

CBS Public-Private Platform

Quarterly Newsletter
ISSUE 20 Winter 2016



Welcome to the CBS Public-Private Platform!

Since 2012, the CBS Public-Private Platform has provided a quarterly newsletter aiming to keep you updated with our ongoing activities as well as to encourage you to get involved in the work of the Platform, which has been conducted at the Platform. But, after five-years and twenty newsletters the Platform’s journey has come to an end.

Since the Fall 2016 newsletter the Platform has organised and taken part in several successful events, amongst other two seminars with the British Scholar Keith Tribe, a policy experimentation event in collaboration with Danish Design Center, and a conference on Design for Impact - all of which you can read more about in this newsletter.

And as always you find out about new publications and media appearances.

Remember to follow us on Facebook, Twitter and LinkedIn.



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And So They Came To The End...

This Newsletter marks the end of a five year journey for the CBS Business in Society Public-Private Platform, as the PPP will close on 31st December, 2016. We would like to take this opportunity to thank you all for joining us on what has been a truly exciting venture and for all the hard work you have put into making the Platform such a great success. There is no doubt in our minds that what we have collectively achieved over the last five years has resonated loudly not only within CBS itself but nationally and internationally.



While there are many people and institutions to thank, a few deserve special mention. First, we offer our gratitude to the CBS Senior Management Team, Academic Council, and the Board of the School for initiating and supporting the BiS Platform initiative in general and the PPP in particular. We owe a massive debt to staff from the various departments and centres of CBS who committed their precious time to working on and for the Platform and without whom our cross-school, interdisciplinary research, teaching, and public engagement remit would never have been able to succeed in the manner it has. It has been marvellous to witness colleagues from such diverse intellectual backgrounds and perspectives coming together to forge a common purpose. In particular, we would like to thank the various individuals who took the key leadership role in creating and managing our ‘clusters’ – the vehicles through which the PPP’s activities were given life. You know who you are!

We would also like to thank the members of our International Advisory Board who have on an individual and collective basis provided us with much needed advice, connections and intellectual and practical support without hesitation and often with remarkable enthusiasm. Throughout the life of the Platform we have worked closely with a number of institutions and organizations on a regular basis. In particular we would like to thank our formal ‘strategic partners’ – MindLab, The Ministry of the Environment, Kora, and the Whitlam Institute.

Last, but by no means least, we would like to offer a huge vote of gratitude to our core PPP office staff, especially our two magnificent Project Managers, Mette Balling Lisby and Julie Munk, who set up and ran the administrative systems that have made the PPP a beacon of good organization within CBS, and who have worked their socks off way beyond the call of duty to make the Platform such a great success. They have been a pleasure and a inspiration to work with. We would also like to thank our Teaching Facilitator, Susanne Boch Waldorf, who has fought so hard on our behalf to embed the PPP agenda into CBS teaching programmes, and our Student Assistants, Nanna Helene Jensen, Cecilie Andrea Wildfang, and Kirsten Pedersen for whom no job, big or small, has seemed beyond their grasp to perform on our behalf.

For us, the Academic Directors, it has been a honour and a pleasure to serve and we thank you all.

Paul du Gay & Carsten Greve



The Platform in pictures during 5 years



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

The PP Platform has been a five-year's journey full of prominent visits from international scholars, dedicated public events with formats ranging from academic lectures, such as those of Professor Bruno Latour and Chantal Mouffe, to more political and administrative events such as those of Cass Sunstein, US and David Halpern, UK. Since 2013, the Platform have brought research agendas and related societal dialogues to the political festival Folkemødet. Pictures, stories and documentation for our many events and the people and organisations involved in the successful journey of the Platform can be found at our [website](#).

Platform clusters

Since 2012, the CBS Public-Private Platform has created 10 clusters around which our mission to engage in cross-school, interdisciplinary interventions in research, teaching, and public engagement have been conducted. The clusters have evolved differently and contributed many successful and inspiring events and projects throughout the years. Accordingly, the clusters have in their own way helped to thinking about, and intervening in pressing matters of public concern - one of the main goals of the Platform. Here are a few words from some of the cluster facilitators.

