

# CBS Public-Private Platform

Quarterly Newsletter

ISSUE 16 Winter 2015/2016



## Welcome to the CBS Public-Private Platform!

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

Though we have already entered 2016 and spring is round the corner, we want to let you know what we were up to in the last quarter of 2015.

In this newsletter you can read more about the latest and upcoming activities at the Platform, about new publications and news from PP Platform researchers. You can also meet the platform's new student assistant Kirsten Pedersen.

Remember to follow us on Facebook, Twitter and LinkedIn.

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# Recent activities at the Public-Private Platform

## CABS workshop in Oslo on Mediatization and Bureaucracy



On December 3-4, 2015 the CBS Public-Private Platform held -in association with the University of Oslo - the fourth workshop on the Comparative Analysis of Bureaucracy in Society.

The workshop took place at the University of Oslo where the winter sun framed the event and where several researchers from Germany, the Netherlands, Sweden, Norway, UK and Denmark gathered for two effective days of presentations, feedback, discussions and dialogue.

The theme of this workshop was Mediatization and Bureaucracy. Mediatization coins a process whereby various societal institutions adapt to the logic of the media (Hjarvard 2008).

The workshop opened with a keynote presentation by Christina Garsten from the

Department of Social Anthropology at Stockholm University Garsten gave a talk on "The rise of the policy professionals in Sweden". Find the programme for the workshop at the Public-Private Platform website [here](#).

The workshop is a part of the ongoing process of developing a Research Centre for the Analysis of Bureaucracy in Society (CABS) based in Oslo. This project is led by Academic Director Paul du Gay together with Advisory Board member Haldor Byrkjeflot and Fredrik Engelstad from the Department of Sociology and Human Geography at University of Oslo. Together they are also working on developing a book and projects relating to these issues.

**Next CABS workshop to be held in Vienna November 2016 - more information will follow!**



# Recent activities at the Public-Private Platform

## Launch and reflection event: Routledge Handbook of Private Security Studies

On February 4, 2016 the CBS Public-Private Platform hosted the official launch of the Routledge Handbook of Private Security Studies. Co-editor and PP Platform member Anna Leander, introduced the book and her view on the privatization of security. This was followed by a series of presentations by academics, practitioners and 'pracademics' working in or relating to the theme of private security. Presenters included:



Birgit Feldtmann (*Associate Professor of law, SDU, legal expert for the Contact Group on Piracy off the Coast of Somalia*)

Henrik Ehlers Kragh (*Risk Intelligence, Head of Advisory Services*)

Morten Glamsø (*Senior Adviser at Security, Health, Environment and Innovation. Danish Shipowners' Association*)

Peter Alexander Albrecht (*Senior Researcher, DIIS, consultant with the UN Mission in Somalia*)

Paul du Gay (*Academic Co-director, CBS Public-Private Platform and Professor CBS*)

Joakim Berndtsson (*Associate Professor of Global Studies, University of Gothenburg*)

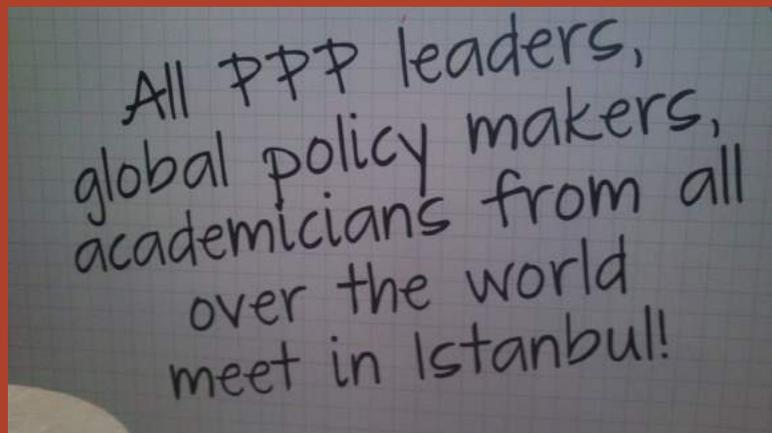
Leila Stockmarr (*PhD Candidate, Roskilde University*)

Thomas Gammeltoft Hansen (*Research Director, Danish Institute of Human Rights*)

More information at our [website](#).

## First Istanbul PPP Week held in November

The first "Istanbul PPP week" took place in the beginning of November 2015. The topic was focused exclusively on infrastructure public-private partnerships. It included training for PPP experts from dedicated PPP units from developing countries, including Kenya. At the end of the week, the first "Istanbul PPP summit" was held in Istanbul in Turkey with presentations from the Turkish government, OECD and the World Bank amongst others. The summit focused on topics like PPP financing, organizational issues for PPPs and management challenges. The summit was well attended and a big success. The CBS Public Private Platform participated as a special invited guest of the Turkish organizing committee. More information and pictures can be found on [www.istanbulpppsummit.com](http://www.istanbulpppsummit.com)



# Recent activities at the Public-Private Platform

## Seminar presenting the findings of the Swedish Infrastructure Commission

On February 8, 2016; the Public-Private Platform hosted an event focusing on the findings of the Swedish Infrastructure Commission.

