on narrow performance and more focused on broader themes within governance.

Find the book [here](#).

Together with co-authors Lawrence Martin, Wendell Lawther and Graeme Hodge, Carsten Greve recently published an article on Internationally Recommended Best Practices in Transportation Financing Public-Private Partnerships (P3s).

Abstract: Transportation financing P3s are a common practice in many countries. However, they represent a relatively new approach to transportation infrastructure financing for state and local governments in the United States. In a transportation financing P3 project, a private sector partner designs-builds-finances-operates-maintains (DBFOM) a transportation infrastructure asset (road, highway, bridge, tunnel, etc.) with an emphasis on financing. This study reviews the international experience of national and sub-national governments with transportation financing P3s. The article makes a contribution to the literature on transportation financing P3s by bringing together for the first time internationally recommended best practices in ten major areas. Read more [here](#).



CBS Public-Private Platform activities

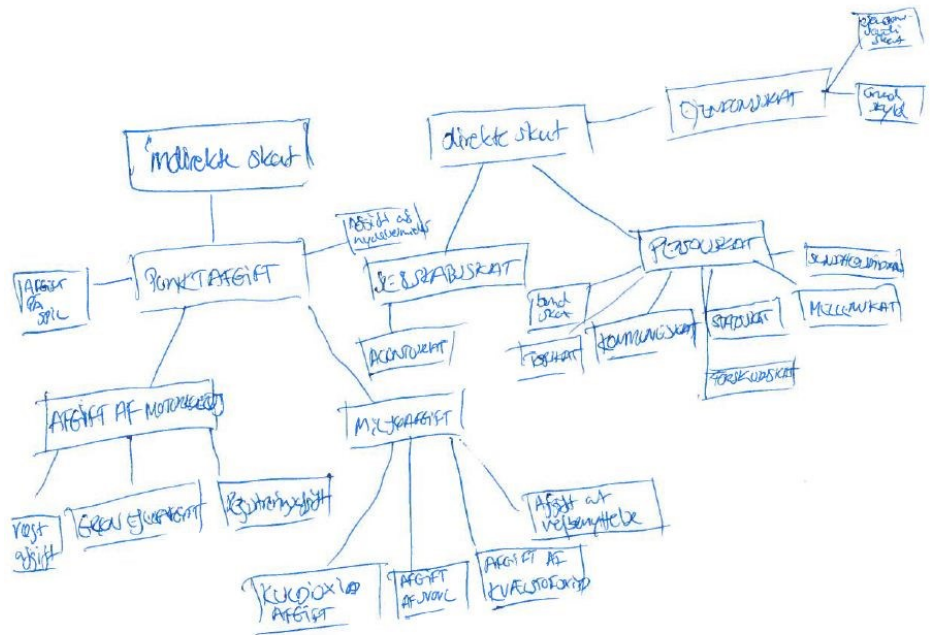
DanTerm Bank workshop about eye-tracking-experiments

On September 27 the Velux and the CBS Public-Private Platform funded project the DanTermBank hosted a seminar on eye-tracking experiments. The aim of the project is to develop methods for automatic knowledge extraction, automatic construction and updating of ontologies. The project methods will be developed for automatic merging of terminological data from various existing sources, as well as methods for target group oriented knowledge dissemination.

The seminar focused on recent eye-tracking experiments and especially on dissemination of knowledge with the taxation domain. One of the participants expressed:

"It would secure a more precise and consistent use of the specialized terms, if we all had access to a data base for instance in the taxation domain. At the same time it would provide a better overview and constitute a source for more in-depth descriptions useful for third parts, which don't hold the same kind of knowledge."

One of the main results at the conference was: the users hold very different understandings of the taxation domain. This is illustrated by one of the focus groups' drawings of the link between the different specialized terms. Read more about the DanTerm project [here](#).



Procurement Remedies regime in the United Kingdom by Dr. Ama Eyo

On December 6, 2013 - The CBS Public-Private Platform and the CBS Law Department held a seminar on "Public Procurement remedies in operation - judicial experiences from the United Kingdom".

