

CBS Public-Private Platform

Quarterly Newsletter
ISSUE 11 Fall 2014



Welcome to the CBS Public-Private Platform!

Since our last issue we have had a lot of changes here at the platform. We have bade a fond farewell to our project manager Mette Lisby who has taken up a new position at Copenhagen Municipality and welcomed our new student assistant Cecilie Wildfang who has joined us as our new communications officer.

In September, the platform's yearly event the Collaboratory took place with two days of intensive discussion and debate concerning one of our core topics public-private partnerships.

We also just received the news that the Velux Foundation has awarded a grant of 5.5 million DKK to a group of our researchers focusing on the ethics of office in public service.

In this issue of the newsletter you can read much more about this and much else including for instance a new seminar series being organized by the Shifting Forms of Public Governance cluster and the visit of our Velux guest professor Tom Bentley.

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Velux Foundation gives new grant to PPP

The Velux Foundation has granted 5.5 million to the PPP project “Office as vocation: reinstating the ethics of Office in public service.”

The Velux Foundation has allocated approximately 5.5 million DKK to a new research programme based at the platform. The research programme will comprise five distinct but related projects, four of which will be based in the CBS Department of Organization (IOA) and one in the Department of Management, Politics and Philosophy (MPP). The research programme engages five researchers from the Public-Private Platform.

Professor and Academic Director Paul du Gay is the project leader. He summarizes here some of the thinking behind the research programme:

Over the last two decades there has been an upsurge of interest in the concept of ‘Office’ within the humanities and social sciences. The distinction between a public office and the person who occupies it has been increasingly challenged not least by a series of often controversial managerial and political reforms that have taken place in a wide range of public institutions.

The research project is focused upon tracing these reform processes and their effects on the ethics of office in different public service contexts: civil, medical, and military by highlighting the links between the history of the ethics of office and the ethical compartments, tools and devices it has elaborated in various forms of public service. The overall objective of the project is therefore to return the ethics of ‘Office’ to its rightful place within the history of ethical thought and public management where it has almost completely disappeared.

The research programme's team and projects

The proposed research programme comprises five projects, (three of which are junior projects), which will assist in fostering and developing a research community at the Public-Private Platform at Copenhagen Business School dedicated to examining the conceptual and practical repertoire associated with the ethics of office. Alongside Paul du Gay the project team comprises professor Mitchell Dean and doctors Anne Roelsgaard Obling, Kirstine Zinck Pedersen, and Thomas Lopdrup-Hjorth.

Read more about the different projects on our [website](#).



Collaboratory 2014 - A Public-Private Week

Two days, eight keynotes and around 150 participants discussed the Public-Private agenda at the platform's yearly event, the Collaboratory

This year's Collaboratory focused on the platform's core competency, namely Public-Private Partnerships. Over two days different events took place all of which focused on different aspects of Public-Private Partnerships. The events took place on September 29 and September 30 at Kilen, Copenhagen Business School. A wide range of experts from both the public and the private sector as well as academia were invited to present their view and cases of PPPs within their particular fields. In particular a core focus of the event was:

- 1) Challenges and possibilities of adopting a PPP law
- 2) Managing PPP projects successfully



Christina Tvarnø, professor CBS

A new Danish PPP law? The possibilities of PPPs are not used efficient enough and the market is still marked by opacity

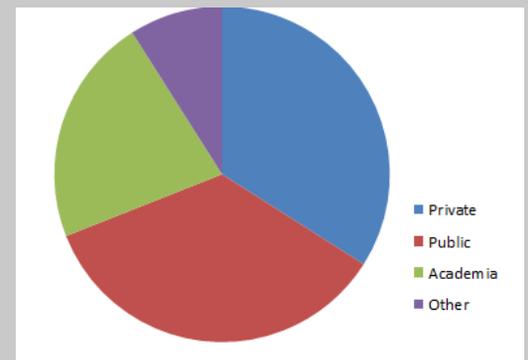
The first day of the conference focused on the possibility of a Danish PPP law. Members of the PP Platform Carsten Greve and Christina Tvarnø have presented an outline for a Danish legislative framework for Public-Private Partnerships. The day before the conference this outline was presented and discussed in the Danish newspaper Berlingske Business. Christina Tvarnø opened the first day of the Collaboratory and was followed by presentation by Anja Piening and Sandie Nøhr Nielsen from SKI (National Procurement Ltd. Denmark) and Jens-Christian Stougaard from PensionDenmark.



