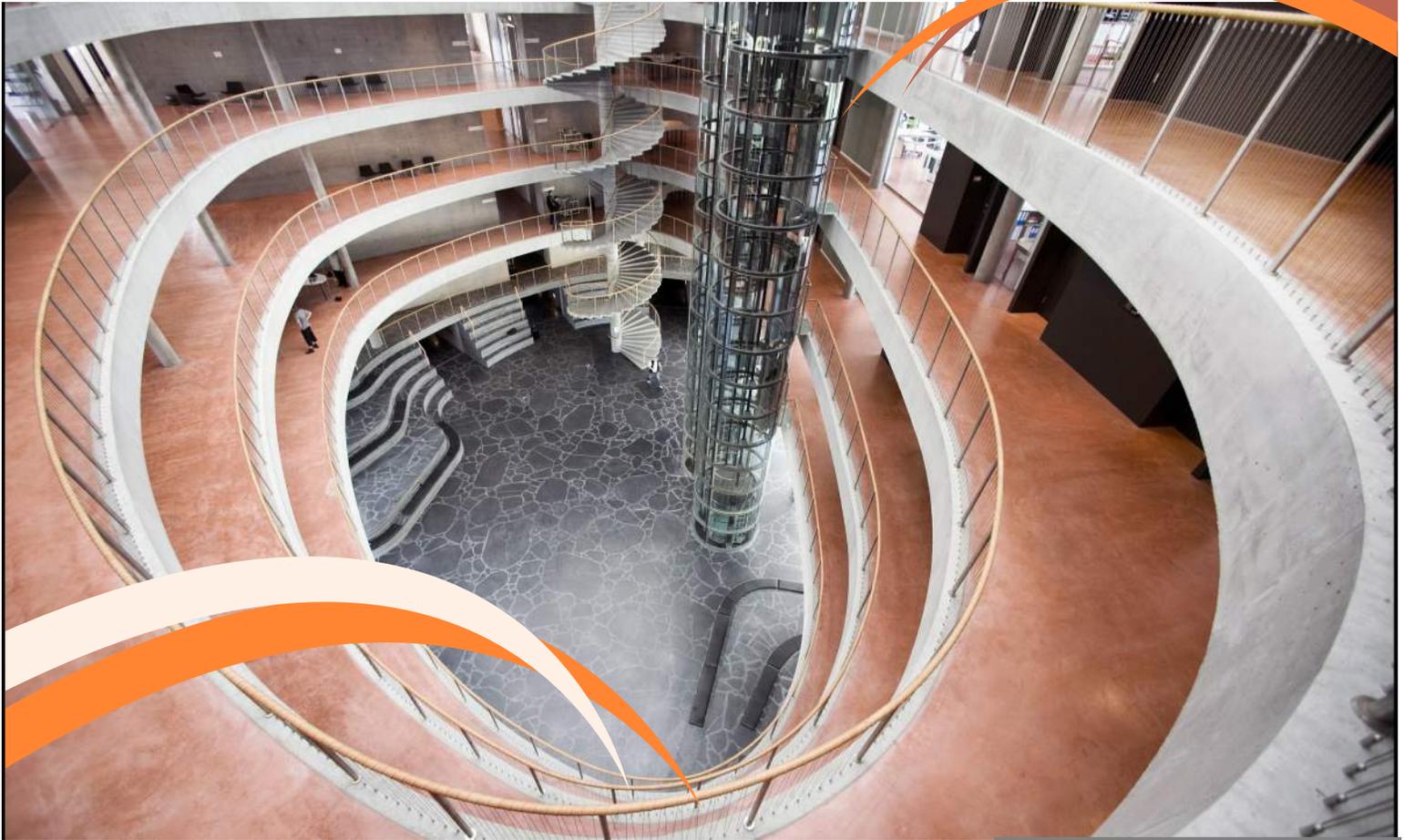


CBS Public-Private Platform

Quarterly Newsletter

ISSUE 10 Summer 2014



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 summer is right in front of us and leave time for reflection on the months just passed. The platform recently came back from four intensive days at the Danish Political Festival, Folkemødet, where the agenda of public-private was discussed in several contexts and with great support.

Prominent researchers have been visiting the platform in the spring, and with among other things, a very successful conference on innovation in healthcare (OBHC) and a ground-breaking workshop on administrative ethnography, the Platform looks back at an overall high-achieving semester.

After the summer break it is time for our yearly Collaboratory conference. Taking form as a Public-Private week, we will this year invite for in-depth debates on challenges of adopting a PPP law, managing PPP projects successfully and lastly PPP in relation to the green resource strategy.

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OBHC - Conference on Health Innovation

Organisational Behaviour in Healthcare Conference

On April 23-25 2014 the CBS Public-Private Platform co-hosted and organised this year's 9th International Organisational Behaviour in Healthcare Conference (OBHC) together with SHOC (Society for Studies in Organising Healthcare). Around 120 participants from all around the world joined the conference at CBS.

The overall theme of the conference dealt with the challenges and dilemmas arising from the efforts to implement health care policies within day-to-day organisational practices. The conference was based on full, peer-reviewed academic papers and presented two

keynotes combined with several breakout sessions, which facilitated a more in-depth focus on one of the conference's five subthemes. The subthemes covered:

1. Analysing the design of decision making and implementation processes
2. Exploration of different forms of resistance, drivers or interpretations within local organisations
3. The role of leadership in implementing health policies
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

Read more about the conference here and about the keynote presentations on the next pages.



OBHC - Conference on Health Innovation

Handling Resistance Through Ludic Technologies in the Frame of a Cartoon State

- Keynote Speech by Niels Åkerstrøm Andersen at OBHC 2014



With the title 'Who is Yum-Yum? Handling resistance through ludic technologies in the frame of a cartoon state' Professor and cluster facilitator for the cluster of Shifting Forms of Public Governance, Niels Åkerstrøm Andersen, gave a keynote speech at this year's 'Organisational Behaviour in Healthcare Conference'.

In a conference room with no empty chairs left, Andersen elaborated on how playful approaches and the use of games in the steering of health work as a way for the state to achieve instrumental goals and to empower people to improve their own health.

Taking point of departure in the meeting with Yum-Yum', a campaign by the Danish Veterinary and Food Administration and the National Board of Health focusing on how to obtain more healthy citizens through play, Niels Åkerstrøm Andersen spoke at OBHC 2014 about how the public system tries not to look like a system as many (employees) are attentive to the barrier that may be present with socially exposed citizens in form of a general scepticism and

antipathy towards everything that they associate with the public system.

By using playful dialogue that does not seem as 'true dialogue', citizens feel they are playing with the system – change in behaviour then does not feel like 'control' – as it is only play. This builds on the argument that health promotion cannot look like health promotion. Andersen stresses how ludic technologies can be seen as a response to resistance and to enhance the function of 'active citizenship'. By arguing that the state installs what can be seen as collective contracts – contracts that are contracts but do not seem like contracts, Andersen argued that you strengthen the obligation of self-regulation even when you cannot force it. This means the public sector avoids appearing as a system – instead it takes the role of a cartoon, as fun and playful.