The market and valuation cluster

José Ossandón, cluster facilitator, says about the Platform: *“The activities with Keith Tribe were the last activities we did with the Platform. In the context of the Market and Valuation Cluster, we have made about 7-8 activities a year including about one international workshop yearly. By now, we just know how to do things together and that we can count that our ideas will be supported, both in terms of resources and with practical and logistic help. To count with the support of the PPP has made organizing things easy and fun. It is a good moment to say thanks to the CBS Public-Private Platform for the work it has done for us throughout the past years.”*



The Law Enforcement and Armed Forces cluster

Rasmus Koss Hartmann, cluster facilitator, says: *“The story of the LEAF cluster began in 2014, as Mia Hartmann and I began discussing a joint research project on innovation in police and military organizations with our colleagues across CBS. As we talked to more and more people, it gradually became obvious that there were surprisingly many researchers who were working with/or interested in the same type of organizations as we were – broadly speaking, all those organizations that ‘produce’ security in some form or another. People were doing really fascinating work and building very rich experiences of how to do it, but we hardly knew about each other. I think many of us felt that it would be helpful not just to become visible to each other, but also to have a shared space for discussing what this kind of organization was all about. The cluster, I think, became a good vehicle for people to interact.*



The Platform provided just the kind of very light touch of cohesiveness and structure that made it possible to meet and discuss in a systematic way, without forcing people into strong prior commitments. The support, which the Platform provided gave just the kind of leverage to let projects actually happen – people tend to be so deeply into their projects that getting people mobilized and activities organized all alone can be daunting and stop great initiatives in their tracks. As it turned out, a whole string of really interesting initiatives took flight very rapidly, and have spun out into activities that extend beyond the Public-Private Platform. “

Policy experimentation by Design

Symposium co-organised with Danish Design Centre

On December 12th, 2016, the CBS Public-Private Platform invited a select group of business associations, policy makers, public managers and academics to a one-day symposium on the art and practice of systematic policy experimentation. The event was organized with and held at the Danish Design Centre, and had over 70 participants from all over the world including visitors from Australia, Dubai, and Singapore.

The conference was organized around a shared challenge, that at a time when societies are becoming increasingly complex and interdependent, and where emerging technological innovations accelerate the pace of change, strong and sustained growth can seem an evasive objective. Businesses, and thus policy makers, are struggling to keep pace with the changes in market and in consumer behaviour, and are facing increased competition from new quarters. Meanwhile, both from a research and practice perspective we see how the field of design and experimentation has been expanding in application, beyond industrial design to service design and to design for policy. As an approach to working systematically with change, design methods and public-private collaborations are among models now offering a different way of policy making.

Carsten Greve, Co-Director at the Public-Private Platform afterwards said:

“The “Policy Experimentation by Design” was an important event that brought key stakeholders from both the public sector and the private sector together. It was good to see international policy experts mix with Danish organizations in search for new policy- and organizational solutions”

At the Danish Design Center website, we set up an online knowledge community offering information, presentations and shared readings and cases suggested by participants of the symposium. Find it all [here](#).



Keith Tribe visiting the Platform

Two seminars with scholar Keith Tribe

On November 23rd and 24th, 2016, the Public-Private Platform, its cluster on Market & Valuation, and the research programme 'Office as a Vocation' jointly organised two seminars with the British Scholar Keith Tribe.

The topic of the first seminar was the history of concepts as a method to study the economy and markets. In his lecture, Tribe discussed the sometimes-forgotten relevance of chronology in the historical study of concepts and illustrated this point with an analysis of the history of the notion of laissez faire. The lecture was followed by a roundtable discussion where [Christian Frankel](#), [Sine Nørholm Just](#), and [José Ossandón](#) from the Platform's Markets and Valuation and Diversity and Difference clusters commented Keith Tribe's lecture and his recent book *The Economy of the Word. Language, History, and Economics*.

