

CBS Public-Private Platform

Quarterly Newsletter
ISSUE 14 Summer 2015



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.

Again this year the CBS Public-Private Platform participated in the annual Danish political festival Folkemødet where we were co-organizers of three events. Another significant piece of news is that the Public-Private Platform has had the pleasure of hosting a public lecture with the Vice president of the Brookings Institution Darrell West.

Read about this and more in the Summer 2015 newsletter.

Remember to follow us on Facebook, twitter and LinkedIn.

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Public-Private Platform at Folkemødet

CBS Public-Private Platform at Folkemødet 2015

On June 11-14, 2015, the CBS Public-Private Platform participated for the third time at the Danish People's Meeting, the political festival 'Folkemødet'.

Folkemødet is an annual four day event taking place at the Danish island Bornholm, where politicians, researchers, public servants, private and the civil society organizations meet and discuss 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 Public-Private Partnerships.

Co-organizers of three events

Among the activities at this year's festival the Platform was co-organizer of three events, which took place on June 11 and 12.

Debate on Leadership - At the intersection of cooperation and effect

On Thursday June 11, the Platform's Academic Co-director Carsten Greve debated on leadership at the intersection of cooperation and effect. The event was organized by the Danish think tank Monday Morning. Alongside Carsten the panel consisted of amongst others Henrik Kolind, chairman of the Danish Local Government and CEO at Roskilde Municipality and Jens Qvesel from the Danish trade union Djøf.



Debate on Welfare - In search of the good patterns in the renewal of the welfare state

Friday morning June 12, Professor and PPP Co-director Carsten Greve was one of the experts in the Platform's and Cevea's event about new patterns in the welfare state. The other participants were Pia Gjellerup from Centre for Public Innovation (COI) and Kirsten Therkildsen, Mayor at Hedensted Municipality. The panel was confronted with 'case stories' from the front line and debated amongst others how practice must break with familiar understandings in order to mobilize and create value and better welfare.



Debate on Health - Should we be able to lease us better hospitals?

On Friday afternoon, the Platform participated in a debate on public-private partnering and innovation in the health sector. Moderating an in-depth discussion on how Denmark can develop and facilitate better hospital services. The event was organized by Danish Regions and in the panel were amongst others Chairman of the trade union FOA, Dennis Kristensen and Chairman of the Regional Council of Region Sealand/Sjælland, Jens Stenbæk.

More detailed information about the CBS Public-Private Platform's activities at Folkemødet will soon be available at our website.

Public-Private Platform News

Christina D. Tvarnø Has Been Appointed as Professor of Public-Private Law at the Law Department of Copenhagen Business School

On May 1, 2015, Facilitator of the 'Public-Private Partnerships, Procurement and Outsourcing' cluster, Christina D. Tvarnø was appointed as Professor of Public-Private Law at the Law Department at Copenhagen Business School. With the appointment, the ratio between the public and private sector, public-private partnership (PPP) and public procurement is placed on the agenda in a legal context.

Christina D. Tvarnø is active in the CBS Public-Private BiS Platform in connection with PPP and the Danish and EU judicial issues, which are important for the spread of PPP in Denmark.

On behalf of the Public-Private Platform we congratulate Christina on her new position.



Platform Member Lene Tolstrup Christensen Wins Research Prize

On April 1, 2015, Ph.D. student at Department of Business and Politics and member of the PPP cluster of Public-Private Partnerships, Procurement and Outsourcing Lene Tolstrup Christensen won the prize for the best paper by a new researcher at the International Research Society for Public Management Conference 2015 (IRSPM 2015 conference). As seen in the picture the prize was presented by Stephen Osborne from the University of Edinburgh and former President of IRSPM.

The paper is called 'On track or derailed: The role of state-owned enterprises in partly marketized public service provision'. The paper aims at exploring the development of the state-owned enterprises (SOEs) in this contrasting governance structure by providing a qualitative case study of passenger rails in Denmark and Sweden from the 1990s and onwards focusing on the sectorial SOEs: DSB, SOV and SJ AB. The full paper can be found [via this link](#).



IRSPM 2015 explored the potentialities of public management to respond, reflect, re-invent and revolutionise in the wake of the 'crisis'. The conference was the 19th annual conference for the International Research Society for Public Management and it had approximately 500 participants. The conference took place at University of Birmingham from March 30 to April 1. Read more about the conference at the University of Birmingham's [website](#) and see CBS's website for more information about [Lene and her research](#).