Since transposition of Directive 2007/66/EC into national law in EU Member States, the landscape for challenging public procurement decisions by bidders who allege that a public contract has been unfairly awarded in violation of the substantive procurement, rules has changed. This change has been most noticeably in jurisdictions such as the United Kingdom, which traditionally did not experience significant challenges to procurement decisions of public officers. The seminar reflected on a number of judicial decisions from the UK courts with the aim of discussing developments around procurement remedies by looking at its operation in the UK, including unintended consequences arising from the remedies regime.

Keynote at the seminar was Dr. Ama Eyo.

Dr. Eyo is a Lecturer in Law and Programme Director for the LLM in Public Procurement Law & Strategy at Bangor University, North Wales. She is a specialist in public sector procurement and has a background in leading sustainable and strategic procurement programmes and procurement process transformation within the UK central government. Over the past eight years Dr. Eyo has been conducting research in the areas of international and national regulation of contemporary procurement issues and techniques and is currently working on a Euro 3.7m funded EU collaborative project between Bangor University and Dublin City University, which examines the tendering experiences of suppliers in Wales and Ireland.



CBS Public-Private Platform activities

Symposium with Dean, Dumm and Bussolini on the signature of power

On December 10, the new book by Mitchell Dean 'The Signature of Power: Sovereignty, Governmentality and Biopolitics' was launched at CBS. At an event co-hosted by the CBS Public-Private Platform.

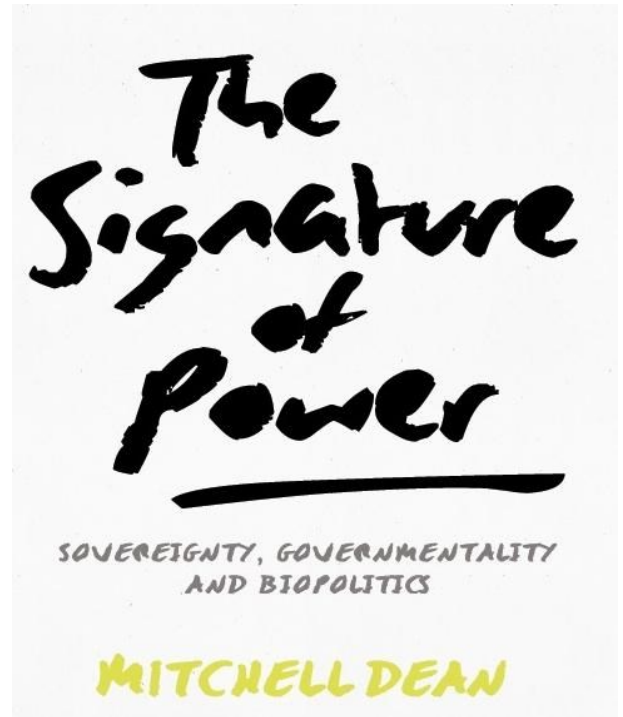
The concept of power has arguably been the most central to the political and social sciences. In recent times, Michel Foucault's approach has been perhaps the most important, particularly his focus on the government of conduct and life. But is the paradigm of power undergoing a fundamental shift? Has poststructuralism led us to a theoretical dead-end? Is power fated to be replaced by networks, assemblages, governance and governmentality? And what of the powers of the state, sovereignty and biopolitics? These are fundamental questions for those who lead and are led, those would govern and are governed, that is, each and all of us.

Mitchell Dean, who has recently joined CBS as Professor of Public Governance has with this book revitalized the study of governmentality in his bestselling book of the same title. Now in *The Signature of Power: Sovereignty, Governmentality and Biopolitics* (Sage, 2013) he offers a new framework for studying power, which he develops through astute readings of Foucault, Carl Schmitt and Giorgio Agamben.