The topic of the second seminar was Max Weber's lecture 'Science as a Vocation'. The seminar kicked off with an introduction by [Thomas Lopdrup-Hjorth](#) that linked the overall theme of the seminar to key issues in the 'Office as a Vocation' research program. This was followed by a presentation by Keith Tribe that contextualized and explained central passages in Weber's lecture and its importance for exploring Weber as a late, great practitioner of the 'ethics of office'. The presentation was followed by interventions by [Mitchell Dean](#) and [Stefan Schwarzkopf](#) that bridged key themes from their own work with Weber's and Tribe's work. Central in this second part of the seminar were discussions of the concepts of office, charisma, and life-conduct.



During his visit, Keith Tribe was also interviewed by José Ossandón. This conversation will be available as a podcast soon on the site [Estudios de la Economía](#). At this site you can find interviews with other researchers that have visited the PPP in the last few years. For example: Annelise Riles, Philip Mirowski, Nick Gane, and Richard Swedberg. There is even an interview with Public-Private Platform's Academic-director Paul du Gay - find it [here](#)

Congratulations

Congratulation to Lene Tolstrup Christensen.

At the Platform, we have the pleasure of congratulating Lene Tolstrup Christensen, member of the Public-Private Platform's cluster on Public-Private Partnerships, Procurement and Outsourcing, with her newly obtained PhD degree.

On December 19th, 2016, Lene defended her PhD thesis entailed: State-owned enterprises as institutional market actors in the marketization of public service provision: a comparative case study of Danish and Swedish passenger rail 1990-2015, which was supervised by the CBS Public-Private Platform's Academic-director Carsten Greve.

The main focus on the doctoral thesis was to conceptualize the SOE as an institutional market actor (IMA) which creates analytical clarity about SOEs in contemporary public governance by focusing on their roles in marketization. It is based on an explorative comparative case study of DSB SOV and SJ AB in the marketization of passenger rail in Denmark and Sweden respectively from the 1990s to 2015 and informed by a historical institutionalist perspective on gradual change.

Again, offer our congratulations to Lene and wish her all the best for the future.

Find Lene's PhD thesis [here](#).



The Horizon 2020 ERC Grant

Another big congratulation must be given to [Professor MSO Christian Borch](#), member of both the Platform's cluster on Market & Valuation and the cluster on Urban Governance, who has just been awarded a Horizon 2020 ERC (European Research Council) Consolidator Grant for 1.590.037 EUR (12 million DDK) for a new research project entailed Algorithmic Finance: Inquiring into the Reshaping of Financial Markets, which is expected to start in June 2017.

The project is will have three main parts. The first part seeks to explore the consequences of algorithm trading internally in organisations. The second part looks at the interaction between fully automatized algorithms, and the final part looks at the social forms of interactions, which can be identified on the actual financial market that dominates algorithmic trade.

You can read more about the project and Christian's thoughts

You can read more about the project and Christian's thoughts [here](#).

Data quality and effective IT-systems

Seminar on 'Improving data quality and increasing the efficiency of IT systems'

A very successful seminar on '*Improving data quality and increasing the efficiency of IT systems*' took place at Dalgas Have on December 5, 2016. The seminar was financed by the CBS Public-Private Platform, and organised by Kim Normann Andersen, Helle Zinner Henriksen, Hanne Thomsen, and Bodil Nistrup Madsen who are all members of the Platform's cluster Internet, Business and Society.

The seminar brought together public authorities, companies and researchers to create space for presentation of new ideas and activities, and to discuss and promote possibilities for cooperation. The seminar was a follow-up to the proposal, which FORVIR (forum for knowledge modelling in public operations) submitted to RESEARCH2025 in the spring. This proposal was based on the assumption that an increased research effort within the field of public sector concept modelling, business modelling and data modelling can improve data quality and optimize public IT systems and, thus, contribute to a more efficient performance of public sector tasks and increased quality of communication between citizens and public authorities. The participants represented a broad range of public authorities and companies e.g. the Digitization Agency, the Danish Agency for Labour Market and Recruitment, the Danish Health Data Authority, the Capital Region of Denmark, and Ministry of Higher Education and Science.