On behalf of the Public-Private Platform we congratulate Lene on this great achievement.

Public-Private Platform News

FTF and LO Suggest a Danish PPP Unit

FTF and LO propose that Denmark can develop the public sector and create more private jobs by creating a national unit with knowledge and guidance on public-private collaboration. The proposal is supported by the Danish Chamber of Commerce, OECD and private investors.



The Danish newspaper DenOffentlige.dk shed light on the proposal by FTF and LO with a press release on Tuesday May 27. The two main trade unions FTF and LO point out that it requires expertise to implement a successful PPP project or an innovation project where a public workplace cooperates with private companies on new solutions. Hence, there is a need for more knowledge and better guidance for these PPP projects and cooperation. Therefore, FTF and LO suggest to gather knowledge on challenges and best practices in a national unit in which private and public actors can get advice and inspiration, in order to avoid that good cooperation ends because of high barriers within this field.

The proposal is one of the 22 concrete policy proposals that the two main organizations present together in an election manifesto titled "Together we create value".

At last year's Folkemøde an argument for legislation on Public-Private Partnerships was taken up by the Platform's Academic Co-director Carsten Greve. His suggestion about the more formalized PPP framework and a focus on regulations of PPPs was met with great interest and support from former minister Ida Auken and not least Chairman of the main trade union FTF Bente Sorgenfrey. Carsten Greve therefore supports the proposal by FTF and LO and points out in the article that *"Many countries have a Public-Private unit - for example, Belgium, Canada, France and Germany. OECD has both in 2010 and 2012 recommended its member countries to set up Public-Private units, and countries have done this when it was relevant to their own country's policy. It will be a clear advantage for Denmark to catch up with other OECD countries."*

Read the whole article [in Danish] at DenOffentlige.dk

In May 2015, Danish Chamber of Commerce has also suggested a PPP unit in their new report on "An international position of strength created through public-private collaboration." Find the report [in Danish] at their [website](#).

Visit by Darrell West

'Wealth, Politics and Democracy' were the Topics Discussed at the Public Lecture by the Author of 'Billionaires' Darrell West from the Brookings Institution



On May 12, the CBS Public-Private Platform and the Department of Business and Politics were proud to welcome the author of the book 'Billionaires' Darrell West from the Brookings Institution – the world's most influential think tank. Darrell held a very interesting public lecture on Wealth, Politics, and Democracy at CBS.

As wealth inequality reaches historic heights worldwide, policy-makers and scholars are scrambling for ways to address the growing crisis. In this talk, Darrell West, Vice President of the Brookings Institution and founding director of its Center for Technology Innovation, discussed billionaire political activism,

income inequality, and recent elections with an eye towards examining the implications for democracy and the political process. Drawing from his new book, *Billionaires: Reflections on the Upper Crust*, West discussed contemporary developments in the United States, Europe, and Asia.

The lecture was recorded, and if you missed the presentation, you can find it at the news section at our website or via [this link](#).



Great media attention around Darrell's visit

Darrell's visit received great attention from the Danish media, which led to several interviews - among others in the Danish newspapers *Politiken*, *Information* and *Weekendavisen*.

In *Politiken* the interview was conducted by journalist Nikolaj Heltoft and highlights West's more critical view on the influence that billionaires have on political decision processes in different countries. If you haven't already read the article you can read it at [Politiken's website \[in Danish\]](#).

In the article in *Information* the journalist Lisa Homak elaborates on West's point concerning why the world's richest need to worry about the middle-class if they want to ensure the stability that is necessary to ensure their fortunes. Read more about this in the article which you can find at [Information's website \[in Danish\]](#).

The journalist Jeppe Matzen from *Weekendavisen* reflects on the billionaires' effect on the political agenda and how their economic power can turn these agendas towards their advantage. During the article Darrell West elaborates on this and how American billionaires' effects on American policy can pose a risk to American society. You can find the article on page 7 in section 4 in the newspaper *Weekendavisen* published May 22.

Visit by Professor John Alford

John Alford Visited the Public-Private Platform

From April to June 2015, the CBS PP Platform has had the pleasure of a visit from John Alford, Professor of Public Sector Management at the Australia and New Zealand School of Government (ANZSOG) and Professor at the Melbourne Business School (MBS), University of Melbourne. The visit was co-financed with Department of Business and Politics.