Andersen's presentation held the following theses: 1) With the concept of 'active citizenship' the public administration expands its steering ambitions regarding the inner will and self-creation of the individual citizen. 2) The administration experiences resistance among citizens. They lack the will of steering their inner will in the name of public administration. 3) Ludic technologies are a way of handling this resistance, and this type of steering technology put at stake the form of state.

The meeting with 'Yum Yum' resulted in inspiring chuckles here and there amongst the audience, which afterward in the discussion paid great attention to how especially the Danish, and Scandinavian, welfare system succeed with these kinds of initiatives. One of the participants asked if it really is possible to make necessary changes through this sort of voluntary play – and if it could work in countries with more severe problems? As a reply Andersen talked of the logic of games as the understanding that in games you forget yourself – making it feel easier to 'engage' in the public system.

OBHC - Conference on Health Innovation

Institutional Ambiguity - Transformations, Transpositions and Translations - Keynote Speech by Professor Kerstin Sahlin at OBHC 2014

Kerstin Sahlin, Professor of Public Management at the Department of Business Studies at Uppsala University, elaborated in her keynote speech on the field of transformations of healthcare organisation and governance. Kerstin Sahlin represents a Scandinavian version of the institutional theory where there is much focus on organizational practice and on discourse in local organizational contexts.

According to Sahlin reforms came to Scandinavia in early 90's and have ever since influenced everything from professional dominants to more political control. It has not always been linked to the traditional forms and despite reforms often taking on much clarity, we often find results of more institutional complexity. The story of New Public Management (NPM) is therefore also known as extremely broad and loosely defined. Sahlin stressed the interesting fact that NPM is based on OECD data, data that afterwards is picked up by OECD again and then taken into reforms. In this process research play an important role.

Sahlin explained her conception of transposed individual techniques - by following individual ideas and models and the circulation of the same, opens new inceptions. The circulation is undertaken by actors as transnational networks, communities, the media, and research. It results in, among other things, the advance of supply. As such, we see international organisations spreading ideas whilst helping to put ideas to politics. Thus, we cannot just remake a concept, it is not an open process but a socially restricted one. Editing modes of the field of healthcare organisation therefore also calls for a need to include more demand driven features and the acknowledgement and awareness of the fact that professional ideas are always present in healthcare, and can always pop up when least expected.



Another focal point discussed by Sahlin was the issue of distrust. She introduced it as a concept, which we must keep in mind to understand organisations and in general to capitalise the characteristics of our society. Distrust, she explained, causes the understanding that you cannot trust anyone so you have to control them. Through empirical investigations we see this in school systems, in health systems and everywhere else. So why look into the understanding of institutional complexity? Sahlin argues that we stand in front of an institutional shift towards more sticky organisations, organisations that remain even when new reforms come and challenge the organisations. Complexity and ambiguity make more and less space in organisations at the same time, argued Sahlin, and afterwards she raised her normative concluding thought: Are the current and recent transformations irreversible? Download the entire presentation [here](#).

Research Event on Administrative Ethnography

Workshop Investigates the Field of Administrative Ethnography

A collaborative workshop between the Public-Private Platform at Copenhagen Business School and the Australia and New Zealand School of Government recently took place in Copenhagen organised by the Public-Private Platform. The workshop focused on Administrative Ethnography - a field of growing interest in organisation studies and political science. With scholars attending from UK, Denmark, Germany, Australia and Switzerland the three day workshop involved 12 paper presentations and in-depth discussions on how to study public administration with an ethnographic lens. The workshop took its point of departure in the acknowledgement that there is little ethnographic research in political science and even less in Public Administration. In Organisation Studies, however, ethnography is a well-established approach. Therefore, there is great potential in bringing together these disciplines to assess the usefulness of the 'extended case study' in studying public administration.

Professor of Government, Rod Rhodes, and Post. Doc at Copenhagen Business School and member of the Public-Private Platform, Karen Boll, organised the workshop – which followed a PhD course with a similar focus that also took place with the assistance of the platform at Copenhagen Business School.

After the event, Rhodes commented:

“Six days of back-to-back papers sounds like a recipe for boredom by the megaton. Nothing could be further from the truth. The course for the PhDs was a joy - enthusiasm from all sides and some fascinating fieldwork to boot. In comparison, a workshop with colleagues could have been an anti-climax. It was not. The opportunity to share experiences with like-minded colleagues was seized with both hands, not only in the sessions, but also in bars and restaurants. It wasn't tiring or boring – it was refreshing.”

As a result of the workshop, the editors of Journal of Organizational Ethnography (JOE) have agreed to publish a special issue with a selection of papers from the workshop. The special issue will come out mid 2015 with Rod Rhodes and Karen Boll as guest editors. Editor of the JOE, Mike Rowe, from the University of Liverpool, participated in the workshop and said afterwards:

“One of the joys of editing the Journal of Organizational Ethnography is the opportunity to read and, on this occasion, hear about the experiences of ethnographers in the field. Their stories are very rarely dull. And ethnographers are beginning to explore worlds in new ways, presenting their materials in more imaginative ways. The event demonstrated both the variety and the value of ethnographic work. But as a public administration specialist myself, I find particular interest in the workplaces explored: co-service centres, planning departments, the aisles of trains and the corridors of power. I look forward to seeing the Special Issue take shape.”



Research Event on Administrative Ethnography

The workshop participants described the workshop as productive and exciting. John Boswell from the University of Southampton, who presented, together with Jack Corbett, the paper “An impressionist’s confession” said:

“I enjoyed the recent workshop on administrative ethnography at CBS immensely and got an awful lot out of it as well. I think the best thing about it - beyond of course it being in a great city and at a very flash location! - was the way in which it brought together such a diverse group of scholars. It was a truly interdisciplinary event that fostered critique, learning and friendship with scholars from different geographical areas and disciplinary backgrounds. Our work, and our research networks, will be much the stronger for it.”

The CBS Public-Private Platform is looking forward to following the development of the special issue of JOE, and will be back with more information in due course. Academic Director, Paul du Gay, believes the theme of the workshop has a lot of potential:

“The Platform is delighted to be able to sponsor this exciting development in the study of contemporary politico-administrative governance and we anticipate it generating a lot of interest and excitement in the years to come. It's a great initiative and we are very pleased to have hosted here at the PPP'.

Download the call for papers [here](#).



Participants: Peter Ribbins, University of Birmingham, R.A.W. Rhodes, University of Southampton, Anne Tiernan, Griffith University, Jack Corbett, Australian National University, John Boswell, University of Southampton, Nina Holm Vohnsen, University of St Andrews & Aarhus University, Sanne Frandsen, University of Southern Denmark, Bagga Bjerger, Aarhus University, Karen Boll, Copenhagen Business School, Michaela Schmidt, ETH Zürich, Departement Architektur, Annika Agger, Roskilde University, Jonathan Hammond, University of Manchester, Csaba Györy, Max Planck Institute, Anja Svejgaard Pors, Metropolitan University College, Copenhagen, Mike Rowe, University of Liverpool .



Debating the Public-Private agenda at Folkemødet

The Platform at the Danish Political Festival (the People Meeting) Folkemødet



Last week the Platform participated once again at the Danish People Meeting and Political Festival ‘Folkemødet’.