Four invited speakers from public authorities introduced the problems that arise when e.g. data modelling and the introduction of new regulations are not based on a common understanding of the concepts that lie behind the data:

- Jens Krieger Røyen, Head of Office for Data and architecture, the Agency for Digitisation (*The organizational/political aspects of improving data quality in the public sector*)
- Per de Place Bjorn and Anna Odgaard Ingram, Information Architects, the Agency for Digitisation (*Semantics and terminology in common public models*)
- Simon Engell Kamber, Digitization and Support, Agency for Labour and Recruitment (*Digitization- ready regulations in practice*)

Four CBS Researchers presented new views on data quality and semantic modelling as a basis for data modelling:

- Kim Normann Andersen, Professor, ITM, Copenhagen Business School (*Quality of Data and Maturity Models: Time to Team Up?*)
- Helle Zinner Henriksen, Associate Professor, ITM, Copenhagen Business School (*Data quality and digital discretion in the public sector*)
- Bodil Nistrup Madsen, Professor and Hanne Erdman Thomsen, Associate Professor, IBC, Copenhagen Business School (*Concept clarification as a basis for data modeling*)



Afterwards, possible research themes were discussed, and it was decided to circulate a summary of the discussion as a basis for a new workshop in the New Year.

Platform activities

Inclusive and exclusive organisational settings

On December 7th, 2016, the CBS Public-Private Platform and its cluster on Diversity and Difference hosted a seminar with visiting Research Associate Laura Dobusch, Sociology of Diversity Chair at the Technical University of Munich. Laura is also Postdoc at the Max Planck Institute for Social Law and Social Policy and the '*Dis[cover]ability and Indicators for Inclusion*' research group.

At the seminar she introduced and elaborated on her current research project in which she is focusing on inclusion and the executive setting of organizations. Further, she explained how she is trying to deploy insights from the '*inclusion turn*', which be more widely used in both diversity practice and research. Applying a relational lens of inclusion and exclusion, Laura has gained an interest in re-assessing the exclusionary and inclusionary dimensions of organizational setups in terms of their structures, processes and practices.



Conference on Design for Impact

On October 18-19th, 2016, the PP Platform participated in the annual '*Service Experience Camp*' an international conference, which this year focused on the theme of Design for Impact. More than 250 people participated at the conference and among the keynote speakers were Dr. Anne Stenros, Chief Designer Officer, City of Helsinki, Simone Carrier, Head of Service Design, FutureGov London and Tracy Rollings from Phillips, Amsterdam.

The Platform took part in the conference with the aim of discussing how Universities can collaborate with public institutions and industries in order to come up with new and better solutions to the structure of services in society (public, private and public-private collaborations) and how education, teaching and training also can be adapted to meet this need.

Find more about the conference and the network [here](#).

Platform activities

The fifth international PPP conference

Christina Tvarnø and Carsten Greve represented CBS at the Fifth International Public-Private Partnership conference that was held at the University of Antwerp, Belgium, on 20-22 November, 2016. The conference series began in 2012 in Copenhagen and was first organized by researchers from CBS, the Sauder School of Business at the University of British Columbia in Canada and Monash University in Australia. This year the conference theme was on “Smart governance for innovation by/in PPPs”. The conference was “by-invitation-only” and 30 academics from all over the world

participated. The governing board now consists of CBS, Sauder School of Business, Monash University, Cornell University and Antwerp University. The next conference is planned for September 2017.

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



Public-Private Platform Thank You Reception

On December 13, 2016 the CBS Public-Private Platform held a Thank You Reception at the Copenhagen Business School. Good friends and colleagues as well as external collaborators and Advisory Board members participated at the event. Paul du Gay and Carsten Greve held a speech where they also revealed good news about a post-Platform existence.