During his stay John has given several presentations. Among others he presented a teaching case on managing public/non-public partnerships. The teaching case was part of an intensive three-day elective on “Leading public-private partnerships” at a MPG program at CBS. Read more about the teaching case at our [website](#).



Public Lecture by Alford

On May 11, Professor Alford also held a public lecture on the theme of *‘The Challenge of Wicked Problems: Towards a Typology’*. In his talk, Professor Alford addressed the issue of “wicked problems” that are confronting public managers and politicians in Denmark and around the world. The word ‘wicked’ seems to have changed meaning over time, and especially among young people who use the word to describe something as ‘cool’. But in this relation, ‘wicked’ problems should be understood as problems that are incredibly difficult to solve. Alford used two examples of complex problems throughout his lecture to exemplify what a wicked problem might be. The first complex problem was drug abuse and the second was the moon landing. The lecture gathered a great number of participants and there was a good spread in attendance from both the public and the private sector. Read more about the public-lecture on our [website](#) and contact [the Public-Private Platform](#) if you want us to forward Alford’s presentation.

Reflection Seminar with Alford

On June 1, Professor Alford spoke at a reflection seminar on *‘Public Value Management and How to Manage External Providers in Public Service Delivery’*. John Alford presented an argument about how public value management has become a dominant and important trend in research and practice in public management and governance. Taking his cue from Mark Moore’s concept of “creating public value”, John Alford explored how government managers can work with external providers in a variety of ways to create value that is appreciated by the public. As a response to John Alford’s presentation Professor and Academic Co-director at the PP Platform Paul du Gay elaborated on the role of the state in the task of providing and externalizing public service. Read more about the seminar on our [website](#).



Public-Private Platform Activities

Festival of Research—Morning Seminar on High-Frequency Trading

Again this year the Public-Private Platform held a morning seminar in connection with the Festival of Research 2015.

This year's theme was the Algorithmic Markets and High-Frequency Trading with Professor MSO Christian Borch from CBS as head of the event.

Christian Borch from the Department of Management, Politics and Philosophy at CBS and director of the Sapere Aude research program 'Crowd Dynamics in Financial Markets' started the event by presenting how the stock market has changed from pit trading to algorithmic trade and how this has caused a change in the human role in the market, including the consequences that can occur through changes in the direction of algo-trading. Download Christian's presentation [in Danish] [here](#) and read more about this development and its consequences or find it in our news section at our website.



Jonas Hansen, Head of Algo Quant, Nordea Markets presented the benefits and challenges of the electronic exchange market and algorithmic trading. During his presentation he highlighted the algorithms effect on the electronic exchange market.

Ann-Christina Lange, Assistant Professor at the Department of Management, Politics and Philosophy, CBS, and researcher in high-frequency trading continued the morning seminar with a presentation on high-frequency trading mainly in the American markets and with a focus on the psychological impact on the financial markets. Download Christina's presentation [in Danish] and learn more about high-frequency trading - its possibilities and consequences [here](#) or find it in our news section at our website.

Academic Co-director Carsten Greve Gave Keynote Presentation at the Contracting and Partnership Industry Conference



In May, the Platform's Co-director Carsten Greve gave a keynote presentation on the international experiences and good results of PPPs at a highly prominently visited conference on public-private partnerships, contracting and outsourcing. The conference took place at the Danish Chamber of Commerce and several politicians and key actors from both the public and private sector were represented.

Public-Private Platform Activities

Platform Seminar on “The Institutional Logics of Love: The Order of Passion in an Intimate Field”

On Tuesday May 12, Roger Friedland Professor at the University of California, Santa Barbara visited CBS where he presented some of his current work with John Mohr and Henk Roose on “*The Institutional Logics of Love: The Order of Passion in an Intimate Field*”.



Associate Professor and facilitator at the PP Platform cluster on ‘Health Governance’ Susanne Boch Waldorff opened the seminar by welcoming Roger Friedland, who then gave a presentation on his current work on developing the concept of an institutional logic and his empirical study of logics of love in a student campus context.

After the presentation Professor and PP Platform facilitator at the ‘Shifting Forms of Public Governance’ cluster Niels Åkerstrøm Andersen reflected on Professor Friedland’s seminar. This logic of love, by presenting a system theory approach to understanding love as a communication system, which was then followed by an open discussion.