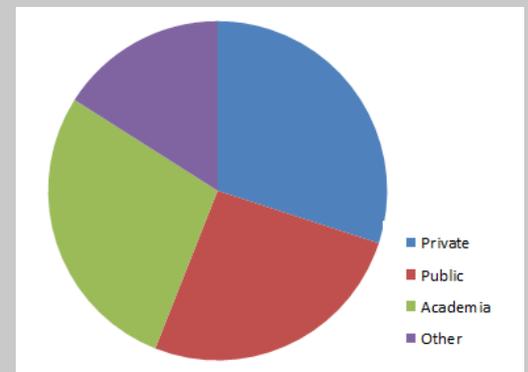
Jens-Christian Stougaard, direktør PensionDenmark

Participant background:

Day 1:



Day 2:



You can read about Christina and Carsten's proposal in-depth by going to Berlingske's website via this link [here](#).

Read about the second day of the event at the next page or read more about the conference in Danish [here](#).

All presentations from Collaboratory can be downloaded at our website [here](#).

Collaboratory 2014 - A Public-Private Week

Managing PPP - successful cases and the importance of building trust

On the second day, the conference focused on the management of PPPs. International keynote Australian professor Gary Sturgess from the Australia and New Zealand School of Government (ANZSOG) opened the day with a presentation on 'The Public Service Economy'. Sturgess where he argued for a more mixed economy in the public sector as a way of generating more effective models for development and management of public services, where PPP's play their crucial role.



Gary Sturgess, professor ANZSOG

Sturgess explained how the mixed economy on Australia for instance involves:

- 90% of residential aged care being delivered by the private and third sectors
- 40% of hospital inpatients being treated in a private hospital
- 30% of school students attending a private school
- 20% of prisoners being managed by a private provider

Several Danish keynotes presented their experiences with managing PPP projects afterwards. Among them were Philips Healthcare and Copenhagen Municipality. PhD Christiane Stelling closed the conference with a presentation about trust in PPP projects. By looking into both Danish and German cases, Stelling argued that whereas the PPP contracts set the frame, trust is the key to ongoing conflict management and collaboration.



Christiane Stelling, PHD CBS

Visit by Velux PPP Guest Professor Tom Bentley

Can reforms change a country? Visit by Tom Bentley

Reflections seminar with Tom Bentley, Klaus Majgaard & Justine Pors



On September 16 2014, a dedicated group of researchers, public servants and private sector employees gathered at CBS when the platform hosted a reflections seminar with the international public policy expert and former advisor to the Australian Prime Minister Tom Bentley.

Tom Bentley gave a keynote presentation based on his experiences developing and implementing public sector reform in the UK and Australia, as well as his new role as an advisor on educational reform with the Bill and Melinda Gates Foundation.

After Tom's talk PPP researchers Justine Pors and Klaus Majgaard each gave presentations based on their own research into the challenges of transforming the public sector in Denmark.

Download the three presentations [here](#).

Background for the seminar

Pressing challenges for many public sector institutions are how to change and improve public welfare through grand reforms. Continually the question is raised as to how reforms can create sustainable change and renewal? What are the possibilities and limitations of grand reforms? How can reforms connect themselves to local change processes and initiatives?

At the seminar Tom Bentley discussed how these matters with a point of departure in his experience from being Deputy Chief of Staff and senior policy adviser to Julia Gillard from 2007-2013, Director of Demos, the independent think tank based in London, from 1999-2006 and his current work with the Bill and Melinda Gates Foundation (BMGF) to improve the US education system. Tom's current work is focused on spreading knowledge between teachers and large scale innovation systems. The goal of BMGF is to get most high school students 'college and career ready' by 2025. Over the last 5 years, the thrust of the work has been on teacher effectiveness, building a series of tools and interventions that aim to support and spread more effective teacher practice. These new standards have been adopted by over 40 US states, which are now all working towards new student assessments, curricula, teacher assessments and improvement programs aligned with the 'common core'. This move has gone faster and further than initially expected, and creates lots of new opportunities and challenges for both innovation and implementation.



Public-Private Platform Publications



New book on the modernization of the public sector by professor Carsten Greve and professor Niels Ejersbo

The modernization of the public sector has constantly been on the agenda since 1983 when the first Danish modernization program was presented. All governments have since followed the same track, and although each decade has its version of the modernization program, all measures remained within and set by an overall framework: financial accountability and change.