Mitchell was joined in the discussion by two distinguished US scholars:

Thomas Dumm, William H. Hastie '25 Professor of Political Science at Amherst College. Among Thomas' many publications in political theory are the highly acclaimed *Michel Foucault and the Politics of Freedom* (Sage, 1996) and *Loneliness as a Way of Life* (Harvard UP, 2008). Jeffrey Bussolini, Associate Professor of Sociology, College of Staten Island, CUNY. Jeffrey is the foremost scholar of the relationship between Giorgio Agamben and Michel Foucault (see his landmark contributions in *Foucault Studies* No. 10, which he also edited). His publications also include *The Culture of National Security Science: Los Alamos and Wen Ho Lee* (Duke UP, 2010).

Find more about Mitchell Dean [here](#).



Cluster member and professor Lene Holm Pedersen in the Danish radio program P1

Lene Holm Pedersen member of the CBS Public-Private Platform and Professor (mso) at CBS, participated in a radio program for DR P1 Morgen discussing the findings of KORA's newest report about local government politician's role and capabilities.

You can still get a chance to listen to her broadcast [here](#).



Tamyko Ysa visiting scholar at the PP Platform

Associate professor Tamyko Ysa from Esade Business School has been visiting the platform this fall



Tamyko's areas of interest are the management of partnerships and their impact on the creation of public value; the design, implementation and evaluation of public policies, and the relations between companies and governments. On these subjects she has published various books and articles in specialized journals, presented papers at national and international congresses and given courses, seminars and lectures.

The CBS Public-Private Platform interviewed Tamyko on her work and interest in the PP Platform and PPPs. Tamyko stayed at the Department of Business and Politics whilst visiting CBS.

Which potentials do you find in PPP, and what is your interest?

"Partnerships have mainly two potentials in my opinion. Firstly, they allow to develop projects that otherwise would be impossible to be implemented or it would take many more years, due to the combined capacities from the public and the private (for profit and nonprofit) organizations to deal with risk.

Secondly, partnerships offer different approaches and solutions to wicked societal issues, than other conventional and traditional ones. Room is created for innovation, which is both profitable for companies and generates outcomes for society."

Why have you chosen to visit and share knowledge with the CBS Public-Private Platform?

"I have chosen to visit the CBS Public-Private Platform because it is a very interesting cross-cutting strategy from CBS to get knowledge from different university departments, while being connected to the society through translational research. It bridges research and practice in a two way direction: by transferring new knowledge into practice, and most important by bringing interesting questions from society into research.

Having a platform that focus in this important topic of PPP is a great comparative advantage for the university. I am also a member of the Platform's advisory board, and visiting here is an exceptional opportunity to see first-hand the very impressive outputs of the Platform in its first year of existence."

What do you look into in your current research and in general? Will you focus on something in particular while you are in DK?

"I am analyzing the impact of management on performance in partnerships and networks - and especially modes of governance, boards and leadership. While at CBS with professor Carsten Greve, we will focus on public-private policy partnerships. In the aftermath of the financial crisis we do see the emergence of policy areas and issues dealt with through PPPs. More than 10 years ago, Rosenau (2000) referred to these types as public-private policy partnerships."

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Visiting scholar at the PP Platform Tamyko Ysa

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"We seek to explore the renewed relevance of these hybrids for governments. In many policy areas (education, energy, climate), governments are using a managed partnership approach to get new ideas into practice (innovation) and implementing policies. The research's results will build propositions regarding public-private policy partnerships, the main key partnering variables that foster the design, governance and management of those new types of PPP."

How does you research, and PPP research in general, benefit cross-national knowledge and practice sharing?

"PPP and research in general learn from testing hypothesis and building new theories. Without access to cross-national samples it would be hard to test the robustness of theories to make PPP more responsive and efficient."

"The accumulation of knowledge coming from business cases, interviews to policy makers and CEOs, and survey responses help scholars to generate this knowledge. This in-depth knowledge coming from practice makes it possible to focus both on processes and strategies."

How will you characterize the future market for PPP? Are there specific obstacles or possibilities? Are they linked to a certain area?

The future market for PPP will not be only focused on infrastructures and funding. There are enormous potentialities of going a) from projects to a national policy approach regarding PPPs; b) from infrastructure projects to also sustainable partnerships for systems of service provision and innovation.

Presentation on Portfolio Network Governance

During her stay Tamyko gave a presentation on Portfolio Network Governance for the CBS Public-Private Platform Team. Her presentation can be downloaded [here](#).