A dedicated group of public servants, business representatives and researchers joined the platform to hear chairman and member of the Swedish Infrastructure Commission Björn Hasselgren and Pia Kinhult present the findings. The report made recommendations for future infrastructure initiatives, including the potential use of public-private partnerships.

After the presentation Michael Svane, Federation of Danish Industries (Federation of Danish Transport), gave some comments to the presentation and PPP Academic co-director Carsten Greve moderated a lively and interesting debate.

In March 2015, the Commission began its work and was launched with the purpose of broadening the discussion on how transport infrastructure is financed, owned and organized in Sweden. The Commission has especially studied alternatives to traditional government funding with the goal of proposing solutions for how Sweden can obtain more and better infrastructure. The infrastructure agenda is also highly debated in Denmark, though there is not as yet an established committee dedicated to this issue. The participants at the workshop felt that insights from the Swedish case could be beneficial to people working in the Danish system solving governmental and managerial issues concerning building and handling robust transport infrastructure.

Read about the Infrastructure Commission at their website [here](#).



European  
Commission

## Panel debate in Brussels on PPPs with European Commission representatives

On 21 January 2016, a lunchtime panel debate was held on public-private partnerships (PPPs) in Brussels as part of CREO's "new year reception"-series. The theme was "The transformation of public administration – are partnerships needed?" CREO is the joint EU Research office organized by CBS together with the University of Copenhagen, the Technical University of Denmark and the Capitol Region of Denmark. The CBS Public Private Platform was part of the panel alongside two representatives from the European Commission: Jean-Francois Junger, Deputy Head of Unit at DG Connect and Andrea Halmos, policy officer, DG-

Connect. The panel debate was attended by a broad section of European policy officials.

For more information see [https://twitter.com/creoDK\\_CphEU](https://twitter.com/creoDK_CphEU)

# Recent activities at the Public-Private Platform

## ***Ephemera Workshop: The disjointedness of time***



On December 17th the platform hosted a one day seminar with on the theme of The Disjointedness of Time.

Bringing together scholars from across Europe, the seminar discussed relationships between ambitious reforms promising innovation and improvement of public services and the values, procedures and practices that constitute the history of the public sector.

Key note speakers were Lisa Blackman, Goldsmiths, University of London, Monika Kostera, Jagiennonian University, Cracow/ University of Bradford, Jerzy Kociatkiewicz, University of Sheffield/SWPS, , Sybille Peters, Theatre of Research / FUNDUS THEATER Hamburg and Kevin Orr, University of St Andrews.

The event was framed by the following issues:

- 1) How do professionals experience dilemmas between an innovated, improved and more efficient future organization offered to them by new reform initiatives and the professional and the professional values offered to them by tradition and experience?
- 2) How does an attention to ghostly matters re-introduce questions of justice in organizational contexts by reminding us about the conditions of (im)possibility, i.e. of equality, business ethics or corporate social responsibility?
- 3) Digitalization and haunted/ haunting data: How new technologies make possible new sorts of disjointments between futures, presents and pasts and returns of forgotten and excluded debates?



# Recent activities at the Public-Private Platform

## Seminar with Jessica Mesman: the anthropology of knowledge and the method of video-reflexivity

On November 23 associate professor at Maastricht University Jessica Mesman visited the Public-Private Platform and the CBS Department of Organization to give a research seminar on the anthropology of knowledge and the method of video-reflexivity.

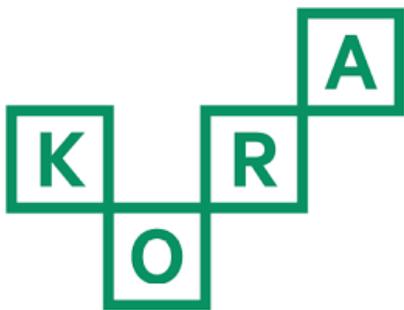
At the seminar Jessica shared insight to her work in regard to methods (STS, ethnography and video reflexivity) and new ways of working with innovation in public services.

Jessica Mesman is Associate Professor in the field of Science and Technology Studies at Maastricht University in the Netherlands. Her research can be characterised by its positive approach as it has its focus on why things go well despite the complexity of today's health care systems. Additionally, Mesman makes a plea to complement innovation with exnovation: to improve practices on basis of what is already present within a specific setting. An important part of her work is the use of the method of video reflexivity.

More information about Jessica's work can be found [here](#).