With this book Academic Director at the PP Platform Carsten Greve and co-author professor Niels Ejersbo provide a historic overview of how modernization has progressed and how it can be interpreted. The book examines the key reform measures and management policy in the period from 1983-2013. Besides documenting the modernization of the public sector, the

book also touch upon the shift from New Public Management to a new model with more emphasis on centralization and digitization. Greve and Ejersbo have conducted research in public management and organization for several years, and the book provides great insight into the subject of public policy and public management. The book is an updated and expanded third edition of the book, first published in 2005. [Find more information.](#)

Towards a neo-Weberian state in the digital area? - Blog post series about current reforms

In continuation of Greve and Ejersbo's 3rd edition of the Modernization of the Public Sector (presented next page) Carsten Greve has posted a three parted blog on challenges for the public sector management of current reforms.

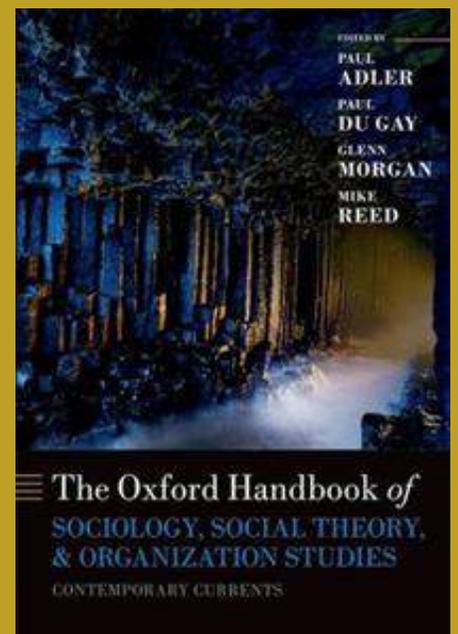
You can read the posts on his [blog](#).

Academic Director Paul du Gay is co-editor of The Oxford Handbook of Sociology, Social Theory and Organization Studies

Academic Director at the PP Platform and professor Paul Du Gay is alongside Paul Adler, Glenn Morgan, and Mike Reed, editor of The Oxford Handbook of Sociology, Social Theory and Organization Studies: Contemporary Currents, which is published this week by Oxford University Press. The book includes contributions from a number of CBS staff and PPP members such as Signe Vikkelsø and José Ossandón.

This volume aims to strengthen ties between organization studies and contemporary sociological work at a time when there are increasing institutional barriers to such cooperation, potentially generating a myopia that constricts new developments.

[Read more about the new edited edition.](#)



Public-Private Platform News

Mikkel Flyverbom in article on challenges for internet companies

Facilitator at the Internet, Business and Society cluster Mikkel Flyverbom recently commented an article on International Internet regulation and the issue of digital services ending up in the grey area when technological opportunities challenges digital privacy. Flyverbom elaborates amongst others on the juridical challenges related to internet companies launch of new products. The digital businesses operate in an industry where the legal infrastructure, control and management aren't tested and in place as in other industries, e.g. the medical industry. Flyverbom argues how this makes it hard for both users, citizens and governments around the world to know how to handle legal challenges in the field - for example in relation to protection of privacy.



Read the article in the Danish Berlingske Tech August 25 or [here](#).

Morten Ougaard in radio program on trade agreements with the US

Cluster facilitator at the PPP cluster Global Regulation and Professor Morten Ougaard guested the Danish radio program Apropos for a talk about the current trade agreement with the United States. The EU Commission promises a profit of EUR120 billion if a currently negotiated large-scale trade is decided. According to Ougaard the effect of an agreement is not only positive, as there is a risk that we will see a worsening of the protection of consumers and workplaces outsourced across the Atlantic.

Listen to the program here [in Danish] at DR's website or [here](#).



The platform's strategic partner KORA starts radio programme on myths of the welfare state



The platform's strategic partner KORA and the Danish media agency Radio24syv are launching a program serial [in Danish] about myths of the welfare state.

A range of researchers, politicians and practitioners participate in the serial. One of them is cluster member and Professor mso Lene Holm Pedersen, who is also director of research at KORA. Pedersen discusses the myth that public employees are too lazy by among others elaborating on her work with public sector motivation.