Tamyko has spent four months at CBS, Carsten Greve says:

"It has been truly inspiring to have Tamyko Ysa visiting CBS for four months. Tamyko is an expert on public-private partnering and innovation, and she is engaged in an extended network of scholars on PPP in Europe, Australia and the United States. We have started writing an article together on policy partnerships. Tamyko has been giving advice to PhD students at Department of Business and Politics. A foundation has been laid for more research collaboration in the future".

Meet Tamyko Ysa and read more about her research [here](#).



News from 'Shifting Forms of Public Governance'

Research project on Interdisciplinary Management at the area of elderly care

Member of the cluster 'Shifting Forms of Public Governance' and assistant professor Justine Grønbaek Pors is currently working on a project on welfare management in the area of elderly care.

The project is about identifying the kind of management approaches that can foster future welfare. Welfare managers from the Danish municipalities, Aalborg and Holbæk, have in collaboration with CBS and Local Government Denmark developed and started a line of management experimentations in the area of e.g. homecare, nursing homes as well as a Center for welfare technologies.



As part of the result of the research project a 'Next Practice' catalogue is soon to be launched. The project focuses on Welfare governance and everyday innovation: Which forms of management puts the citizen in the center? How can the manager take point of departure in the individual citizen's life situation and create a coherent process for the citizen in a sector categorized by silo division and standardization?

The catalogue should provide inspiration, concrete methods and insights in the conditions for welfare governance in a time where new concrete and situation bound solutions are a necessity. 'Management from a distance', 'Management of citizen experiences' and 'Strategic services' are some of the new terms within Next Practice for Welfare Management.

Read more about the project at our website or visit the [web](#) of the New Practice research project.

Cluster facilitator Niels Åkerstrøm & Hanne Knudsen presented new work on responsibility & management

The presentation was held at CBS on December 3 and focused on central management ambitions: management based on personal responsibility. Knudsen and Åkerstrøm both hold in-depth knowledge within the area of education, which was the key focus at the seminar. Amongst others they asked, how can it be, that the parents' responsibility has become so comprehensive that the school no longer can take the responsibility to define it? Read more about the event and get the presentation [here](#).



New activities at the PP Platform on Big Data

Cluster facilitator Mikkel Flyverbom gives a presentation at an expert workshop in Washington

Earlier this fall the facilitator of the platform's 'Internet Business and Society' cluster, Mikkel Flyverbom, gave a presentation at the invitation-only workshop 'The Role of Advocacy in Media and Telecom Policy', held in Washington Sept. 29 – Oct. 1, 2013.

The presentation, entitled "Internet Policy by Numbers – Corporate Advocacy in the Internet Domain" got response by Benjamin Lennet from the New America Foundation.

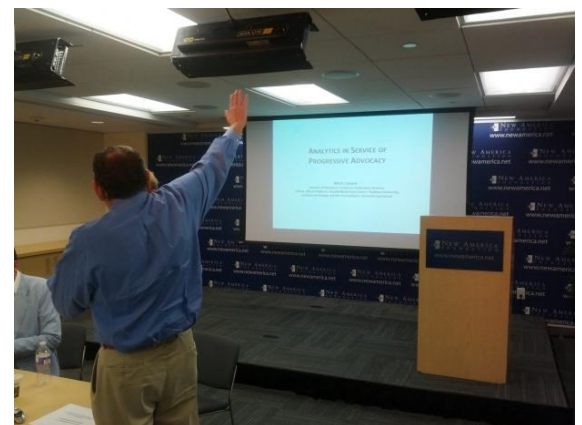
Generally the workshop shed light on the role of advocacy in the formation of media and telecom policy and ways of studying the engagement of advocates in policy change. Scholars have studied the work of media policy advocates analyzing their framing practices, mobilizing strategies, and how they create (or hinder) political opportunities for policy reform. There seems to be a growing need to study the structural, cultural, and cognitive factors that shape the work of media policy advocates, the processes by which they build capacities, and the impacts of their work on the policies they try to shape and on inclusive and democratic media governance structures.