Read more about Professor Roger Friedland and his work at [University of California’s website](#).

If you missed the seminar and want to know more about 'logics of love in a student campus context' then [contact the Public-Private Platform](#) and we can forward it.

International Workshop on The Sociology of Speed: Digital, Organizational and Social Temporalities

In May 2015, the London School of Economics hosted an international workshop on The Sociology of Speed: Digital, Organizational and Social Temporalities. Speakers included Saskia Sassen, Richard Sennett, Harvey Molotch, John Urry, and Hartmut Rosa. Platform Director Paul du Gay gave the closing speech at the seminar. The event was organized by Professors Nigel Dodd and Judy Wajcman and will result in an edited collection with Oxford University Press in 2016.



Public-Private Platform Activities

Debate Meeting on The Drug Challenge in a Danish and International Perspective

On May 26, The CBS Public-Private Platform and CBS Department of Management, Politics and Philosophy hosted a debate meeting on the drug challenge in a Danish and international perspective, where discussion focus on how governments, businesses and NGO's can address the issue.

All over the world, Heads of States and civil society are focusing their efforts on reforming international drug policies. In April 2016, the first drug policy summit will be held by the United Nations (UNGASS).

As part of the preparations for the summit Ruth Dreifuss (former President of Switzerland) and Thorvald Stoltenberg (former Minister of Foreign Affairs in Norway and High Commissioner on Refugees) visited Denmark to meet with organizations and politicians. Dreifuss who is now one of the commissioners in the Global Commission on Drug Policy said in her presentation: *'We will break a taboo. It's about what the politicians will not talk about: the war on drugs has failed'*.

The Commission recommends changing the international focus from growers and sellers of drugs to the money trail, corruption and money laundering , and this is best done through a legalization, where the state takes over the illegal market. *'The future is about regulating the drug market. The illegal market is only interesting because of profit and customer dependence. The state should go in and check instead, and experiment with legalization, as the City of Copenhagen have suggested, is most welcome. New rules in the field cannot worsen the situation'*, Ruth Dreifuss said. The Commission may, as a curiosity, refer to the situation in the US state of Colorado, where it is now legal to smoke cannabis: *'In Colorado, there are now fewer road accidents because people smoke marijuana instead of drinking alcohol'*, Dreifuss further explained.

Read more about Ruth Dreifuss' visit in Copenhagen [In Danish] at Stofbladet.dk

For more information on the Global Commission on Drug Policy and the coming UNGASS summit, Please visit [The Global Commission on drugs website](http://TheGlobalCommissiononDrugs.com).



Public-Private Platform Activities

Seminar on Behavioural Insights and Radical Innovation

On May 18, 2015 the PP Platform hosted a well-attended seminar on Behavioural Economics at CBS. Among the speakers was nudging expert Professor Peter John from University College London (UCL).

Christoph Burmester, an expert on the seminar topic, welcomed all the speakers and participants. First on the agenda, the Platform had invited Peter John from UCL to talk about the UK experience of having a concrete ‘nudge unit’. This unit, formally known as the UK Cabinet Office’s Behavioural Insights Team (BIT), stands out as perhaps the most successful example of recent rethinking of public policy. The unit is known for integrating interdisciplinary insights about human decision-making into the rigorous design of highly cost-effective interventions, often challenging the dominant public policy in question. Read more about the UK Cabinet Office’s Behavioural Insights Team.

Peter John set out to illuminate what actually explains this successful establishment and implementation of the BIT. He argued that by applying behavioural insights it is possible to reduce fraud error and debt. He also talked about BIT’s willingness to work in a non-hierarchical way, its excellent skills at forming alliances, and ability to form good relationships with expert audiences.



Following Professor John’s talk, the event included three Danish perspectives on how behavioural economics is thought of and applied.

Mette Margrethe Elf, Head of Collective Impact, Realdania, gave a presentation on ‘collective impact’ – and the dependence of (changed) behaviour. From her perspective, ‘collective impact’ is about challenging conventions, trying new ways and working together much more integrated around common agendas.

Mikkel Brok-Kristensen, Business Anthropologist and Partner at Red Associates focused on behavioural insights and radical innovation in his presentation. His argument was that we should

be aware of how we use behavioural economics and that it is not suitable for all challenges.