You can listen to the radio programme at Radio24syv and find the podcast with Lene Holm Pedersen [here](#).

Public-Private Platform news

Susanne Boch & Morten Knudsen are new facilitators at the PPP cluster on Health Governance

The Public-Private Platform cluster Health Governance, is now to be facilitated by associate professors Susanne Boch Waldorff and Morten Knudsen. In addition to facilitating the platform's health agenda both researchers also work for the Center for Health Governance at the CBS Department of Organisation (IOA).

These two groups are increasingly linked in terms of their focus and research agendas.

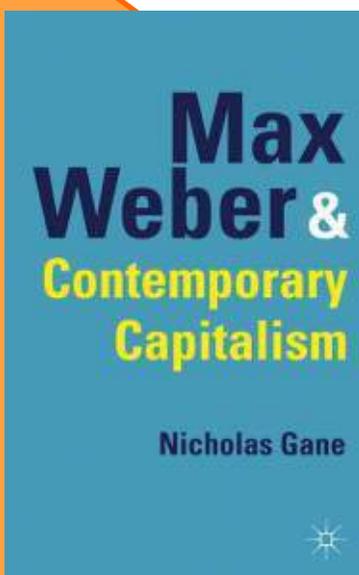


Podcast by facilitator at the Markets and Valuation cluster José Ossandón

“In the podcast interview titled “is neoliberalism Weberian?” PPP affiliate researcher José Ossandón interviews Nicholas Gane.

Gane is a professor of Sociology at the University of Warwick and he will be one of the presenters in an upcoming workshop, organized by the PPP cluster on Markets and Valuation, ‘Market for Collective Concerns’ that will happen in CBS next December (more information later in this newsletter)”

Find the Podcast at Estudios de la Economía's website [here](#)



Strategy Day for the PPP Clusters

Strategy day for all members of the PPP

On September 16 all members of the PPP were invited to an idea-generation seminar focusing on future PPP strategy in relation to all aspects of our mission: Research, teaching and public engagement. The main focus of the event was: How can we continue to generate an exciting agendas for the PPP and the PPP clusters?

The platform has been active for nearly 3 years and has recently conducted a further funding round for in new initiatives.

The intention of the day were also to share reflections and exchange ideas on 'How has the work of the PPP gone so far?', 'What have we learned?' and 'How should we proceed from here?'. The day also included a keynote talk from the Platform's guest professor Tom Bentley. Bentley discussed the great potential that external partnerships and international environment could have for the platform generally, and how the work of the clusters could relate to initiatives taken place overseas. There was also a focus on funding strategies for the platform. Cluster facilitator Christian Borch share his own experience alongside two research advisors from the Dean's office of research Karen Slej and Annette Knudsen, who outlined details of how the clusters can be supported in their research funding activities.



The PP Platform's 7 clusters

Health Governance

Markets and Valuation

Internet, Business and Society

Global Regulation

Shifting Forms of Public Governance

Partnerships and Procurements

Urban Governance

The clusters welcome new members. See more [here](#).

PP Platform Staff News

Farewell to Project Manager Mette Lisby



Mette Lisby has been the PPP's Project Manager since its establishment. She has now taken up a new position in the finance department of Copenhagen Properties, which is a part of Copenhagen Municipality's financial administration. Here she will be working with public administration and projects focusing on ensuring efficiency and optimization of budget and political processes. We are very sad to see her go but we wish her all the best in her new career.

The Public-Private Platform owes an enormous debt to Mette's hard work and brilliant organization and management skills. Mette had her last working day on October 10, where many colleagues visited the Public-Private Platform office to wish her well.



New Communications Officer

Cecilie Andrea Wildfang is the new Communications Officer at the Public-Private Platform.

Cecilie holds a BSc in Intercultural Market Communication from Copenhagen Business School. She is presently doing her master degree Cand.Merc.(kom) – Business Administration and Organisational Communication at CBS as well. Cecilie has been appointed as part time student assistant to work with communications for the Public-Private Platform. Cecilie is managing and developing the Platform's communication strategy in all its constituent dimensions, including its quarterly newsletter, social media presence and relations with CBS and external press and media.