At the workshop participants amongst others discussed the following:

- Should media and telecom policy advocacy be seen as central to the "laboring of communication" (Mosco & McKerger, 2008), a critical form of knowledge work that seeks to redraw the material, symbolic, and normative boundaries defining media fields and practices, or are they merely another "pressure group" whose impact needs to be evaluated in the analysis of the policy process?
- Does policy advocacy labor serve only a taken-for-granted conception about the policy process or does it challenge and change such conceptualizations?



- Can the notion of policy advocacy work refocus attention on institutional pressures faced by advocates and researchers of media and telecom policy?



Cluster facilitator Mikkel Flyverbom at the conference 'An Open World: Science, Technology and Society in the Light of Niels Bohr's Thoughts'



Last week cluster facilitator Mikkel Flyverbom was invited to speak at the conference 'An Open World: Science, Technology and Society in the Light of Niels Bohr's Thoughts' at Copenhagen University. Along with Mikkel an impressive list of international speakers joined the conference.

The University of Copenhagen gathered international researchers and decision-makers to explore how open access to information and scientific cooperation can help us manage global problems. The conference focused on contemporary challenges in bioethics, economics, politics, climate, warfare and information technology. In 1950 Niels Bohr wrote an open letter to the UN in which he urged

world leaders to address the challenges of new technologies. His ideal was "an open world" with free sharing of knowledge and international co-operation. Read more about the conference [here](#).

Mikkel Flyverbom's Talk

"My talk was titled 'Sunlight in cyberspace - on transparency as a form of governance' and was part of a session titled 'The Internet: A Global Infrastructure of Openness?' Other speakers were from Microsoft and The Danish Institute of Human Rights." explains Mikkel. In short the session he was part of focused on:

During the last decades the internet has unleashed unprecedented productive possibilities. Innovations such as Wikipedia, massive surveillance and policies of cyber security seem to result from interconnected innovative processes, and the question is how to constitute an internet infrastructure based on principles of openness?



Mikkel Flyverbom on the editorial board of new journal

Mikkel Flyverbom has been asked, and accepted, to serve on the editorial board of a new Sage journal titled 'Big Data & Society: Critical Interdisciplinary Inquiries', to be launched in 2014. The Journal's key purpose is to provide a space for connecting debates about the emerging field of Big Data practices and how they are reconfiguring academic, social, industry, business and government relations, expertise, methods, concepts and knowledge. Read more [here](#).



CBS Public-Private Platform visits

Postdoctoral fellow at Uppsala University, Anna Tyllström, visited the PP Platform

Anna Tyllström visited the Platform and the cluster of 'Shifting Forms of Public Governance' for a seminar based on her current work on the project 'Organizing Freedom - Governance and Organization of Swedish Higher Education and Research Under the Autonomy Reform'. The seminar focused on how Swedish politicians and corporations interact at the Almedalen Week the same as "Folkemødet" in Denmark) and how this process has changed from a soft-corporatist model towards lobbying directly on politicians. Anna has shadowed PR consultants working on corporate lobbying campaigns in Almedalen. Her findings are presented and discussed through the lenses of the three "meta-processes" of 1) de-corporatization, but also 2) marketization, and 3) mediatization.



The seminar was well attended and took in interesting debates. Susanne Boch Waldorff, Associate Professor at CBS and one of the organizers of the seminar elaborated afterwards: *'Anna presented data from her recent ethnographic study of the Swedish politicians' week in Almedalen. During this 'Arena of possibilities' many politicians and stakeholders meet to discuss issues of societal concern, such as bio fuel energy and munition. However, an increased number of professional PR-consultants also partake in - and shape - these debates, and so we discussed how to understand this development and what it is a case of'*. Read more and find some of her thesis work [here](#).

Thomas Ross from UBC visited for a lecture on Efficiency vs. Flexibility in PPP

On the 22nd of October the CBS Public-Private Platform continued its autumn seminar series about Public-Private Partnerships with a research seminar with leading Canadian expert on Public-Private Partnerships Thomas Ross from Sauder School of Business at the University of British Columbia.