Folkemødet is a yearly four day event taking place at the Danish island Bornholm where politicians, researchers, public servants, private organisations and the civil society meet and discuss the issues on the current political agenda. Thus, the aim of the Platform’s engagement was to debate the Public-Private agenda, to engage in interesting dialogues with existing and/or future collaborators and not least to increase the awareness of the important societal solutions addressed through PPPs.

From Welfare to Export - Event with the Confederation of Danish Industries and the Competition and Consumer Authority

Among the activities at this year’s festival the Platform hosted, as last year together with the Confederation of Danish Industry and the Danish Competition and Consumer Authority, an event on PPP. With the title ‘From Welfare to Export’, this year’s event asked how and if we by export can earn money on the Danish Welfare System? A unique demand for knowledge on the Danish model and solutions is raised from abroad—but which potentials do actually exist and how does the Public-Private agenda meet these potentials?

Members of the panel were: current spokesperson for the the Danish Social-Liberal Party and former Minister, Ida Auken, and member of parliament for the Danish Liberal Party and former Minister, Claus Hjort Frederiksen. Chairman of FTF, Bente Sorgenfrey, and Jens Ole Pedersen from Philips Healthcare. Academic Director, Carsten Greve, participated in the panel as PPP expert and provided factual and research based insights to the others’ discussion on the opportunities for Danish welfare exports. Tine Roed, Director of the Confederation of DI welcomed and Mette Rose Skaksen, Branch Director of the Confederation moderated the event.

Journalists from the news agency Altinget followed the event and published following a long article. Find it [here](#), and read about the event at our website.



Debating the Public-Private Agenda at Folkemødet

An Argument for a Legislation on Public-Private Partnerships

The focal point for the Platform at this year's festival, was to emphasize the importance of the need for a formal legislation for Public-Private Partnerships in Denmark. Carsten Greve is working on this aim together with Professor Christina Tvarnø. Greve elaborates:

"A PPP law will help collect all the many different rules in one place. It is an advantage for the ministries, because it can provide an overview and because the arguments for PPPs can appear together. It is advantageous for businesses because they can get strong and stable market conditions. The law can create a "pipeline" of projects in the future. Finally, with a PPP law politicians will be able to send a strong signal to the market that they are supportive and that the interest in PPPs actually exists. Inspiration from countries with PPP legislation can be found in OECD. According to Cornell University researcher, Rick Geddes, more than 30 states in the U.S. have proven successful experience with PPP legislation."

In the article [‘Here is the American OPP-model’](#) the news agency Altinget have interviewed Greve for an in-depth presentation of his suggestion.

During the festival Carsten Greve presented the idea of a PPP law in several connections. Both at our own event where it received great support from Ida Auken and not least Bente Sorgenfrey who in accordance suggested a dating-site for public-private partnerships facilitated by the government. Greve also asked Henrik Sass Larsen, Danish Minister of Business and Growth and Bjarne Corydon, Danish Minister of Finance, how they related to the possibilities of public-private partnerships. Sass Larsen declared his support, as long as it did not imply privatisation. Corydon declared he was open to PPP, but didn't want to see it as a magic bullet to solve all investment challenges for the public sector. Both politicians implicit supported the need for thorough framework for PPP, to enhance the possibilities identified in the model.

Read more about the debates at Carsten's twitter [profile](#), or find arguments at his recent blog post on '5 ways to support PPP in Denmark' [here](#).

General focus on PPP

Overall the theme of Public-Private gained great attention in the debates at this year's festival. Especially it was high-lighted when talking about public sector optimization within areas of competition, growth and health. But also related to issues as education.

Partners at Folkemødet

The Platform's strategic partners [KORA](#) and [MindLab](#) both participated and held events during the festival. For instance, MindLab invited to an event on how to



Big Data at the Festival of Research

Event on Big Data and Privacy

On April 25 the Public-Private Platform and the Big Data Forum invited to an event on Big Data, in connection with the yearly national Festival of Research [Forskningens Døgn]. The room was filled to its capacity despite the early hour. The audience included civil servants, researchers, private sector employees and students, all present to discuss the question *'How are different amounts of data in practice translated into analysis and visualisation, when many aren't aware of the fact that they cannot control the digital traces they leave behind?'*



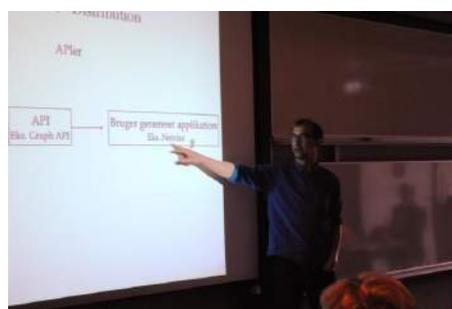
The seminar was moderated by Associate Professor

and cluster facilitator of the PPP cluster Internet, Business and Governance, Mikkel Flyverbom. According to Flyverbom potentiality and fear live side by side when it comes to using and navigating in the world of big data. He argued that because something that used to take a different form now takes a data form, the emergence of new characteristics of knowledge and behaviour. Experts argue that big data is a more reliable form of knowledge compared to interviews and other data methods. Data can be seen as a new form of the element. Following new opportunities, also new concerns are appearing together with big data. For instance it can be asked: does big data decrease the possibility of a private life?

Anders Koed Madsen, Assistant Professor at Aalborg University, gave in his presentation 'Behind the task of Big Data visualizations', insight into how big data technologies convert our behaviour. He sees that data produced on the internet is shaped through a visualisation process of five elements: data production, storage, organisation, distribution and analysis. With the use of algorithms as a set of logically defined instructions it can be indicated how a specific problem can be solved and explained. Anders explained how the UN for instance find danger signals by visualizing big data through an algorithm that takes tweets and transform it through a colour coding system.

Pernille Tranberg, journalist, former research fellow and the author of several books about the Internet, data and privacy, reflected in her presentation on how we build what she refers to as data self-defence. According to Pernille, big data marks costumers as the 'weak' in society – which is why we must be even better at protecting ourselves. In the US big data knowledge frames citizens' health insurance options. With records of what people 'like' one can obtain extremely sensitive data. Having a private life today is not effortless, but with small reminders and techniques you can hide little things of everyday life, said Pernille who see a future where it will be a business model to present a strong privacy profile, just as we have seen with CSR.

Read much more and download the presentations [here](#) [In Danish].



Focus on Co-production – Visit by John Alford

Visit by Australian Professor John Alford

On April 23-25, the CBS Public-Private Platform had the pleasure of a visit by Australian Professor of Government, John Alford.

During his stay Alford among other things gave a public lecture, held a teaching session at the Master of Public Governance program and visited Falck, as case-inspiration for some of Alford's current research.



The public lecture took place on April 24 at CBS. With the title 'Engaging Public Sector Clients: From Service-Delivery to Co-production' Alford discussed and elaborated on five key-questions when talking about co-production:

- What is co-production?
- Whom do we serve?
- Who are the co-producers?
- When should co-production be utilised?
- How can co-production be elicited from citizens?