## Conference with KORA on framing Health in new ways



Together with KORA (the Danish Institute of Local Government Research) the CBS Public-Private Platform's Health Governance cluster hosted the first in a series of conferences focusing on developments healthcare sector.

The conference took place on November 23 from 13-18 with the theme Development of a new framework for health care and the framework's implications for patients, professionals and health organizations-issues.

Find the call and programme for the conference [here](#) We hope to host a further conference in 2016. More information will follow.

## Visit and seminar with Renate Ortlieb

On January 14, 2016 the Public-Private Platform's Diversity and Difference cluster hosted a seminar with Professor Renate Ortlieb on 'Balls, barbecues and beach parties: Staging the gendered organization at social events'.

The seminar explored how social events, such as outings, barbecues and parties, are important parts of organizational life. It focused on the analysis of ways in which an organization's social events carry and reinforce values, norms and habits woven into the organization's gender regime—that is, the complex system of gender-related differentiations and hierarchisations in that organization. Find more information at the PP Platform website [here](#).



# Recent activities at the Public-Private Platform

## Visit from OECD and seminar on the developments in infrastructure governance and Public-Private Partnerships

The OECD has long been on the forefront of the PPP debate collecting and disseminating new data on PPPs.

Ian Hawkesworth from OECD visited the Platform on 22 January 2016 to talk about recent OECD policy developments with PPPs and infrastructure governance more broadly.

See also: "[From Lessons to Principles: The Public Governance of PPPs](#)"



## 2nd Workshop on Administrative Ethnography

December 7-8, 2015

On December 7-8 the second workshop investigating the field of Administrative Ethnography took place. This time the theme was reform as a permanent condition. The workshop was held at Århus University and included speakers and participants from amongst others Sweden, Germany, UK and Denmark. Professor Rod Rhodes gave a key note speak and papers were presented by researchers as Tobias Eule, Univeristy of Bern, Renita Thedvall, Stockholm University and Mike Rowe, University of Liverpool.



## Special issue on Excursions in Administrative Ethnography

Together with Professor Rod Rhodes, PP Platform member Karen Boll has edited a special issue of *Journal of Organizational Ethnography* with the theme and title 'Excursions in Administrative Ethnography'.

The special issue includes a number of detailed and fascinating ethnographies of public administration and holds an editorial describing some of the advantages of using ethnography to study public administration.

The special issue can be found at: <http://www.emeraldinsight.com/toc/joe/4/2>

# Recent activities at the Public-Private Platform

## New work with Transparency International



Following up on previous collaboration and shared activities on the theme of anti-corruption, the Public-Private Platform (led by professor MSO from the PPP clusters LEAF and Internet, Business and Society Hans Krause Hansen) visited the international headquarter of Transparency International in Berlin, Germany in early 2016

Two days of interviews, dialogue and observations with the staff at TI International were on the program for the tour, which held the purpose of collecting data for new research on the political effects of governance performance assessments, including scores of levels of

corruption between countries. Much has been written about Transparency International's annual Corruption Perceptions Index (CPI) and other governance indices in the fields of International Relations and Political Sociology and even in the area of Organization Studies. It is now standard practice to refer to the CPI as the epitome (alongside the OECD PISA and university rankings) of the power of numerical performance assessments. The PPP is supporting Krause Hansen and colleagues in their attempts to add nuance and potentially challenge some of the assumptions behind the idea that numbers have a particular force. The group wishes to do this by looking into the repertoires and phases through which performance indices and the associated narratives achieve their effects, something which as far as we know has not been studied in much detail before.

Collecting data at TI and engaging in dialogue contributed to the project idea of tracing and systematically analysing some of the global communication that occurs as the CPI and related governance indices travel through the media and is re-contextualized/translated and responded to by various stakeholders.

The PP platform is looking much forward to developing this project with Hans Krause (picture right).

You can read more about the conference on anti-corruption held in September 2015 at our website [here](#).



# Developments in Public-Private Health

## Platform researchers investigate public-private partnerships in the health area

In 2014, the CBS Public-Private Platform supported a case study of partnership in action in the Danish healthcare sector, specifically in hospital construction. The study investigated the design and construction of a public hospital and the complex task of carrying the process out as a collaboration between a public project organisation and multiple private firms.

The case study was conducted by the three PPP researchers (pictures below) Professor Chris Harty (right), University of Reading, Associate Professor Kjell Tryggestad (middle), CBS and Lecturer Peter Holm Jacobsen (left), CBS and Roskilde University.



## Delivering future healthcare through design of hospitals

The research departs from one of Denmark's largest investments in future welfare, the quality reform, and the on-going work to design and construct new super hospitals. Research has documented that the design of the physical-spatial frame of the hospital has great significance for how the design task is accomplished in on-going hospital construction projects. Designing hospital rooms and work practices are integral parts of this complex task and challenge. New challenges emerge when the design of the future hospital's rooms, functions and organization are negotiated across professional boundaries such as healthcare management and construction management. The research contributes new knowledge about how the physical design of hospitals – and the organization of future healthcare and welfare – is negotiated.