At the seminar Thomas Ross presented his new paper on PPPs. The paper is on "Efficiency vs. Flexibility in Public-Private Partnerships" (co-author Jing Yan) and focuses on what governments can do when it chooses between a PPP project and traditional procurement. According to Ross & Yan, the decision depends (among other things) on the likelihood that changes will be necessary during the contract period. Read more and find his presentation [here](#).

PhD on PPP and the innovative environment

PhD Sofie Dam researches PPP's effect on innovation and environment with a focus on waste

CBS Public-Private Platform member and PhD fellow, Sofie Dam, investigate PPPs' relation to a better environment and more innovative solutions in the hope for less waste. She present her PhD as:

The PhD on market development, public-private partnerships and green innovation was initiated in September 2011 and is co-financed by Copenhagen Municipality, Aarhus Municipality and Vestforbrænding. I am investigating if and how public-private partnerships can contribute to produce more innovative and sustainable solutions in municipal waste management, and how patterns of collaboration and innovation differ in Denmark and the UK. I am especially interested in the tensions between competition and collaboration in hybrid forms of governance and how this affects the possibilities or constraints for innovation.



Article in the Danish newspaper Politiken: PPP: This is how we generate a Denmark without waste!

On October 7, the Minister of Environment, Ida Auken, launched a new resource strategy. The strategy holds the main argument: more recycling and less incineration and was launched with Auken's message that waste should be looked upon as a resource that can be used again and again. The strategy can be found [here](#).

Sofie afterwards published an article in the Danish newspaper Politiken in the section for Political Analysis. With the title: 'PPP: This is how we create a Denmark without waste', Sofie elaborates on how the new strategy stakes new political ambitions and sets up new freedom of methods for the municipalities to handle waste with more focus on recycling and less on incineration. Without more concrete guidelines or help regarding how to handle this process, the municipalities, however, might end up feeling that the challenge is too difficult. According to Sofie, public-private partnerships might be a handy tool in the development, establishment and implementation of solutions to meet the new challenges.



In the Danish municipality Vejle such a partnership has been established with the purpose of handling the new waste situation. The municipality invited private parts to help design good solutions. Based on the new experiences a formal public-private partnership was settled.

While Sofie is well aware that public-private partnerships are not just a fix-it-all-tool, and that it needs the right competencies and governance, she underlines that the method do provide great benefits and in some cases a quicker way to more effective solutions.

Find the article in Politiken Analyse by searching at November 18, 2013. Learn more about [Sofie](#).

CBS Public-Private Platform people

Upcoming visits



Australian writer and policy advisor Tom Bentley

Australian writer and policy advisor Tom Bentley visited the Platform in September in connection with his participation at the conference on Public Design organised by our strategic partner MindLab. Tom is based in Melbourne, but will be a Velux Foundation guest professor at the CBS Public-Private Platform in 2014. More information on this will follow soon.



Anna Yeatman, Professorial Research Fellow, University of Western Sydney

Australian Professorial research Fellow, Anna Yeatman is a member of the CBS Public-Private Platform's Advisory Board. Anna will be visiting the platform for three days in May 2014, and more information on her visit and events in this matter will appear at our website.

Meet the PPP cluster facilitators

Morten Ougaard—
Global Regulation



Nanna Mik-Meyer -
Health governance



Anne Reff-Pedersen -
Health Governance



Mikkel Flyverbom -
Internet, Business and
Society



Christina Tvarnø -
Public-Private Partner-
ships, procurement &
outsourcing



Niels Åkerstrøm -
Shifting forms of public
governance



Martin Kornberger -
Urban Governance



Christian Borch -
Urban Governance



Public-Private Platform Directors and Employees



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 *Strategier i praksis* (Eds. Lise Justesen and Susanne Boch Waldorff). Moreover, Mette was awarded the FUHU Education Prize 2012 along with the team behind *Strateginet* for the development of the educational website. Mette is the one to [contact](#) if you have any inquiries or questions about the platform.



Julie Munk, Communication Officer

Julie Munk holds a BSc. In Communication and Business studies. She is the Communication Officer at the PP 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.