When taking the concept of co-production into practice it is important to take notion of the difference between deciding to do it and actually doing it, Alford stressed and argued that co-production is about doing it together, not necessarily doing it. Professor Alford's work analyses when it makes sense for public agencies to try and harness clients' co-production. It also suggests how organisations can make use of client co-production. In the process it challenges many of our assumptions about how government can relate to the public it serves.

John Alford is Professor of Public Sector Management at the Australian and New Zealand School of Government (ANZSOG) and at the Melbourne Business School (MBS, University of Melbourne). Areas of expertise are: public management, client-organization relationships and inter-organisational relationships. His two most recent books are: *Engaging Public Sector Clients: From Service Delivery to Co-Production* (Palgrave MacMillan 2009) and *Rethinking Public Service Delivery. Managing with External Providers.* (with Janine O'Flynn) (Palgrave MacMillan 2012). See more on his website at ANZSOG. See also his blog entry on co-production in Australia.

Read more and download Alford's presentation [here](#).



Picture, from left: Jacob Alsted, John Alford & Carsten Greve

Velux Foundation Guest Professor Tom Bentley



Australian Independent Author and Policy Analyst, Tom Bentley, visited the platform as Velux Foundation Guest Professor

Tom Bentley, the platform's Velux Foundation Guest Professor in 2013-2014, has already visited the platform several times before. Previously as keynote at the Collaboratory conference in 2012 and again in September 2013 in connection with his participation at the conference "How Public Design?" organised by our strategic partner MindLab.

Tom is based in Melbourne, but undertake projects as policy analyst all over the world. This time he visited the platform as a guest professor for around two weeks. During his stay he both facilitated an in-house government session as well as a reflections seminar at the CBS Master of Public Governance programme. Bentley elaborated on his visit to the platform:

"The quality of thought and conversation around the Public Private Platform mean that it is always valuable to spend time there. I used my discussions to explore new ways of thinking about the renewal of governance systems, and to improve my own understanding of the problems that Danish policymakers and public service practitioners are trying to solve."

Recent publication on the Australian prime-minister's broken promises

"In effect, the government and its supporters are saying that a problem created by granting too many concessions to private wealth must be solved by savaging investments designed to meet public need". In a recently published article, Bentley discusses how the Australian government fails to handle the issue of public uncertainty. Read it [here](#), and find further articles and information about Tom Bentley [here](#) and [here](#).

After his visit to the platform, Tom continued to the U.S for a consultancy task at the Bill and Melinda Gates Foundation.

Political Philosophy–Visit by Anna Yeatman

Visit by Australian Professor Anna Yeatman

On May 6-8, 2014 Professor Anna Yeatman from the Whitlam Institute at the University of Western Sydney visited the CBS Public-Private Platform.

During her visit, Anna gave a seminar about 'Freedom, Intersubjectivity, and Law: Jessica Benjamin's Contribution to Political Philosophy'. Yeatman argued that modern political philosophy centres on the conundrum of how to reconcile subjective freedom and authority. Hobbes, Hegel and others work directly with this conundrum, which is quintessentially a question of politics, while neo-liberal thinkers evade it by sleight of hand: by turning authority into a function of the market price mechanism, and thereby evacuating the domain of the political itself.

Yeatman investigates what it is that Jessica Benjamin can offer us in developing our understanding of what is involved in working with this conundrum. Anna explains how she takes us further than classical theorists of freedom because of how she is able to open up and elaborate the idea of subjective freedom. According to Yeatman two major historical shifts enabled this: firstly, the feminist project of claiming the mother as a subject in her own right; and secondly, the related psychoanalytic project of positioning the infant from birth (if not before) as a subject, as distinct from being a bundle of instinctual drives. It is in this context that Benjamin is able (both theoretically and practically) to explore intersubjectivity as a two-person account of social life considered in its aspect as subjective process. Her idea of intersubjectivity is elaborated as an account of how the subject's freedom is enabled by that of another subject, and of how, accordingly, intersubjectivity involves the paradox of both self-assertion and mutual recognition. Read more about Yeatman and how to get the paper [here](#).



Post.Doc and cluster member at the platform, Kirstine Zinck Pedersen, had a great and professional valuable experience with the visit of Anna Yeatman. She afterwards elaborated:

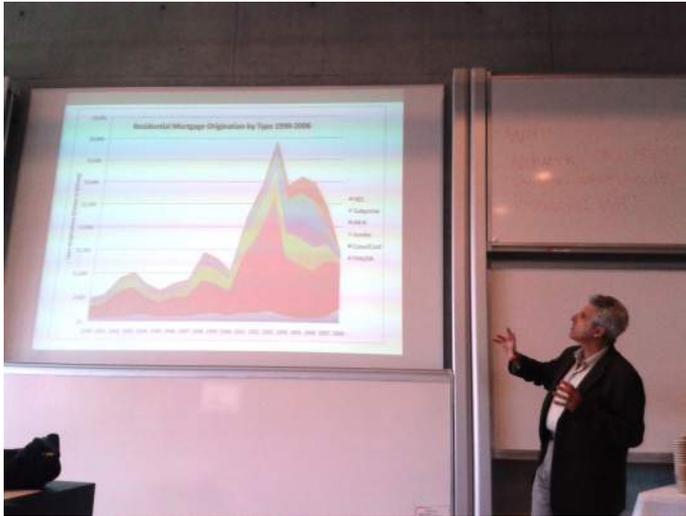
"I was very delighted to have the chance to meet Anna and discuss her past experience in public policy evaluation and her engagement with debates about the introduction of New Public Management into Australian public service delivery – and the obvious links between these practical concerns and her more theoretical aspirations. In her presentation of Jessica Benjamin's perspective on the reconciliation of subjective freedom and authority, it became clear how Anna's work has high relevance for public sector ethics and practice."

Yeatman is a professorial research fellow and prior to her work at UWS, she was a Canada Research Chair in Political Science. She has a background as both a theorist and a practitioner. At the Whitlam Institute she is working in close collaboration with its director on a public policy program dedicated to 'thinking social democracy'. Read more [about Anna](#).

The Theory of Fields - Visit by Neil Fligstein

Public Seminar with Neil Fligstein

In the beginning of June, Professor Neil Fligstein, from University of California, Berkeley visited CBS. His visit was organized and sponsored by the platform, Department of Business and Politics, Department Management, Politics and Philosophy and Centre for Business History.



On June 4 he gave a public lecture on *"The Transformation of Mortgage Finance and the Industrial Roots of the Mortgage Meltdown"*. According to Fligstein the 2007-2009 financial crisis was centred on the mortgage industry. In his wish to develop a sociological explanation of that crisis based on the markets as politics approach and the sociology of finance, Fligstein uses archival and secondary sources to show that the industry became dominated by an "industrial" conception of control whereby financial firms vertically integrated in order to capture profits in all phases of the mortgage industry. His results of multivariate regression analyses shows that the "industrial" model drove the deterioration in the quality of securities that firms issued and significantly contributed to the eventual failure of the firms that pursued the strategy. Furthermore his work shows that large banks which were more involved in the

industrial production of U.S. mortgage securities also experienced greater investment losses. According to Neil the findings challenge existing conventional accounts of the crisis and provide important theoretical linkages to the sociology of finance.