# Developments in Public-Private Health

## The research have been presented at these international conferences

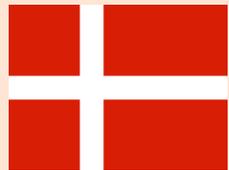
The project has resulted in research applications, and the study has been presented at international research conferences, industry- conferences and seminars aimed at practitioners within healthcare, construction and project management.

These include:



**"Nordic Conference on Construction and Economics and Organization"**, Tampere, Finland. <http://www.ceo2015.org>

A paper with the title *"Construction Healthcare Spaces – The Complex Roles of Visualisations in Negotiating Hospital Designs and Practices"* was presented and published in the conference proceedings. <http://www.sciencedirect.com/science/article/pii/S2212567115002154>.



**"Nordic Academy of Management Conference" (NFF)** in Copenhagen a paper titled *"Visualizations as projection devices of future perfect spaces: the case of innovation in hospital constructions"* was presented on a track on project management and project organizations. <https://conference.cbs.dk/index.php/NFF2015/NFF2015/schedConf/presentations>.



At the **"Association of Researchers in Construction Management conference" (ARCOM)**, Lincoln, England. <http://www.arcom.ac.uk/conf-intro.php>. A paper titled *"Visualizations and Calculations of Spaces: Negotiating Hospital Design During On-boarding"* was presented and published in the conference proceedings. <http://www.arcom.ac.uk/-docs/proceedings/491b24c6660e734e8019129b79598b3c.pdf>.



At the **APROS/EGOS conference** *"Spaces, Constrains, Creativities: Organization and Disorganization"*, Sydney on the sub-theme: "Bringing the building back in" a paper titled *"Visualizations as Strategic Projection Devices If a Future Perfect Building: The Case of Design Innovation in Hospital Constructions"*.

The Public-Private Platform is looking forward to following the project and will return with more information. Please don't hesitate to contact us, if you wish to know more about the project and/or get in contact with the researchers.

# New on Publications

## New publications on Open Data and Smart Cities

*From Thorhildur Jetzek, member of the PPP Internet, Business and Society cluster*

Member of the PP Platform cluster 'Internet, Business and Society' and assistant professor at the CBS Department of IT Management Thorhildur Jetzek recently published new articles from her research on Open Data, Big Data and Smart Cities.

### **Managing Complexity across multiple dimensions of liquid open data: The case of the Danish Basic Data Program**

*Article in press in Government Information Quarterly*



The paper is based on a longitudinal case study of the Danish Basic Data Program. The Basic Data Program is collaborative data infrastructure initiative that came about as a result of the 2011-2015 Digitization Strategy. The case is intended to improve our understanding of the challenges related to providing open access to governmental data through open data infrastructure. A special attention is given to the unique attributes of open digital data as a resource, which can enable and stimulate different mechanisms for value generation, such as improved efficiency and product and service innovation. A process model illustrating the main phases from data strategy to value generation and evaluation is presented to highlight the complexity of such an open data infrastructure initiative. Moreover, implementing an open data infrastructure creates a lot of inter-dependencies and thus demands a different governance approach. The case concludes on four paradoxical challenges related to open data and the Basic Data Program's chosen governance strategies.

The article can be found [here](#).

### **Elements of a Successful Big Data Hackathon in a Smart City Context**

*Peer reviewed article in Geoforum Perspective*



A case study of a Smart City initiative in Lyngby-Taarbæk, where the triple helix model was successfully applied to create a collaboration between academia, government and private industry. One of the triple-helix led initiatives was a big-data hackathon where a group of university students managed to create a smart city solution prototype based on open data in only 48 hours. Their data-driven product can make the municipality more cost efficient and improve citizen services, while simultaneously reducing CO2 emissions. A special attention is paid to how the smart city vision based on the triple helix model was used to align the divergent interests of heterogeneous stakeholders, resulting in a win-win-win situation for the participating stakeholders and ultimately contributing to a more sustainable environment. Find the article [here](#).

### **About Thorhildur**



Thorhildur Jetzek's research topics are Big Data, Open Data and Smart Cities with a main focus on how companies and public organization can utilize the ever growing data resource to create sustainable value. Important topics are data-driven innovation, the emergence of markets and platforms for data sharing, the value generating mechanisms of data, and the unique features of data exchange platforms and data infrastructures. Thorhildur's research is based on a cross-disciplinary approach, mixing theories and methods from information systems, economics and sociology. Find more information about Thorhildur [here](#)

# News on Publications

## PP Platform cluster facilitator Mikkel Flyverbom in the Danish newspaper Politiken

*“Data is increasingly becoming the starting point for the company's strategy, and what products you have to strengthen and or focus on”*

So argues Mikkel Flyverbom facilitator at the PPP cluster of Internet, Business and Society in an article published in the Danish newspaper Politiken on January 20, 2016.