Nanna Helene Jensen, Administrative assistant

Nanna holds a BSc. in International Business and Politics from CBS. 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. [E-mail Nanna](#).



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](#)

CBS Public-Private Platform upcoming events

Conference on Institutional Transformation in European Political Corporatism, Neo-corporatism' and Governance Reconsidered

Private-public relations have undergone drastic transformations in recent decades. In the European context, one of the most crucial changes is that neo-corporatist institutional setups, which traditionally have stabilised the triangular relations between the state, employers and employees, have come under pressure and increasingly lost their centrality. At the same time new types of governance frameworks have emerged which partly substitutes and partly complement neo-corporatist institutions.



European Research Council

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This conference, funded by the European Research Council project “Institutional Transformation in European Political Economy” (ITEPE), will shed new light on this development in several ways:

It will introduce different theoretical approaches seeking to explain the still ongoing transformation processes; develop a framework for understanding how the economic, political and legal dimensions of intermediary institutions, such as neo-corporatist and governance institutions, play together; and present a range of empirical cases concerning how these transformations unfold in practise within areas such as competition policy, corporate governance and social regulation.

Time, venue and participation

The conference will take place at the Department of Business and Politics, Copenhagen Business School, Kilevej 14, Frederiksberg. Room Ks.71 on 29 - 31 January 2014.

For more information (including a list of abstracts) visit www.itepe.eu or contact Professor MSO Poul F. Kjær: pfkj.dbp@cbs.dk.

Registration: Mette Grue Nielsen: mgn.dbp@cbs.dk before Friday 24th January 2014.

Sessions January 30:

Session I: From Corporatism to Governance (Chair: Eva Hartmann). *Presenting Bob Jessop, Richard Münch & Alexander Ebner*

Session II: Governance and the Law (Chair: Martin Herberg). *Presenting: Alfons Bora & Sabine Frerichs*

Session III: The Transformation of Competition Policy (Chair: Laura Horn). *Presenting: Eva Hartmann, Hubert Buch-Hansen & Angela Wigger*

Session IV: Professions and Knowledge-based Governance (Chair: Angela Wigger). *Presenting: Gert Verschraegen & Martin Herberg*

Sessions January 31:

Session V: Corporate and Financial Governance (Chair: Sabine Frerichs). *Presenting: Helmut Willke & Laura Horn*

Session VI: The Constitutionalism of Intermediary Institutions (Chair Gert Verschraegen). *Presenting: Grahame F. Thompson, Chris Thornhill & Poul F. Kjaer*

Read more about the conference and see the entire program [here](#).

Upcoming events

Public Lecture with Professor Bruno Latour & the AIME team



Professor Bruno Latour, Director of Research at Science Po in Paris visits the CBS Public-Private Platform on February 24, 2014 for a public lecture.



Together with the three other members of the AIME team (Pierre-Laurent Boulanger, Christophe Leclerc, Patrice Maniglier), Latour will present the

current project on the inquiry on Modes of Existence.

The presentation will be a demonstration of the AIME platform. It will be conducted by at least four individuals and it will have an interactive component as several roles and functions necessary to the collective project will collaborate to showcase a new way of doing social sciences through a collective inquiry.

Read more [here](#).

When Health Policy Meets Every Day Practices- 9th International Organisational Behaviour in Healthcare Conference



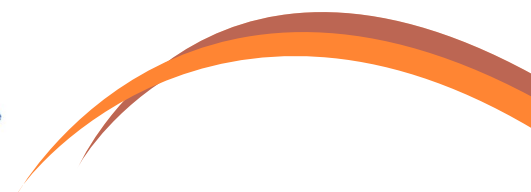
Society for Studies in Organizing Healthcare

The 23-25 April 2014 the 9th International Organisational Behaviour in Healthcare Conference will take place. The theme 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. Keynotes will among others be the Nordic experts Kerstin Sahlin and Niels Åkerstrøm Andersen. Both will talk about the theme of the conference: How is health politics implemented in everyday organizational practice? Visit the conference website [here](#).



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