



Curriculum Vitae: BENT PETERSEN

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- Personal data** **Birth date/place:** March 3, 1954, Frederiksberg, Denmark
Citizenship: Danish
Marital status: Married, 2 children
- Education** **Ph.D in International Business**, Copenhagen Business School; 1996
M.Sc (Econ.), Copenhagen Business School; 1983
- Professional interests** Global sourcing; GVC reconfiguration; Strategic contracting; EMNCs; Dynamics of foreign operation modes.
- Employment** **September 2018 – :** Professor of International Business, Copenhagen Business School, Department of International Economics, Governance & Business (EGB).
February 2009 – : Professor of International Business, Copenhagen Business School, Department of Strategic Management and Globalization.
January 2012 – June 2012: Professor at the Department of Marketing & Management, University of Southern Denmark (on leave-of-absence from CBS).
August 2008 – February 2009: Visiting Professor at the School of Business, Economics and Law, University of Gothenburg, Sweden (on leave-of-absence from CBS).
March 2004 – August 2008: Professor (with special responsibilities in I&CT and firms' internationalisation), Copenhagen Business School, Center for Strategic Management and Globalization.
January 2000 – July 2000: Visiting Research Fellow, Graduate School of Management, University of Queensland, Brisbane, Australia.
October 1996 – February 2004: Associate Professor of International Business, Copenhagen Business School, Department of International Economics and Management.
October 1993 – September 1996: Assistant Professor of International Business, Copenhagen Business School, Department of International Economics and Management.

March 1993 – September 1993: Post-doctoral Research Fellow at L'Institut Strategie et Politique d'Entreprise, Groupe HEC, Paris.

January 1990 – February 1993: Ph.D. fellow at the Department of International Economics and Management, Copenhagen Business School.

February 1987 – December 1989: Economist at the Carlsberg Research Center – Department of Biotechnology and Business Diversification.

April 1985 – January 1987: Assistant Professor at the Copenhagen Business School, Department of International Economics and Management.

February 1984 – March 1985: Economist at the Carlsberg Research Center, Department of Biotechnology and Business Diversification.

February 1983 – January 1984: Research Assistant at the Copenhagen Business School, Department of International Economics and Management.

Teaching experience

Has taught undergraduate and postgraduate courses in Danish and English since 1993 (in Denmark, Sweden, Norway, Finland, Austria, Portugal, Vietnam and Australia).

PhD supervision:

August 1999 – September 2002: Principal supervisor to Bo Bernhard Nielsen (successful defence in January 2003).

July 2004 – July 2007: Principal supervisor to Christian Geisler Asmussen (successful defence in November 2007).

June 2006 - August 2009: Co-supervisor to Ha Thi Van Pham (successful defence in November 2009).

June 2006 - September 2009: Co-supervisor to Song Hanh Pham (successful defence in January 2010).

June 2008 – June 2011: Principal supervisor to Yvonne Borkelmann.

June 2012 - August 2014: Principal supervisor to Kristin Brandl (successful defence in December 2014).

February 2014 – May 2016: Principal supervisor to Manya Jaura (successful defence in November 2016).

June 2015 – May 2018: Principal supervisor to Peter Kalum Schou (successful defence in October 2018).

October 2020 - : Principal supervisor to Karin Danielsson.

December 2020 - : Principal supervisor to Ornela Vladi.

Administrative experience

Acting Head of Department of Strategic Management and Globalization (from April – December 2015).

Associate Dean of MBA in Shipping and Logistics at CBS (since October 2013).

Acting Head of Department of Strategic Management and Globalization (from February 2010 – August 2011).

Head of CBS' PhD School in Economics and Management (from July 2008 - February 2010).

Graduate Diploma Study Program Manager (International Management and Economics – HD-IB) 1996-2000.

Course coordinator since 1993.

Software experience

MS Office, SPSS, Stata

Language skills

English: Fluent

French, German and Spanish: Reading skills

Professional memberships

The European International Business Academy (EIBA)

The Academy of International Business (AIB)

Reviewer and editor accountabilities

Senior Editor in the journal of Management and Organization Review (MOR) from 2013-2018. Senior Advisory Board members of Review of International Business Strategy since 2015. On the Editorial Review Boards for Transnational Corporations (UNCTAD) since 2019. Ad hoc reviewer for International Business Review (since 1998), Journal of International Management (since 2001), Management International Review (since 2002), Journal of International Business Studies (since 2002), International Marketing Review (since 2003). Guest editor (together with Lawrence S. Welch) of special issue of Management International Review 2003.