The article [in Danish] was published with the title: ‘The World’s biggest IT companies are ready to capture the ‘physical’ world’ and brought in the Economy Section. Find it [here](#).

## Verdens største it-selskaber gør klar til at erobre den fysiske verden

Nogen er dine og mine data, og virksomhederne kommer til forandre alt. Nukommere regnskaberne.

**DATALANDSUDFIRE**

Datagigantens teknologiske revolution har allerede påbegyndt at ændre vores liv. Det er ikke kun vores arbejde, der bliver påvirket, men også vores fritid og vores måde at leve på. De største it-selskaber i verden er allerede i gang med at erobre den fysiske verden. De har allerede investeret milliarder af dollars i at udvikle nye teknologier, der kan hjælpe dem med at gøre det. De har allerede bygget fabrikker og lagerbygninger over hele verden, og de har allerede ansat millioner af mennesker til at arbejde på dem. De har allerede investeret milliarder af dollars i at udvikle nye teknologier, der kan hjælpe dem med at gøre det. De har allerede bygget fabrikker og lagerbygninger over hele verden, og de har allerede ansat millioner af mennesker til at arbejde på dem.

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## Mikkel Flyverbom behind special issue together with American researchers

Together with an acknowledged group of American researchers cluster member Mikkel Flyverbom is responsible for a new special issue in International Journal of Communication.

In this Special Section on the Management of Visibility in the Digital Age, edited by Mikkel Flyverbom, Paul Leonardi, Cynthia Stohl and Michael Stohl, the tight bond between communication and the good life via “making transparent” is loosened in a number of ways. The eight contributors each question the presumed unvarnished value of transparency and/or the denigration of secrecy and opacity in communicative acts. Collectively they get to core features of transparency in communication: transmuting the hidden to the visible, bringing the submerged to the surface, and turning the private into the public. The contributors rethink transparency in the digital age in four ways: they remind us that that transparency does not emerge sui generis—it is managed visibility; they disentangle visibility from transparency; they turn our attention to the variety of metaphors and mechanisms through which we enact transparency; and they put transparency in a context of power relations and asymmetrical capacities.

Taken together, these articles illustrate the need for further examination of the technological and mediated foundations of transparency and the dynamics of visibility practices resulting from efforts to make people, objects and processes knowable, visible, and governable.

More information [here](#).



# News on Publications

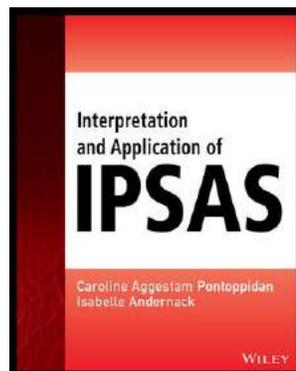
## New book on Interpretation and Application of IPSAS

From Caroline Aggestam Pontoppidan, member of the PP Platform cluster 'Public-Private Partnerships, Procurement & Outsourcing'

Associate Professor at the CBS Department of Accounting and Auditing and member of the Public-Private Platform, Caroline Aggestam Pontoppidan just published a new book on IPSAS (the accounting standards for the public sector) in collaboration with Isabelle Andernack. You can find more information on the book at Wiley [here](#).

### From book abstract:

Interpretation and Application of IPSAS provides practical guidance on the implementation and application of the International Public Sector Accounting Standards. This book brings readers up to date on the standards, and describes their proper interpretation and real-world application. Examples and mini-case studies clarify the standards' roles throughout, giving readers a better understanding of complex processes, especially where the IPSAS deviate from IFRS. Readers also gain insight into smoothly navigating the transition for a public sector entity, which is moving to either IPSAS under accrual basis of accounting or to cash accounting IPSAS, plus an overview of IPSAS adoption status and methods around the world.



## Special issue published on PPPs in the Journal of Comparative Policy Analysis

The Journal of Comparative Policy Analysis has published a special issue on “Comparative Analyses of Infrastructure Public-Private Partnerships”. The special issue is published as Volume 17, Number 5 in November 2015. The special issue contains articles on themes like “Comparing Public-Partnerships and Traditional Procurement: Efficiency vs. Flexibility” (Thomas Ross and Jing Yan) and “A Review of PPP Experience in Ireland” (Eoin Reeves). The special issue developed out of the second CBS-Sauder-Monash conference on PPPs held at the Sauder Business School in Vancouver in June 2013.