Media appearance

International knowledge about PPP's could be used in Denmark



In November 2016, the Public-Private Platform's Academic-director Carsten Greve contributed with his insight and knowledge in regards to international

PPP's in an panel debate on www.altinget.dk. The debate included contributions from amongst other Søren Vikkelsø, Head of Department in COWI, Pia Olsen Dyhr, Minister of Transport (SF), and Villum Christensen (LA) also gave their view of why it is difficult to implement and establish PPP projects in Denmark.

You can read Carsten's contributions [here](#). [In Danish]

News on Publications

New book: For Formal Organization

By Paul du Gay and Signe Vikkelsø



On November 24th, 2016, the Public-Private Platform's Co-director Paul du Gay - in collaboration with IOA's Head of Department and Platform member Signe Vikkelsø published a new book *For Formal Organization: The Past in the Present and Future of Organization Theory*

The book focuses on the state of Organization Theory, its purpose, object, and practical relevance. In recent years, disquiet has mounted within the field of organizational analysis, broadly defined, about the overly theoretical and a-or anti-organizational state of Organization Theory and its consequent lack of practical purchase, not least in the light of pressing economic, social and political concerns that are often profoundly organizational in nature. The book argues that

predominant contemporary modes of theorising within the field, and in particular the stance associated with them, have had the effect of occluding and dissolving Organization Theory's core object - formal organization - and, as a consequence, dissipating its practical focus and reach. The book seeks to contribute to the goal of reviving Organization Theory as a practical science of organizing and rehabilitating its core object - formal organization - through a re-examination and re-assessment of the outlook, comportment and attitude - stance - animating its classical antecedents.

Full abstract and further details can be found [here](#).

Book launch at Copenhagen Business School

The launch of the book will be celebrated with an event.

Time and Date

Wednesday, January 18, 2017, at 3.30pm

Location

Copenhagen Business School, Kilevej 14 A, 2000 Frederiksberg on the platform next to IOA's kitchen.

Please register to seminar.ioa@cbs.dk

no later than Wednesday, January 11, 2017.

New article: Knowledge Governance Strategies in Project-based Organizations

By Sofia Pemsel, Ralf Müller and Joans Söderlund

Congratulations to [Sofia Pemsel](#) who has a new article 'Knowledge Governance Strategies in Project-based Organizations' published in the journal *Long Range Planning*, in October, 2016. Sofia is a researcher within the Public-Private Platform's cluster on Health Governance and has published her article.

Article abstract:

"Knowledge governance (KG) aims at strategically influencing knowledge processes by implementing governance mechanisms. Little is known about whether, how, or why such strategies differ among firms. We utilize a large-scale empirical study of 20 organizations to develop a typology of KG strategies in project-based organizations; we then explore how these strategies emerge and affect organizational knowledge processes. Six strategies are identified: Protector, Deliverer, Polisher, Explorer, Supporter, and Analyzer. This paper posits a multi-level categorization model to facilitate comparisons among KG strategies. We uncover three main drivers of organizations' chosen knowledge governance strategies - namely, attitudes about humans, knowledge, and knowledge control."

You can find and read the article [here](#).



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



Kirsten Pedersen, Student Assistant

Kirsten Pedersen is the platform's student assistant. She assists with several tasks, but her main area of responsibilities are the managing the platform's communication, including areas such as the newsletters and the social media. She holds a BA in English, International Business Communication from Aalborg University, and is currently studying her Masters degree at CBS within Intercultural Marketing. Contact Kirsten at kpe.ioa@cbs.dk

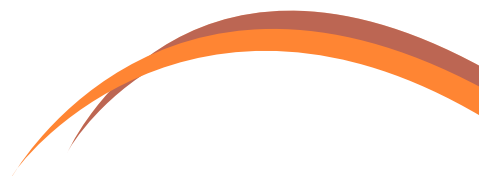


Susanne Boch Waldorff, Teaching Facilitator

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



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