Closed research workshop

During his stay the Public-Private Platform also hosted a closed workshop session for CBS researchers. The workshop's theoretical background was based on one of Fligstein's paper (published together with Adam Goldstein), which has received some press in the US: "Why the Federal Reserve Failed to See the Financial Crisis of 2008: The Role of Macroeconomics as a Sensemaking and Cultural Frame".

José Ossandón, Assistant Professor and cluster member, described about the workshop: *"Neil Fligstein's work has been very influential in at least two different subjects: the social history of the XX century corporation and how firms and other institutions politically shape markets. In his seminary at CBS, Fligstein presented a paper where he and his colleagues analysed the topics discussed at the board meetings of the main financial regulation in the US, the Federal Open Market Committee, in the years before the last financial crisis. The discussion at the seminar revolved around the main finding of the paper, namely, the regulators' limited understanding of the financial industry resulting of the macro-economic concepts and methods in which they heavily rely on."*

Neil Fligstein is the Class of 1939 Professor in the Department of Sociology at the University of California. He is the Director of the Center for Culture, organizations, and Politics at the Institute for Research on Labor and Employment. He is the author of numerous books including "The Architecture of Markets (Princeton, 2001) and "Euroclash" (Oxford, 2008). Together with professor McAdam, Fligstein recently published the book 'A Theory of Fields' (Oxford, 2012). By combining insights from institutional theory, social movements theory, and organizational theory a creation of a general set of understandings of how new social spaces are constructed, maintained, and transformed. At the core of the book, is a distinctly sociological view of social action, one that is based on symbolic interactionism.

Law and Rationality—Visit by Professor Claire A.

Visit by American Professor Claire A. Hill

In April, professor Claire A. Hill from the University of Minnesota Law School, has been visiting the CBS Public-Private Platform and platform member Professor Henrik Lando.

Claire A. Hill joined the Law School faculty in 2006 after a year as a visiting professor. She teaches corporate law, mergers and acquisitions, contracts, and a seminar in law and economics. She is the founding director of the Law School's Institute for Law and Rationality, and the associate director of its Institute for Law and Economics. She is also an affiliated faculty member of the University's Center for Cognitive Sciences. Claire received her B.A. and M.A. in philosophy from the University of Chicago, her J.D., summa cum laude, from American University, Washington College of Law, and an LL.M and J.S.D. from Columbia University School of Law, where she was an Olin Fellow.



Henrik Lando elaborates on the visit:



"Claire Hill visited the CBS Public-Private Platform cluster for Public-Private Partnerships and the Law Department where her host was Professor Henrik Lando. Professor Hill works in the area of law and economics, taking often an unconventionally broad perspective that includes how people form their beliefs and make decisions and how this process may deviate from conventional assumptions in economics and in law. In doing so, she draws on other disciplines, mainly psychology, as she did in her talk at CBS, which concerned how people often fail to take into account the extent to which their own beliefs and decisions, and those of other people, reflect their respective starting points. Such starting points, or priors, may shape people's behaviour just as much as incentives and legal regulations, and progress may come about by understanding far more about this process, including the significant role people's values, intuitions, and senses of identity play in their views of what they and others, and the law, should do. During her visit here, she interviewed several people for her current project on how the State and the Public Sector is perceived differently in the States as compared to Denmark. In her current project she explores how ingrained attitudes to the public versus the private sector shape views on the proper private/public boundary."

Interested in co-hosting an event together with the platform or to bring a visitor?

On a continuously basis cluster members but also external collaborators contact us with suggestions for interesting keynotes, events or themes which could be exiting to bring to the platform. In cases like these the platform helps organize and sometimes finance visitors from abroad or workshops investigating specific themes.

As a platform, it is our ambition to work as an umbrella and bring relevant people together. Furthermore we see great value in presenting researchers, students, organisations, civil servants and others that find the Public-Private theme interesting, for leading experts or agendas within the field.

Do you have an idea or a person you think would be relevant, please don't hesitate to contact us at publicprivateplatform@cbs.dk

New PPP Cluster on Markets & Valuation

Launch of a New Public-Private Cluster on Markets and Valuation

The CBS Public-Private Platform has decided to form a PPP cluster of Markets and Valuation.

Based on an initiative from a group of researchers known as the Copenhagen Markets and Valuation Group (CMV), the Platform has identified interesting PPP potential in the area of markets and valuation. The group has been carrying out several activities in the last couple of years with focus on questions such as: How are politically defined goals folded into market arrangements? Do markets as 'policy instruments' have a civilizing potential or can they be opened to new forms of technical democracy?

The cluster wishes to encourage discussions relating to the practical organisation and valuation of markets more generally, by raising issues such as: *what are the consequences of the proliferation of valuation devices in the strategy of public and private organizations; the financialization or extension of finance metrics and devices into new areas; and how do different modes of valuing – or orders of worth - cohabit in markets.*

Associate Professor Christian Frankel, Assistant Professor José Ossandón and Assistant Professor Trine Pallesen will be facilitators of the cluster. A start-up meeting has already taken place and several researchers from different CBS departments have confirmed their interest in joining the cluster.



A crucial feature of the development of the Platform's core tasks take form within discreet, cross-disciplinary, cross-school teams formalized as clusters. These clusters are of key importance for meeting the Platform's aim and initiatives to consolidate the Platform's research focus and critical mass at the same time as adding value to and enhancing the potential impact of individual research initiatives. Cluster members meet during the year to discuss their theme, hold seminars and develop research proposals together.

In December the Markets and Valuation cluster will host its first official workshop entitled *Markets for Collective Concerns*. Amongst the presenters are Philip Mirowski, Annelise Riles, Daniel Breslau, and Daniel Neyland – more information will follow.

CBS researchers are always welcome to join one or more of the Platform's clusters. Please contact us or the facilitators if you already now wish to join the Markets and Valuation cluster.

Read more about our clusters [here](#). In the nearest future the Markets and Valuation cluster will also appear here.

News From Conferences on Public-Private Rela-

Greve acts as a discussant at U.S. ambassador's visit to CBS



Academic Director at the Public-Private Platform, Carsten Greve, (picture: right) participated as discussant, together with professor Ove K. Pedersen, when the U.S. ambassador to Denmark, Rufus Gifford, delivered a speech on American politics at the CBS Executive conference on May 30, 2014. Greve and Pedersen had the chance to pose questions to the ambassador, and Greve rose important questions looking into the agenda on public-private relations and public governance.

Meet the U.S. ambassador to Denmark [here](#).

Carsten Greve Gave Presentation on PPPs From a Transport Perspective

Carsten Greve was invited to speak at a conference on PPPs in the transport sector in late May. Carsten Greve spoke about the international experiences with PPPs and what the Danish transport sector could learn from these experiences. Other presentations were from the European PPP Expertise Centre which is run by the EU Commission and the European Investment Bank whose representative Edward Farquharson spoke about the recent European experiences and how the market is slowly changing for the better again. The Danish Competition and Consumer Authority also presented information about the status of the Danish PPP projects. The conference was held on May 27, 2014 and was arranged by the law firm Horten in connection with Transport economic association and the Danish Road Association.