# News on Publications

## **New article on Identity, diversity and diversity management**

*From Sara Louise Muhr, Florence Villéseché and Lotte Holck , members of the PP Platform cluster of Diversity and Difference*

Platform members Florence Villéseché (left), Sara Louise Muhr (right) and Lotte Holck (middle) just published the article 'Identity, diversity and diversity management: On theoretical connections, assumptions and implications for practice' in *Equality, Diversity and Inclusion* (Vol. 35 Iss: 1, pp.48 – 64).

The purpose of the paper is to examine the relationship between the identity and diversity literatures and discuss how a better understanding of the theoretical connections between the two informs both diversity research and diversity management practices. The theoretical connections between identity and diversity literature have so far not been reviewed systematically.

More information can be found [here](#).



## **New article on Remediating Political Risk in Public-Private Contracts**

*From Marie-Louise Holle, member of the PP Platform cluster of Public-Private Partnerships, Procurement & Outsourcing*

The topic of this article is political risk in Public-Private Partnerships (P3) contracts in France and Denmark. P3 contracts regarding service provision are often long-term contracts. Policy and legal regulations may result in the P3 contract needing (important) modifications, which history shows is often the case.

This article revolves around proactive contracting related to the central government's exercise of its regulatory authority. In a successful P3 contract, the interfaces between central government and local government, as well as long-term service needs, are identified. There are great variations in the influence that local authorities have on the regulations issued by the state and regional authorities. In France, the ability to make changes to a P3 contract is quite wide if made in the general interest of society. The challenge is to know the political framework and to create a contract that allows parties to navigate in that framework.

This article is based on a paper presented at a conference, which was jointly organized by CBS' Public-Private Platform, Sauder School of Business and Monash University, the CBS-Sauder-Monash Public-Private Partnership Conference Series, Melbourne 2014; the conference title was The Challenge of Governance (Long-Term Contracts as Governing Tools).

Marie-Louise Holle is a member of the platform, and her research is often carried out in the interstices between public law, torts and contracts. Get in contact with Marie-Louise [here](#).

# New staff at the Public-Private Platform

## New student assistant at the CBS Public-Private Platform

In February 2016, the CBS Public-Private Platform had the pleasure of welcoming our new student assistant at the platform, Kirsten Pedersen.

Kirsten will be sitting at the platform secretariat and undertaking general administration and assistance tasks. Though assisting the Platform's researchers with several ongoing tasks, Kirsten will have communication as her main area of responsibility. Here she will be in charge of managing the platform's communications channels, including the newsletters and the social media accounts.

Kirsten has a BA in English, International Business Communication from Aalborg University, Denmark and is currently studying her Masters degree at Copenhagen Business School within Intercultural Marketing.

You can reach Kirsten at [kpe.ioa@cbs.dk](mailto:kpe.ioa@cbs.dk)



# 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](mailto: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](mailto:cg.dbp@cbs.dk)



## **Julie Munk, Project Manager**

Julie Munk is Project Manager at the Platform and holds the responsibility upon the core task of managing the Platform as an organisational entity, for managing and developing the Platform's research and the dissemination of that work as well as to develop the Platform's more strategic agenda. Julie is Cand.Soc in Political Communication and Management from CBS. Contact Julie at [jmu.ioa@cbs.dk](mailto:jmu.ioa@cbs.dk)



## **Susanne Boch Waldorff, Teaching Facilitator**

Susanne Boch Waldorff is Associate Professor at 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](mailto:sbw.ioa@cbs.dk)

# Upcoming Activities

## Two day PPP seminar on Political Technologies and Conceptions of Value

June 23-24 2016



Although a lot of political hope is currently invested in public value policies in Denmark little scholarly assessment of such initiatives has been available. To discuss this issue the CBS Public-Private Platform will in June 2016 host a two day seminar with the title “New technologies of government and their implications for value”. The seminar will interrogate this policy development and the challenges it gives rise to across different policy areas such as national government, education, health care, the army, and municipal administration as well as from different theoretical and philosophical perspectives. A main purpose of the seminar is to build knowledge about how new technologies of government shift the meaning and valuation of concepts such as public, office,

citizenship, quality, and accountability and we hope to bring together scholars from several countries - young faculty as well as experienced to network and learn from one another. The seminar invites scholars who have interrogated new technologies of government from with many different theoretical and philosophical resources. **Participants will include:** Ian Hunter, Jeff Malpas, Bogdan Costea, Mitchell Dean and Laurence Hemming.

More information will follow on our website and in the next newsletter, but mark the dates already now.