Lastly, Jesper Christiansen, Program Manager and Anthropologist at MindLab gave a presentation entitled: ‘Enabling ‘The Political’ Through Human-Centred Innovation’. Jesper elaborated on different topics such as the common features of behavioural insights and human-centred design, and how to enable and rehearse a new culture of public service. One of his mentioned examples was rehabilitation, where focus is on building resources and cross-professional collaboration.

The seminar was rounded off with a very interesting and lively panel-debate.

The entire event was recorded - [watch it here](#) and download all the presentation at our [website](#).

Cluster Activities and Seminar Series

Seminar on Accreditation in Health Care

On April 30, the Public-Private Platform cluster of Health Governance arranged a go-home meeting that examined the phenomenon of accreditation in general and upcoming practice in Denmark.

The meeting was centered around a specific research project, called AKAIP, which evaluates accreditation in general practice.

At the seminar Professor and General Practitioner Frans Boch Waldorff discussed the design of accreditation in general practice as well as its promises and pitfalls with his presentation 'How Is Accreditation Organized and How Is Evaluation Approached?'. Associate Professor Ivar Friis commented on the talk by presenting dominant theoretical perspectives on accreditation and the use of guidelines in healthcare.



Read more about the background of the AKAIP project and the seminar at [our website](#).

Eight meeting in the Markets and Valuation cluster's seminar series



On June 3, the eight meeting in the ongoing seminar series in the Public-Private Platform's Market and Valuation Cluster took place. The event featured a discussion by Professor and PPP Academic Co-director Paul du Gay on the chapter (co-authored with Signe Vikkelsø) "Outside Organization": The Idea of a 'Metaphysical Stance' in Organizational Studies". Read more about this and previous meetings at [our website](#).

The cluster is currently in the process of planning further meetings for the seminar series. More information will follow so stay updated at our website.

Seminar on Sarcastic Leadership and Cynical Sense

The third meeting of the PP Platform's Shifting Forms of Public Governance cluster's new seminar series took place on April 17.

At this seminar Associate Professor Morten Knudsen, Professor with special responsibilities Bent Meier Sørensen and Associate Professor Holger Højlund each gave a brief presentation followed by a joint discussion and dialogue.



News on Publications

New Publication on Unexpected Translations in Urban Policy Mobility

Lector, PhD and PP Platform member Maria Zapata has recently published: Zapata, P. and Zapata Campos, M.J. (2015) Unexpected translations in urban policy mobility in the journal *Habitat International*, 46, 271-276.



The article sheds light on how new institutional theory and the “travel metaphor” illuminate how the “waste transfer station” idea travelled to Managua from various international organizations.

The introduced of waste transfer stations and associated waste collection practices were translated, and sometimes contested, in some informal settlements through protests, occupations, and other defiance strategies enacted by municipal waste collectors, squatters, and residents.

Read more about the Habitat International issue and the

authors behind the article at [Infona's website](#).

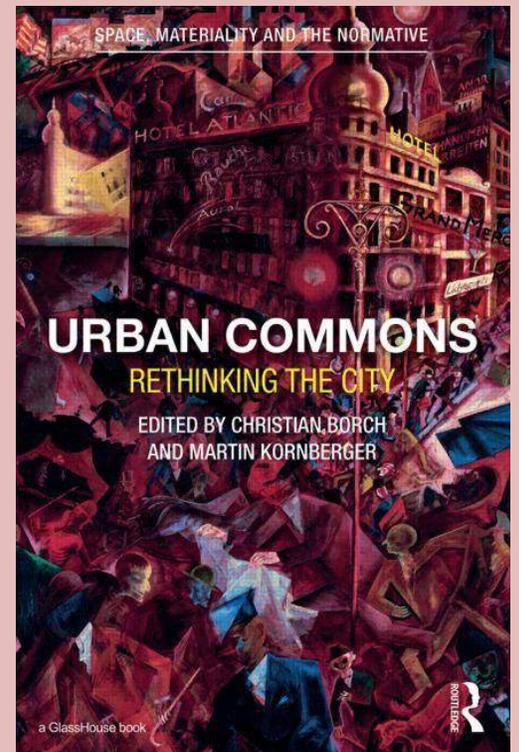
New Book "Urban Commons: Rethinking the City"

The two PP Platform members and cluster facilitators of the Urban Governance cluster Martin Kornberger and Christian Borch have co-edited a new book entitled "Urban Commons: Rethinking the City" published by Routledge.