Awards and honorary titles

GSJ Global Strategy Research Prize at the 46th 2020 EIBA online conference 10-12 December for the paper "Geographical reconfigurations in global value chains: search within limited space?" co-authored with C. Rodriguez and L. Ciravegna.

Best Theory Paper award at the 2019 AIB conference in Copenhagen 24-27 June (hosted by CBS) for the paper "Mode flexibility: What are the tradeoffs and how to deal with them?", co-authored with G.R.G. Benito and L.S. Welch.

Best paper nomination at the 2019 AMA (American Marketing Association) SIG Global Marketing Conference in Buenos Aires, Argentina, 20-23 May 2019 for the paper "Reciprocal use of real options as a mode of entry", co-authored with C.G. Asmussen and M. Hilmersson.

February 2014: Appointed **Honorary Visiting Professor** at the School of Business, Economics and Law, University of Gothenburg, Sweden.

Best paper award at the Aalborg Conference on Research Frontiers in International Business, Rebild Bakker, 1-2 June 2012.

Conference paper nominated as **Best Paper for Practical Implications** at the Strategic Management Society's Annual Conference in Miami November 6-9, 2011.

Best paper award at the 11th ISMD Conference on Markets and Development held in Hanoi 5-8 January 2010.

Best Reviewer award Academy of International Business (AIB) 2008 meeting, Milan, Italy.

Best paper Prize at the 9th annual IB Research Forum and 2nd annual Offshoring Research Network, Temple University Philadelphia, April 3-5, 2008 for the paper titled "Is there a trend towards global value chain specialisation? An examination of cross border sales of US foreign affiliates" co-authored with S. Beugelsvijk and T. Pedersen.

Finalist for the **Haynes best paper** prize for scholars under 40 years at the Banff 1996 AIB meeting (paper: "Explaining Gradually Increasing Resource Commitment to a Foreign Market" with T. Pedersen).

Research grants

1993: DKK 380,000 from the Danish Research Council – Social Sciences (SSF). Purpose: Post-doc position in relation to the project "Internationalization Process of Firms" (applied for jointly with Assistant Professor Torben Pedersen).

1999: DKK 75,000 from the Frode Hedorf foundation. Purpose: Research project on the Indian software industry.

1999-2014: Yearly travel grants of DKK 7,000 – 14,000 from the Otto Mønsted Foundation. Purpose: International conference participation.

2000: DKK 30,000 and DKK 12,000 from the foundations of Frode Hedorf and Otto Mønsted, respectively. Purpose: Research project on "The effects of the Internet on the internationalization process of firms".

2003: DKK 475,000 from Karl Pedersen og hustrus industrifond. Purpose: Research project on Danish Bio-science firms and opportunities of outsourcing to Indian partners.

2006: DKK 250,000 from Fabriksejer, ingeniør Valdemar Selmar Trane og hustru, Elisa Trane's fond (bevilling nr. 38/06). Purpose: Research project on global corporate strategies: offshoring of 'creative jobs'.

2008: DKK 250,000 from Fabriksejer, ingeniør Valdemar Selmar Trane og hustru, Elisa Trane's fond (bevilling nr. 49/08). Purpose: Research project on global sourcing.

2009: DKK 300,000 from Danish Architecture Centre. Purpose: Research report about internationalization of Danish architectural and engineering firms.

2012: DKK 195,000 from the Otto Mønsted Foundation (bevilling 12-12-0748). Purpose: A 3-month international guest professorship (to professor Michael Mol, Warwick Business School, Coventry, UK).

2014: DKK 3.75 m from the Manufacturing Academy of Denmark (MADE) and the Strategic Platform for Innovation and Research (SPIR), together with professor Torben Pedersen, CBS/Bocconi University.

2017: DKK 4.5 m from MADE Digital (in continuation of MADE/SPIR), together with professor Torben Pedersen, CBS/Bocconi University.

2020: DKK 5 m from MADE FAST (in continuation of MADE Digital), together with professor Torben Pedersen, CBS/Bocconi University.