### Seminar abstract

For many years, the governance and management of performance has been central to the reform of the welfare state, leading to market-based organization and market-like individual autonomy. More recently, new technologies designed to mobilize yet not utilized value and possibilities through new interpretations of notions such as democracy and citizenship have been added to the pressures on public organizations and public servants. Although a lot of political hope is currently invested in public value policies in Denmark (i.e. Danish Government 2015; Local Government, Denmark 2013), as well as in other welfare states critical scholarly examination of the many different effects of such policies is lacking. A key assumption in the literature is that the commitment to stretching, flexible and open-ended goals of the public value paradigm will improve service because it allows professionals to involve citizens better and be responsive to the needs, wishes and possibilities of participation of the individual citizen (Stoker 2006, 47; Aldridge & Stoker 2002; Alford & Hughes, 2008). However, as yet, the debate about possible adverse effects of such initiatives have been scarce. How do stretching, open-ended goals and the desire to govern future potentiality effect the public sector and its ability to deliver equality, citizen rights etc.? How do new technologies of government and novel experiments with the organization of welfare service put at stake the boundaries between public, private and civil society?

The event is initiated and organized by PPP member Justine Grønbaek Pors and long-standing collaborator of the Platform, Australian researcher Anna Yeatman from the Whitlam Institute at Western Sydney University, which is one of the PP Platform’s strategic partners.



# Upcoming Activities - focus on South America

## The Public-Private Platform in Chile

This spring quite a number of PPP members will go to Chile to take part in a range of Platform of activities.

## Seminar at Pontificia Universidad Catolica de Valparaiso

April 5-6, 2016



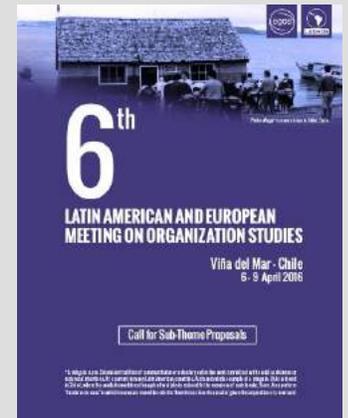
On April 5 and 6 the Platform will be engaged in collaboration with Universidad Católica de Valparaíso, which amongst others will entail a seminar on the ethics of office with keynote presentations from Paul du Gay and following debates with PPP members Anne Roelsgaard Obling, Kirstine Zinck Pedersen and Thomas Lopdrup-Hjorth.

The Chilean group is led by Professor Vicente Sisto. More about him can be found [here](#).

## LAEMOS Conference

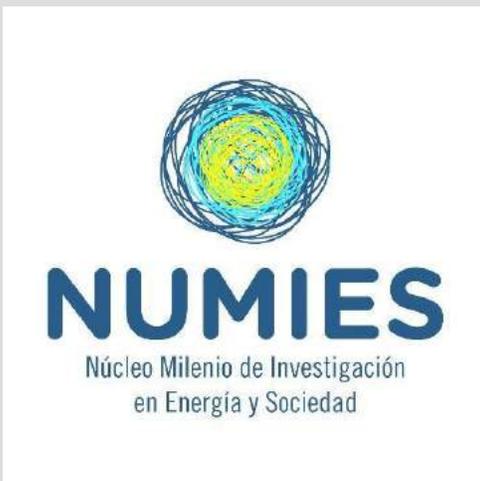
April 6-9, 2016

From April 6 to April 9, 2016 the 6th Latin American and European Meeting on Organization Studies will take place. More than 10 of the platform's researchers will be participating, hence the Platform will be represented at different sub-tracks. More information on the conference can be found [here](#).



## Workshop on energy and markets

April 12 and April 19, 2016



The CBS Public-Private Platform's cluster Markets & Valuation will take part in a workshop in Quintay together with NUMIES. The Millennium Center for Energy and Society Research (NUMIES) arose based on the fact, that energy production, distribution and consumption in Chile has become one of the most critical challenges the country is facing. It

We hope that the workshop also will provide a change to talk more about the possibility of future research applications between CSB and energy researchers and environments in Chile.

More updates will follow after the workshop. Read about NUMIES [here](#).

# Upcoming Activities

## Public Lecture with Philomena Essed

April 19, 2016



It is a pleasure to announce that the Platform's cluster on Diversity and Difference will welcome Professor Philomena Essed from Antioch University and Professor Martin Parker from University of Leicester to CBS in April.

On April 19, Professor Essed will give a public lecture on the topic Entitlement Racism where she will talk about the decades of UN declarations against racism in the 20th century and about the fact that we are witnessing racist discourse and images in the name of freedom of expression. More formation can be found [here](#).

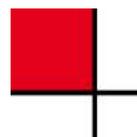
## Roundtable discussion on Refugees and the transformation of Society

April 20, 2016

On April 20, the Platform's cluster on Diversity and Differences and the European Haniel Program on Entrepreneurship & the Humanities are hosting a roundtable discussion on the topic *Refugees and the transformation of Society*. Following the event, the journal '*Ephemera theory & politics in organization*' will announce a call for papers for a special issue focusing on the topics of the roundtable discussion.