The book rethinks the city by examining its various forms of collectivity – their atmospheres, modes of exclusion and self-organization, as well as how they are governed – on the basis of a critical discussion of the notion of urban commons.

‘Urban Commons: Rethinking the City’ offers an attempt to reconsider what a city might be by studying how the notion of the commons opens up new understandings of urban collectivities, addressing a range of questions about urban diversity, urban governance, urban belonging, urban sexuality, urban subcultures, and urban poverty; but also by discussing in more methodological terms how one might study the urban commons. In these respects, the rethinking of the city undertaken in this book has a critical dimension, as the notion of the commons delivers new insights about how collective urban life is formed and governed.

Read more about the book and the editors at [Routledge website](#).



News on Publications

CBS Public-Private Platform Associate, Björn Hasselgren is Chairing the Swedish Infrastructure Commission

CBS Public-Private Platform Associate, Björn Hasselgren is Chair of the Swedish Infrastructure Commission - a private initiative funded jointly by MTR, NCC, PEAB, Ramböll, Skanska, Veidekke and WSP.

The purpose of the commission is to broaden the discussion on how transport infrastructure is financed, owned and organized in Sweden. The Swedish Infrastructure Commission therefore investigates novel and innovative ways of financing and organizing infrastructure to meet the future challenges. The goal of this initiative is a final report with concrete proposals for how to obtain more and better infrastructure – faster than today. The report will be published in September 2015. Read more about the Infrastructure Commission at their website infrastrukturkommissionen.se

Research fellow and PP Platform Associate Björn Hasselgren has also co-written the OECD working paper on public-private partnerships for transport infrastructure: *Renegotiations, How to Approach them and Economic Outcomes*, which was published in February 2015. Read more about this and Hasselgren at our [news section at our website](#).



PPP Member Cecilie Glerup has Defended her PhD

In May 2015, Member of the Public-Private Platform Cecilie Glerup defended her PhD ‘Organising Science in Society—The Conduct and Justifications of Responsible Research’.



Cecilie’s PhD is based on a Foucauldian-inspired document study of scientific journal papers as well as an STS-inspired ethnographic study of two laboratories. The paper answers the research questions: How is ‘Responsible Science’ conducted and justified by public scientists – and what are the consequences of these responsibilities in their daily work? If interested you can find the paper on [CBS library website](#).

On behalf of the Platform we congratulate Cecilie!

New Faces at the CBS Public-Private Platform

Ph.D Student Vibeke Kristine Scheller Joins the CBS Public-Private Platform

Vibeke Kristine Scheller just got enrolled as a PhD fellow at the Department of Organization at CBS. She is joining the 'Health Governance' cluster here at the Public-Private Platform. Vibeke's research focus is healthcare innovation from a temporal perspective.

In her project Vibeke will follow innovation processes at a Danish hospital and describe how patients, staff and managers experience innovation as changing temporal structures, i.e. duration, tempo and synchronization in daily work practices. The combination of different theoretical perspectives will identify opportunities for creating new paths in organizations by exploring what happens in the intersection between healthcare innovation and temporal structuring. One purpose of the project is to produce specific knowledge on innovation management processes within health care.

Vibeke holds a master's degree in Psychology & Working Life Studies from Roskilde University and has previously worked as research assistant at Center for Working Life Studies, Department of Environmental, Social and Spatial Change, RUC.



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, 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



Nanna Helene Jensen, Events Officer

Nanna Jensen is the Platform's Events Officer. Nanna holds a BSc. in International Business and Politics from CBS and is currently studying her master's 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 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



Upcoming Activities—Collaboratory 2015

I Collaboratory 2015: Investigating New Societal Movements within Digital and Financial Infrastructures

This year the CBS Public-Private Platform's annual Collaboratory event will take place on October 1-2.

The Collaboratory combines the thought of 'collaboration' and 'laboratory' and is an event with the purpose of gathering academia and practitioners in dialogue about relevant agendas linked to new forms of 'mobilisation of society'. The event takes place through two independent conference days. Participation is free of charge and you can sign up to one or both days.

This year the theme of investigation in the Collaboratory is Infrastructures. Infrastructures are a key theme for public-private collaborations. Infrastructures are one of the main matters of concern in debates about the digital societal agenda, urban governance (e.g. smart cities), the creation of new markets (for green energy, for instance), economic growth (ICT infrastructures) and other domains of public-private partnerships.