CBS Public-Private Platform staff



Paul Du Gay, Academic Director

Paul du Gay is Academic Director of the Platform and Professor at CBS, where he among others 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. Contact Paul at pdg.ioa@cbs.dk



Carsten Greve, Academic Director

Carsten Greve is Academic Director of the platform and 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 Carsten's [blog](#) or contact him at cg.dbp@cbs.dk

Julie Munk, Research Officer

Julie Munk is Research Officer at the platform and hold the responsibility of managing and developing the platform's research and the dissemination of that work as well as to develop the platform's more strategic research agenda. Julie is Cand.Soc in Political Communication and Management from CBS. Contact Julie at jmu.ioa@cbs.dk



Nanna Helene Jensen, Events Officer

Nanna Jensen is the platform's Events Officer and intern. Nanna holds a BSc. in International Business and Politics from CBS and is currently studying her master degree also in International Business and Politics. Nanna assists the platform in several areas, but her main task is managing and developing the Platform's schedule of events. Contact Nanna at nhj.ioa@cbs.dk

Cecilie Andrea Wildfang, Communications Officer



Cecilie Wildfang is the platform's Communication Officer and is responsible for managing and developing the platform's communication strategy in all its constituent dimensions, including among others the social media presence. Cecilie holds a BSc in Intercultural Market Communication from Copenhagen Business School and is presently doing her master degree in Business Administration and Organisational Communication at CBS as well. Contact Cecilie at caw.ioa@cbs.dk

Susanne Boch Waldorff, Teaching facilitator

Susanne Waldorff is Associate Professor CBS and affiliated to the platform as teaching facilitator. She coordinates and facilitates the development of teaching initiatives within the public-private theme and looks 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 at sbw.ioa@cbs.dk



Upcoming Activities

Workshop: Learning and living cities

- *learning activities in the field of tension between education, theory, practice and aesthetics*

Training of managers is often about equipping them to solve a problem or perform a function. The Welfare crisis has also helped to challenge this rationalist and cognitive approach to training and skills development. Management - and training in management - is more and more a question of being able to look at what is not yet possible. We also call this potentiality.

The event is for researchers, program managers, trainers, teachers, practitioners and those who are in search of ways to create new ideas about what management of learning is and can be.

The event is organised by cluster member Christa Breum Amhøj. Contact her with any matters concerning the workshop or read more about the event here at our [website](#) [In Danish].



Monthly events in the Markets and Valuation cluster

The Markets and Valuation cluster will in the future meet on a regular basis and shed light on the agenda. The first meeting took place on October 22, when cluster member Karen Boll presents and discusses her paper 'State regulation through co-production and market mechanisms – Is 'Neoliberal Tax Management' taking form?'. The article discusses a form of state regulation where government officials engage and involve external stakeholders in co-producing regulation.

Upcoming meetings include, and can always be found at the PP Platforms event page on our website.

Wednesday, October 29th, at 10 - 12: The CMV group will read and discuss Luc Boltanski's *Mysteries and Conspiracies: Detective Stories, Spy Novels and the Making of Modern Societies* (2014). A study of the rise of detective and spy novels in the 19th and 20th centuries, and Boltanski shows that these genres tell us something important about the nature of modern societies and the modern state.

Wednesday November 19th 10-12: Rasmus Ploug Jenle (IOA, CBS): 'Deploying Markets for Control – Integrating Wind Power in the Danish Electricity System'.



Upcoming activities

Seminar series in the PPP cluster of Shifting Forms of Public Governance

The PPP Shifting Forms of Public Governance cluster has planned a seminar series which will take place within the coming year. The seminar's will consist of brief 10 to 15 minutes presentations from researchers in the cluster, followed by dialogue and feedback. The seminar's duration is one-and-a-half hours and look into themes such as strategic leadership as well as the law, the organisation and management in public administration/governance.

The dates and themes of the series are currently being planned, but include presentations from PPP researchers Holger Højlund, Anna Leander, Helene Ratner and Susanne Boch Waldorff.

The seminar series will begin later in 2014 and run throughout 2015, more information will be available soon.



Workshop: The Break-Up Of Management

Management has become an on-going matter of public controversy. Trust in management, for example, is now widely questioned in the wake of a number of recent crises and scandals taking place in both public organizations and private industries. Despite a widespread recognition that management entails unintended and unanticipated effects, it continues to marshal hope and belief in creating better and more rational organizations. In this workshop, these dynamics will be explored through science and technology studies (STS), actor-network theory (ANT), or critical management studies (CMS), which have all in their different ways interrogated how powers, for example, get variously attributed to management (e.g. du Gay 1994; Law 1994).