Christina D. Tvarnø Presented on PPPs at Falck's Conference on Public-Private Relations

Professor WSR Christina Tvarnø and cluster facilitator at the PPP cluster of Public-Private Partnerships, Procurement and Outsourcing' was one of the presenters at the Danish company Falck's conference on public-private relations held on May 7, 2014 at the Danish Parliament building.

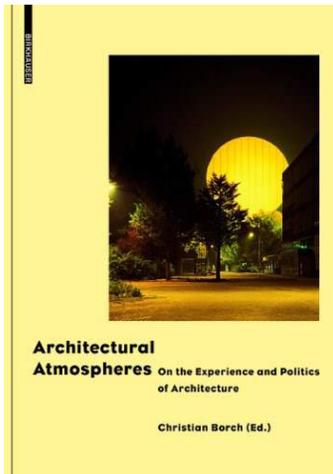
Christina Tvarnø drew on international examples and challenged the official Danish PPP policy and proposed an OPP law and other initiatives. Christina Tvarnø remarked how Denmark is missing a growth opportunity by ignoring PPPs. Members of Parliament who paid close attention to the message included Steen Gade (Socialist People's Party) and Brian Mikkelsen (Conservative) who both declared they would look more into the possibility of a PPP legislation.

Ph.D. student Christiane Stelling from Department of Business and Politics presented perspectives on partnerships and trust, taken from her recently finished Ph.D. studies.

The conference attracted many personalities connected to the PPP agenda, and the conference was held in honour of the chairman of the board of Falck, Lars Nørby Johansen, who retired from his post as chairman after many active years in Falck.



New Publications



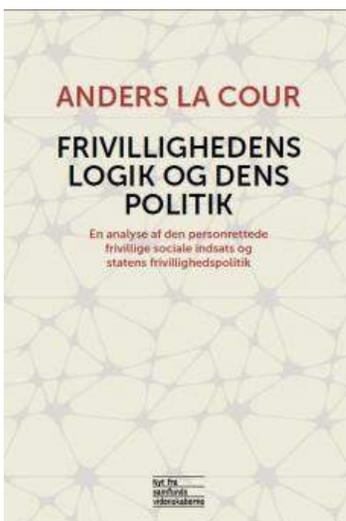
New book on Architectural Atmospheres by Christian Borch

Cluster facilitator Christian Borch is the editor behind this new book on Architectural Atmospheres which also count Gernot Bohme and Olafur Eliasson as contributors. By looking into how there is a growing awareness of the atmospheric dimensions of architecture in contemporary architectural practice as well as in social and architectural theory, the book provides a pointed, programmatic discussion of this atmospheric turn. It is essential reading for architects, planners, and social theorists who take an interest in how we experience architecture and how to improve architectural and urban design. Find more about the book [here](#).



New article on The Politics of Transparency and the Calibration of Knowledge in the Digital Age by Mikkel Flyverbom

Together with Hans Krause Hansen, cluster facilitator, Mikkel Flyverbom, recently published an article which analyses the complex work of human actors and technologies that go into producing that which appears to us as 'transparent'. The article draws on studies of governance and surveillance, affordance theory, actor-network theory and sociological work on numbers and analyses the role played by mediating technologies in the production of transparency. Read more [here](#).



New book on the Logic of Voluntariness and Its Politics by Anders la Cour

La Cour, member of the cluster of shifting forms of public governance, has done comprehensive work on the role of voluntariness. His recent book is an invitation to rethink the voluntary social work in a new way that makes it possible to ask new questions to familiar issues. La Cour finds voluntariness as a unique kind of care and raises questions such as: What do we know about the help that evolves on behalf of voluntary conditions? How does it represent its own unique kind of care? And how can one formulate policies for it, organise it and formulate strategies on its behalf? Read more [here](#).

New Publications



New book on Welfare Management by Niels Åkerstrøm Andersen and Justine Grønbæk Pors

Cluster members Niels Åkerstrøm Andersen and Justine Grønbæk Pors' new book [Published in Danish] "Welfare Management — the management and potentialisation" focuses on the complexities of public management and attempts to map the dynamics of a public sector where management coexists with innovation, development and potentialisation.

Find the book and read more [here](#).

New Book on School Management by Justine Grønbæk Pors



Justine Grønbæk Pors, assistant professor and member of the PPP cluster shifting forms of public governance also just published a new book on school management.

With the title (translated from Danish) 'Noisy government' Justine shows why it is not necessarily the case that increased management simply will encourage and cause more well-functioning schools. Instead she argues that there is a special tragedy built into attempts to improve management: Management reforms create often unruliness, which only calls for new measures and more management, which then again increases unruliness.

The book is launched in a time where the primary schools are experiencing turbulent times. One major reform calls for another and there is a fundamental transformation not only of the school itself but also in regard to the relationship between the school and the local authority, the school and the concept of learning, the school and the teacher profession as well as the school and the surrounding community.

To understand this development we cannot just study the recent reform instead Pors argues that we should take into consideration the last decades of revolution in the way schools are managed and governed.

Today, elementary schools are required both to manage while at the same time promoting unruliness. Each school must dare to take risks when reinventing, innovating and experimenting in the search for the future welfare state. But the schools must also through documentation and evaluations ensure that welfare benefits are being delivered as expected, committed and determined.

The book is in Danish. Find the book and read more [here](#).



Focus on System Theory

Seminar on Contemporary Challenges to Government and Steering of Welfare States



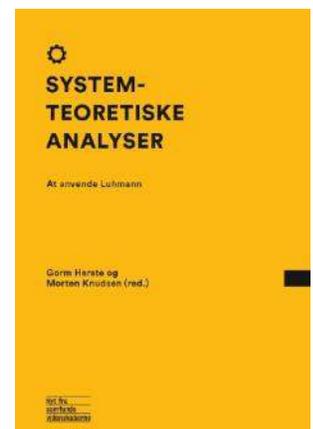
In March the Public-Private Platform hosted a seminar on contemporary challenges to government and steering of welfare states at Klitgården in Skagen. The seminar brought together scholars from a range of European universities and business schools to rethink social system theory and its contribution to societal debate on the contemporary changes in welfare government and management.

At the seminar, themes of focus included: Crisis and intensification of specialisation and interdependence of function systems, Hybrid governance, Indeterminacy and contingency as economic resources for flexibility and innovation, Self-dissolving organisations and self-suspending states, How government actors relate to ungovernability, unpredictability and noise, The politics of self-suspending systems. The aim of the seminar was also to strengthen collaboration between dynamic research environments in Denmark, Germany and Switzerland and create a theoretical platform for future partnerships about research projects, publications, and, Phd.-education. The wonderful location of Klitgården – a place of retreat for scholars and artists – provided a perfect space for both formal and informal conversations and debates. Read more and download relevant papers [here](#).