The roundtable discussion will comprise seven activists and scholars who will introduce their views on the refugee crisis and the transformation of societies. More information can be found [here](#)

**HANIEL STIFTUNG**



**ephemera**  
*theory & politics in organization*

# Upcoming activities

## 2nd Workshop on Leadership, Diversity and Inclusion

In May (26-27) 2016 the Public-Private Platform will host the Diversity and Difference cluster's 2nd workshop on Leadership, Diversity and Inclusion.

### Call for papers

*-for the 2nd Workshop on Leadership, Diversity and Inclusion, at Copenhagen Business School (CBS) 26-27 May 2016*

To follow up on the successful Workshop on Leadership, Diversity, and Inclusion held at CBS in December 2014, the PPP cluster on Diversity & Difference invites to the 2nd Workshop to be held at CBS in May 2016. Focus will be on inclusive leadership. Inclusive leadership has become the new buzz word in diversity management as recent diversity studies suggests that managing diversity is not enough: companies must also become inclusive if they want to retain and develop diversity. Burnett (2005) and Roberson (2006) argue that whereas diversity concerns the value of differences within the workforce and how to manage these

differences for commercial advantage, inclusion stresses the need to understand the processes that incorporate differences into business practices and thereby realize the value of a diverse workforce. In the same vein diversity management has been criticized for being nothing but a phantasmagoria that at best is bewildering, at worst is directly dehumanizing – turning employees with minority background into objectified resources for exploitation rather than dignified subjects of exploration. But what does this mean in connection to equality and promoting diversity and acceptance of differences in organizations?

The notion behind the 2nd Workshop on Leadership, Diversity and Inclusion is to theoretically and empirically explore the meanings and implications of adopting an ontology of inclusion. Is inclusion just a new way to manage diversity or does it actually leave the inhuman notions of diversity behind in the search for possible pathways towards more open and equal organizations? Can it change practice? May inclusive leadership provide new opportunities for not only acceptance of the other, but of rethinking and reshaping organizations in the image of the other?

Look out for our [website](#) for more information.



## MARK THE DATES FOR THE COLLABORATORY 2016!

This year we will host the Platform's annual Collaboratory on November 3-4.

More information will follow, but please mark the dates in your calendar.

# Upcoming Activities

## Meet the Public-Private Platform at Folkemødet 2016

June 16-19, 2016

The Public-Private Platform has been at the Danish yearly political festival Folkemødet for several years and each year engaged in great activities, debates and events alongside also generally fruitful dialogues with collaboration.



At our 'Folkemødet' section on our website, you can find much more information about these activities from the last years. Visit [here](#) to read more.

This year the platform will once again participate at the festival and we are already in the planning of some hopefully good and productive days. More will follow on our website.

Don't hesitate to contact us, if you would like to get together or maybe plan something in common. Email PPP Project Manager [Julie Munk](#).

## Conference on Equality at the labour market

March 3, 2016

Facilitator at the Diversity & Difference cluster Annette Risberg is organizing a conference on equality on the labour market. It is held in Danish at CBS on March 3., 2016 from 9-12.30.

The event is in Danish, and more information can be found at Europa Huset's webpage [here](#).



## Woman Deliver Conference

May 16-19, 2016



The event is organized in relation to the Woman Deliver Conference, which this year will be held in Denmark on May 16-19.

Annette Risberg is also involved in this conference. More information to be found on <http://www.womendeliver.org/>

# Upcoming activities

## 2016 Velux Guest Professor

Australian Emeritus Professor Ian Hunter has been appointed the Platform's Velux Guest Professor in 2016. Ian will be working with the Velux Foundation 'Office as a Vocation' project for two months from May to the end of June. During his stay Ian will among other things give a seminar on his ongoing work on early modern political, legal and religious thought and undertake a reflection seminar with PPP Academic Director professor Paul du Gay.



Ian visited the platform last time in the fall 2015, read about his visit [here](#).



## Public lecture with Historian Knud Haakonssen

On Tuesday June 14, we will have the company of internationally acknowledged historian Knud Haakonssen. Knud will give a public lecture for the Velux Foundation 'Office as a Vocation' project and Ian Hunter will act as

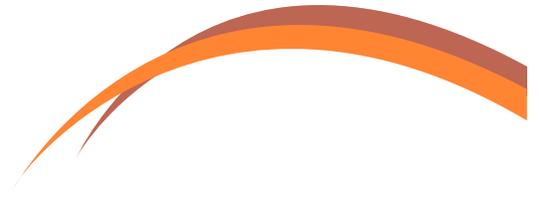
interlocutor. Much more information will follow when we get closer to the date – and an invitation will be sent out.

Knud Haakonssen works on early-modern moral and political thought and on the Enlightenment. His main interest is currently in natural law and natural rights from Hugo Grotius to Immanuel Kant. In addition, the intellectual historian's central concern with texts is reflected in several large editorial projects.

Read more about Knud [here](#).

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