The workshop will raise questions about, how ethnography can help us break up (or break down) management and make sense of it as part of extended repertoire of materials, practices, discursivities and ideology? Therefore the workshop invites presentations that explore these kinds of break-up of management. It is particularly interested in the concurrent reassembling of organization across boundaries customarily thought to divide inside from outside, organization from environment, the social and the technical, etc.

Presentations in the workshop may address questions concerning following themes:

- The current crisis in management
- The practical breaking up of management

Guest speakers:

Fabian Muniesa, Centre de Sociologie de l'Innovation, École des Mines de Paris, Steve Brown, School of Management, Leicester Business School, Brit Ross Winthereik, Technologies in Practice, IT University of Copenhagen, Andre Spicer, Cass Business School, City University London

The Break-Up Of
Modern Management

The workshop will be held at Copenhagen Business School and the dates are the 20-21 November 2014.

For more information about the workshop click [here](#)

Upcoming Activities

Workshop: Markets for Collective Concerns?

Despite the recent fall-out of finance, confidence in the market does not seem to be diminishing, but on the contrary, market mechanisms are becoming key instruments to deal with core contemporary collective concerns, including global warming and education (Mirowski 2013). The Markets and Valuation Cluster will host a workshop devoted to discuss the proliferation of markets that have been devised – not only to work economically – but also to solve collective issues in areas such as environmental pollution, security of supply of energy, quality of education, poverty and health care. The workshop is a



culmination of two years of activities carried out by the cluster and will gather a dispersed community of researchers studying markets for collective concerns. The workshop will bridge at least the three following branches:

Anthropologists, geographers and post-colonial scholars tracing the practical enactment of markets devised to deal with collective concerns in areas such as housing (Mitchell 2005), micro-finance (Elyachar 2012) and financial regulation (Riles 2011, Cooper 2011) around the globe.

Post-performativity research in social studies of markets wondering about the practical work and knowledge deployed in evaluating and repairing arrangements that are simultaneously markets and policy (Breslau 2013, Farías 2014, Neyland & Simakova 2012).

Historians of social theory and economics that have found that the notion of “solving collective problems with markets” implies an important displacement in the hegemonic discourse in economics (Mirowski & Plehwe 2009, Mirowski 2013) renewing the interest in reappraising the interactions and conflicts between sociology, history and economics in the early 20th century (Gane 2014, Peck 2010). Bringing together these three streams of recent research the Cluster wishes to raise discussions such as:

- Do markets as “policy instruments” (Lascombes & Le Gales 2007) have a civilizing potential or can open new forms of technical democracy (Callon 2009)?
- What are the consequences of the diagnosed move in economics conception of markets for the dialogue between researchers from different social scientific disciplines studying markets?
- Are markets for collective concerns ‘irreversible’?

Confirmed speakers:

[Daniel Breslau](#), Virginia Tech, [Liliana Doganova](#) & [Brice Laurent](#), Mines Tech, [Nicholas Gane](#), University of Warwick, [Peter Karnøe](#), University of Aalborg, [Philip Mirowski](#), University of Notre Dame, [Daniel Neyland](#), Goldsmiths, University of London [Juan Pablo Pardo-Guerra](#), London School of Economics, [Annelise Riles](#), Cornell University

Final program will soon be out – find more information at the website [here](#).

Upcoming Visits

Public lecture by professor Philip Mirowski

Philip Mirowski is a historian and philosopher of economic thought at the University of Notre Dame. In December he will visit the CBS Public-Private Platform and the CBS



Department of Organization for a two-day workshop, as presented on the previous page.

Related to his visit the platform will host a public lecture with Mirowski on December 10. More information will follow shortly, but you should already now mark the day.

Read more about Mirowski [here](#).

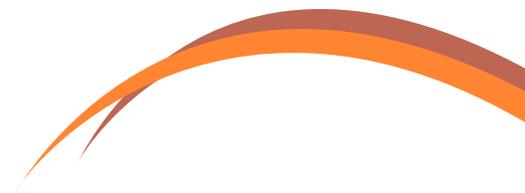
Visit by professor John Alford

In April 2015 professor John Alford will be back in Copenhagen and once again visit the Public-Private Platform. Alford visited the platform last time in April 2014 where he amongst others 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. We will be back with more information.



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