In the picture you see the seminar's attendees: Prof. Dr. Urs Stäheli, University of Hamburg, Prof. Dr. Oliver Marchart, Düsseldorf Academy of Art Prof. Dr. Cornelia Bohn, University of Luzern Juniorprofessor, Dr. Anna Henkel, Carl von Ossietzky Universität Oldenburg Dr. Sven Opitz, University of Hamburg Prof. Niels Åkerstrøm Andersen Associate Prof. Gorm Harste, Århus Universitet Associate Prof. Morten Knudsen, CBS Associate Prof. Anders la Cour, CBS Associate Prof. Niels Thyge Thygesen, CBS Associate Prof. Betina Renisson, Ålborg Universitet Adjunkt Justine Grønbæk Pors PhD Stud. Gina Atzeni, University of Munchen PhD Stud. Klaus Laursen, Ålborg Universitet.

Cluster Member, Morten Knudsen, Edits New Book

Together with co-editor Gorm Harste, Associate Professor and platform member Morten Knudsen recently published a new book on system theoretical analysis. As the subtitle 'to apply Luhmann' indicates, the book's chapters demonstrate and investigate how varied system theory in the tradition of Luhmann can be brought into play by showing different angles of the theory's analytical possibilities. The book is aimed at students and researchers who seek inspiration on how to carry out system theoretically informed analysis. Read more out the book [here](#) [in Danish].



Increased Focus on Trust in Innovation

Platform Member Niels Thyge Thygesen Joins the Innovation Panel at Centre for Public Innovation

'Centre for Public Innovation must find, qualify and spread innovation in the public sector. But in concrete and pragmatic manners and in collaboration with employees, managers and politicians.' This is the objective of the Centre for Public Innovation (COI) which is formed by parts behind the public labour market. COI recently released their new Plan of Action.

Platform Member and Associate Professor Niels Thyge Thygesen is one of the members of the Centre for Public Innovation's Innovation Panel. The panel was appointed by the opening of the Centre and consists of

researchers and key practitioners. The panel is responsible for both individually, in subgroups and together to contribute to the work and assignments of the Centre for Public Innovation, where it is appropriate. Furthermore, the panel serves as a general inspiration and sparring partner for the centre. Read much more [here](#).



Niels T. Thygesen elaborates on his motivation for participating in the panel:

"My motivation, when I said yes to join the innovation panel, was to contribute to a public management debate towards a constructive alternative to management control (high transaction costs) and a strategy for liberate resources (social capital) and set the basis for innovation (new solutions). Innovation is good, yes, but trust is the premise. Also according to the Plan of Action. Therefore, Margrethe Vestager is also referring to my definition of confidence when she talks at conferences: a decided risk related to expected gains. In the big picture it is about finding a management alternative that can match the challenge that the public sector is facing, namely achieving 'more for less' because within the next 10 years we will have too few resources to finance the Danish welfare model.' Meet Niels [here](#).

Several public agendas involve and demonstrate that trust still is an increasingly important matter. Trust is outlined as an absolutely crucial factor in the desire and opportunity to create the space for innovation in the public sector. At a kick-off conference for senior executives within education it was discussed how trust is hard-nosed management. But yet not to exclude. Thygesen was among the keynotes at the conference and elaborates in that relation about trust as a management discipline at the ministry's website. Watch it and read more about trust on the political agenda [here](#).

Danish Research Council Grant to PPP Researchers

Platform Members Morten Knudsen, Magnus Larsson & Karen Boll Receives Danish Research Council Grants

'Leadership Development in the Public Sector'

Associate Professor and member of the PPP clusters health governance and shifting forms of public governance, Morten Knudsen, and Associate Professor and member of the PPP cluster of health governance, Magnus Larsson, have received a grant for their project 'Leadership Development in the Public Sector'. The 3.8 million DKK grant is from the Danish Research Council. Morten and

Magnus have been supported by the Platform over a longer period of time and was one of the first projects which the Public-Private Platform granted seed money back in 2012. Knudsen and Larsson have worked very hard and dedicated on this proposal, and the Platform is proud to take just a minor part in the great success. We look forward to following the future process and will be back with more information accordingly. This project focuses on the organisational effects development programs have. To answer these questions, the project will examine both leadership development program content, pedagogical practices and their organizational impact.



The
Danish Council for
Strategic Research



Read much more about both grants [here](#).

'Mind the Gaps: Explaining Nordic Exceptionalism in Taxation Institutions'

Post.doc and member of the cluster of shifting forms of public governance, Karen Boll, has been part of a CBS Department of Business and Politics project: 'Mind the Gaps: Explaining Nordic Exceptionalism in Taxation Institutions', which also just received a grant. The grant is 3.2 million DKK. The Public-Private Platform will update continuously about this project as well.

Workshop on Strategies for City Management

Academic Co-director Carsten Greve Keynote at a Workshop on Urban Planning at CBS

Ph.D scholar Peter Andreas Norn and member of the PPP cluster Urban Governance arranged a one-day conference on strategic city management at Copenhagen Business School on May 20.

Peter Andreas Norn is conducting an industrial Ph.D. project with Realdania at the Department of Business and Politics. The theme of the workshop was how to improve the governance of cities and the way the cities approach the new strategic task. Academic director at the Public-Private Platform Carsten Greve spoke about the challenges of Public-Private partnerships (PPPs).

Peter Norn presented his thoughts and knowledge on how the governance perspective can be used in city management and how especially network governance can be seen as an approach.

Other presentations during the day were from two Danish city development projects and on the new proposed light railway project ("Letbanen i Ring 3") which involves many local governments from Lyngby-Taarbæk to Ishøj south of Copenhagen. The participants of the workshop came from local governments and companies from all over Denmark. The participants got hands-on knowledge on how to approach strategic partnerships in city development.

The workshop aimed at providing each participant with an overview of the field, the opportunity to exchange experience and inspiration to bring back to their own projects.

You can read more and download all the presentations [here](#).



New Faces at the CBS Public-Private Platform

Ph.D. Cecilie Glerup Joins the CBS Public-Private Platform

Cecilie Glerup is PhD student at Department of Organization, Copenhagen Business School. Her research interests focus on the changing institutional demands in public science – not the least the political calls for enhanced ‘social responsibility’ in science. Cecilie has conducted a comparative ethnographic study of two research organisations working in the new, controversial field ‘Synthetic Biology’, one organisation in Denmark and one in the U.S. The study shows how the (at times conflicting) demands for sound, top-research, applicable results and democratic legitimacy make the scientists feel both frustrated and powerless in their daily work. Besides the purely academic studies, she has also been part of several science communication projects both at and outside CBS.

Cecilie Glerup holds a Master Degree in Welfare Studies and Public Administration from Roskilde University. Her current work is part of a bigger research project on ‘Social Responsibility in Science’ funded by The Danish Research Council for Social Sciences and managed by ass professor Maja Horst from Copenhagen University. Cecilie joins the PPP cluster ‘Shifting forms of Public Governance’.



New Member of the platform's Advisory Board

Professor Haldor Byrkjeflot Is a New Member of the platform's Advisory Board

The platform is proud to announce that the Norwegian Professor Haldor Byrkjeflot is a new member of the advisory board.

Haldor is currently employed as full professor in the Department of Sociology at University of Oslo and currently 20 % researcher position at Uni Rokkansenteret, University of Bergen. He has been doing research on comparative management, the Nordic model of democracy, public sector reform, comparative healthcare systems as well as bureaucracy and changing accountability regimes in the public sector. Currently he is involved in projects on accountability regimes and reputation management, as well as bureaucracy.