Oct 1: Data and Digital Infrastructures

'Big Data' and related developments made possible by digital technologies figure prominently in discussions about the future of business, governance and societal transformation. This half-day workshop explores the roll-out of infrastructural projects, regulatory reforms and business development in this area. Bringing together speakers from public institutions, the corporate sector and academia, the workshop focuses on data and digital infrastructures that may facilitate data-driven economic development, innovative business models, solid stakeholder relations and sustainable data-sharing practices.

Oct 2: Financial Infrastructures

In recent years, the technological developments within the financial sector have been the topic of many debates. Practices like algorithmic trading and especially high-frequency trading as well as the automatization of trading venues have changed the way financial markets operate and has consequences for their regulatory practices. This part of the Collaboratory presents leading academic, regulatory bodies and industry experts to shed light on the current state of financial infrastructures and their digitalization. Issues like accountability, risk and control systems in relation to these new practices will be discussed.

Collaboratory brings into dialogue key figures involved in developing novel public policy thinking and practice in a range of areas and contexts, with members of the Danish government, public servants, business community, NGOs, and academia. The aim is to initiate an open and productive sharing and exchange of ideas, knowledge and experience, with a view to enhancing the development of innovative and robust solutions to some of our most pressing societal challenges.

More information on how to sign up will follow at our website.

While waiting, you can read about the [Platform's previous Collaboratory events](#) at our website.

Upcoming Activities

Reflection Seminar with Professor Karen Ashcraft

On June 23, 2015 the CBS Public-Private Platform and the Platform cluster LEAF (Law Enforcement and Armed Forces) will host a reflection seminar and public lecture with keynote Karen Lee Ashcraft, Major Charlotte Ankerstjerne and Captain, Henrik Ryberg.

Occupations, like individuals, take on a mix of social identities such as gender and race. The social identity of an occupation has profound effects, for example, on wages and prestige, degree of professionalization, cultures of safety and risk, and ability to recruit and retain diverse members. Sifting the historical evidence, Professor Ashcraft develops a new concept—the “glass slipper”—that explains how durable associations between certain occupations and people arise and how they circulate among us like powerful brands. Despite appearances, this complex process is neither natural nor determined. It is deeply systemic, however, revealing challenges more daunting than most popular diversity advice would suggest. But if the social identities of occupations are strategically constructed, they also can be challenged through creative work practices. Professor Ashcraft invites such reflection in military contexts.

Everybody is welcome to join and you should feel free to share this invitation with colleagues and network. Sign-up by email to publicprivateplatform@cbs.dk

About Karen Lee Ashcraft

Karen Lee Ashcraft is Professor as well as the Director of the Communication & Society Residential Program, a living-learning community for early college students broadly interested in communication, media, journalism and related themes. Her research examines organizational and occupational formations—such as identity, culture and mode of governance—and is guided by an interest in relations of power and difference, particularly gender, race, sexuality and class.

Ashcraft’s past research explored the texture and sustainability of alternative forms of organizing. Specifically, she investigated feminist communities seeking to counter bureaucratic logics and practices, or to merge them with egalitarian forms—a project that resulted in several award-winning works devoted to the potential of hybrid organization. Her recent empirical research traces the historical evolution and contemporary organization of professional identity in the context of commercial aviation, among others. For work in this vein, she recently received the Best Article of the Year Award from the *Academy of Management Review*.

Ashcraft has published some 50 articles and chapters on these and related themes in the journals of communication and management as well as work and organization studies. Her book with Dennis Mumby, *Reworking Gender: A Feminist Communicology of Organization* (2004, Sage), received the Book of the Year Award from the Organizational Communication Division of the National Communication Association.

Read more about Karen, Charlotte and Henrik at [our website](#).



Upcoming Activities

Conference on Anti-corruption

On September 18, CBS Public-Private Platform will support PP Platform member Hans Krause Hansen hosting a conference on the theme of anti-corruption. The event is organized together with Confederation of Danish Industry and Transparency International.

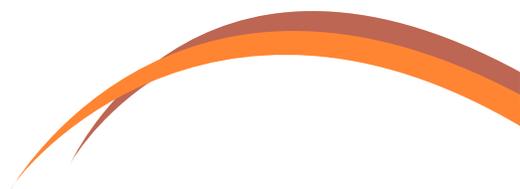
More information will follow on our website.

The conference also took place in 2013, [read about it here.](#)



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