At the moment Haldor is working on a proposal to establish a research Centre for the Analysis of Bureaucracy in Society (CABS) together with Academic Co-Director at the platform, Paul du Gay, and Fredrik Engelstad from the Department of Sociology at University of Oslo. The proposed centre would be a joint initiative between the University of Oslo and the CBS Public-Private Platform. Together they are also working on developing a book and projects relating to these issues.

Haldor describes his reason for joining the advisory board, as follows:

"Many of the topics I am currently doing research on - or have been doing research on - seem to be on the agenda at the Public-Private Platform: I have already been participating in ongoing activities, particularly in the area of healthcare, and have been a visiting scholar at the Department of Organization at CBS.

In particular I am interested in developing a better understanding of the role of bureaucracy and anti-bureaucracy in the development of societies. Another topic of interest is how new models for organisation and leadership, like reputation management and human resources management, changes the logic of organising in different spheres of society, particularly in the public sector."

Read more about Haldor Byrkjeflot [here](#).



CBS Public-Private Platform Activities



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 work of the platform.



Julie Munk, Research and Communication Officer

As Research and Communication Officer at the CBS Public-Private Platform, Julie is responsible for managing and developing the Platform's research work and activities and the communications strategy in all its constituent dimensions. Julie Munk holds a BSc. In Communication and Business studies and is currently finishing her graduate-degree in Political Communication and Management at CBS writing her thesis on the political governance of welfare systems. Julie has previous been engaged in cross-sectorial work in relation with her job in the organization Suitable for Business and a job at Copenhagen Finance IT Region. [Contact Julie](#).

Nanna Helene Jensen, Events Officer

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 seminars and conferences. [E-mail Nanna](#).



Susanne Boch Waldorff, Teaching facilitator

Susanne Waldorff, Associate 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 Activities—Public-Private Week 2014

Public-Private Week 2014 – A Collaboratory

Have you participated in our yearly Collaboratory?

This fall the Platform will host a week with events focusing on Public-Private Partnerships. Public-Private Week will take form as a “Collaboratory”, meaning a combination of “collaboration” and “laboratory”. Since the platform’s first conference in 2012, we have expanded this to a week with several activities.

This year’s Public-Private Week will focus on the platform’s core competency, namely Public-Private Partnerships. The week will be filled with different events that will all put Public-Private Partnerships at the forefront within specific topics. The events will run from 29 September until 1 October and take place at Kilen at Copenhagen Business School. The Platform has invited a broad range of experts from both the public and the private sector as well as academia to present their view and cases of PPPs within their particular field.

Currently three day are on the drawing board with three distinct themes.

- 1) Challenges of adopting a PPP law
- 2) Managing PPP projects successfully
- 3) PPP in relation to the green resource strategy

Read more about each on the following pages.

Collaboratory 2013

In 2013 Collaboratory focused on the theme ‘policy into practice’ and with questions such as: how to rethink public management systems, how to secure a higher degree of civic engagement and how can experiments help in governance the 2013 week were visited by several hundred researchers, civil servants and business managers, generating new energy and insights into the potential for change and innovation in the public sector. Keynotes included Charles Leadbeater, Geoff Mulgan and Rod Rhodes. Read about it all [here](#) in the Summer 2013 newsletter.



Collaboratory 2012

On May 30th-31st the CBS Public-Private Platform held its first Collaboratory on the theme “The Mobilising of Society”. The Collaboratory brought together key figures involved in developing novel public policy thinking and practice in a range of areas with member of the Danish government, public and civil service, the business community, NGOs and academia. Keynotes included Tom Bentley, David Halpern and Ida Auken. Read about it all [here](#) in the Summer 2012 newsletter.



Upcoming Activities– Public-Private Week 2014

Day 1 – Challenges of adopting a PPP law

The first day will pay attention to possible economic challenges towards adopting PPP law in Denmark and asks the following:

Is it possible to make a PPP law in Denmark that creates a reasonable and stable framework for the development of partnerships between the public and the private sector in Denmark?

The background here is that no overall regulatory framework exists for how PPP should be contracted out, managed and practiced. Denmark does have some experience with PPPs, however, the number of cases is far from comparable to other countries. International experiences show that PPP units and PPP legislation could create interest and demand for development of the PPP market.

Keynotes include: PensionDanmark and Copenhagen Business School.

Day 2 – Managing PPP projects successfully

On day 2 we take up management and leadership of PPP projects:

How do you manage and lead partnerships? How should the economic framework conditions be for the partnership project to succeed?

The reason for asking this question is that there are many innovative ways of running a partnership project. At this event, keynote speakers will give concrete examples of how to frame partnership strategies and make them a success. Furthermore, there will be presentations about sound framework conditions for financing and delivery of service.

Keynotes include: Gary Sturgess (ANZSOG), Philips Healthcare, Danish Whole Grain Partnership, Copenhagen Municipality and Copenhagen Business School.

Day 3 – PPP and waste management

Day 3 will discuss the government's 'green resource strategy' in relation to PPP projects.

We will also focus on how and if an PPP-law can facilitate more partnerships in in the environmental arena.

The background here is that Denmark has adopted a new, ambitious resource strategy dealing with financing, the market, environment, citizen involvement, innovation and global ambitions.

Keynotes include: The Ministry of Environment, international speakers and Copenhagen Business School.

Final program and invitations will be published after the summer.

Upcoming Activities

2nd ITEPE Conference — The Role of Competition in European and International Integration



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from anywhere in the world**

Competition and competitiveness have become a catchword which is no longer restricted to the economy but also related to the provision of public services. Some consider competition as the panacea in the light of the current economic crisis and public budget constraints. Others fear a strengthening of the neo-liberal agenda and a further 'hollowing out' of the state. On analytical grounds, however, little attention has been paid so far to the societal implications of competition as 'the most important organizing principle in the capitalist world' (Cini and McGowan, 1998: 2). What is lacking is a sociology of competition.

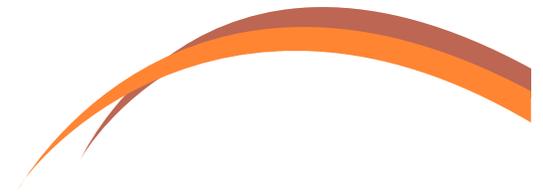
The conference addresses this shortcoming and invites speakers from different disciplines. Its overall aim is to set a new research agenda which strengthens a critical and sociological understanding of the role of competition and comparison in transnationalising society.

Speakers are Bob Jessop (Lancaster University), Christiane Mossin (Copenhagen Business School), Christoph Hermann (University of Vienna), Dietmar Wetzell (University of Berne), Eva Hartmann (Copenhagen Business School), Judith Clifton (Universidad de Cantabria), Malcolm Ross (University of Sussex), Ngai-Ling Sum (Lancaster University), Poul F. Kjaer (Copenhagen Business School), Tobias Werron (University of Lucerne), Wolf Sauter (Tilburg Law School)

For more information (including the list of abstracts) visit the conference website [here](#) or at www.itepe.eu or contact Assistant Professor Eva Hartmann (eh.dbp@cbs.dk).

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