Publications (in English)

Articles in refereed journals (in reverse, chronological order):

Petersen, B., Benito, G.R.G. & Welch, L.S. (Forthcoming): "Foreign operation mode flexibility: tradeoffs and managerial responses", *International Journal of the Economics of Business*. <https://doi.org/10.1080/13571516.2021.1889917>

Hanh, S.T.P. & Petersen, B. (Forthcoming): "The bargaining power, value capture, and export performance of Vietnamese manufacturers in global value chains", *International Business Review*. <https://doi.org/10.1016/j.ibusrev.2021.101829>

Alvstam, C.G., Ivarsson, I. & Petersen, B. (2020): "Are multinationals and governments from emerging economies configuring global value chains in new ways?" *International Journal of Emerging Markets*, 15(1): 111-130 [DOI 10.1108/IJOEM-02-2017-0055].

Benito, G.R.G., B. Petersen & L.S. Welch (2019): "The global value chain and internalization theory", *Journal of International Business Studies* 50(8): 1414-1423.

Jimenez, A., Jiang, G.F., Petersen, B. & Gammelgaard, J. (2019): "Within-country religious diversity and the performance of private participation infrastructure projects", *Journal of Business Research* 95(February): 13-25.

Østergaard, K. & Petersen, B. (2018): "The application of hardship provisions in strategic contracting", *Journal of Strategic Contracting and Negotiation*, 4(4): 203-218 [DOI: 101177/2055563620907905].

Petersen, B. & K. Østergaard (2018): "Reconciling formal contracts and relational governance through strategic contracting", *Journal of Business & Industrial Marketing*, 33(3): 265-276.

Brandl, K., M. Mol and B. Petersen (2017): "The reconfiguration of service production systems in response to offshoring - A practice theory perspective", *International Journal of Operations and Production Management*, 37(9): 1246-1264.

Laplume, A.O., B. Petersen and J.M. Pearce (2016): "Global value chains from a 3D printing perspective". *Journal of International Business Studies*. 47(5): 595-609.

Jensen, P.Ø. and B. Petersen (2014): "Value creation logics and internationalization of service firms". *International Marketing Review*, 31(6): 557-575.

Jensen, P.Ø. and B. Petersen (2013): "Build-operate-transfer outsourcing contracts in services – boon or bane to emerging market vendor firms?" *Journal of International Management*, 19(3), 220-231.

Jensen, P.Ø. and B. Petersen (2013): "Global sourcing of services: Risk, process, and collaborative architecture". *Global Strategy Journal*, 3(1): 67-87.

Benito, G.R.G., O. Dovgan, B. Petersen and L.S. Welch (2013): "Offshore outsourcing: A dynamic, operation mode perspective". *Industrial Marketing Management*, 42(2), 211-222.

Jensen, P.Ø. and B. Petersen (2012): "Global sourcing of services vs. manufacturing activities: Is it any different?" *Service Industries Journal*, 32(4), 591-604.

Benito, G.R.G., B. Petersen and L.S. Welch (2011): "Mode combinations and international operations. Theoretical issues and an empirical investigation". *Management International Review*, 6/Focused Issue: 50 Years of MIR.

Hansen, M.W., B. Petersen and P. Wad (2011): "Change of subsidiary mandates in emerging markets – The case of Danish MNCs in India". *Transnational Corporations Review*, 3(2), pp 104-116.

Hashai, N., C.G. Asmussen, G.R.G. Benito and B. Petersen (2010): "Technological knowledge intensity and entry mode diversity". *Management International Review*, 50(6), pp. 659-681.

Pham, H.T.V. and B. Petersen (2010): "Do OEM exporters differ from independent exporters in terms of global connectivity and export performance? Evidence from an emerging economy". *Review of Market Integration*, 2(1), pp. 9-42.

Petersen, B., G.R.G. Benito, and L.S. Welch (2010): "Managing the internalisation process". *Management International Review*, 50(2), pp.137-154.

Benito, G.R.G., B. Petersen and L.S. Welch (2009): "Towards more realistic conceptualisations of foreign operation modes". *Journal of International Business Studies*, 40(9), pp. 1455-1470.

Asmussen, C.G., G.R.G. Benito and B. Petersen (2009): "organizing foreign market activities: From entry mode choice to configuration decisions". *International Business Review*. 18(2), pp. 145-155.

Beugelsvijk, S. T. Pedersen and B. Petersen (2009): "Is there a trend towards global value chain specialization? — An examination of cross border sales of US foreign affiliates" *Journal of International Management*, Vol. 15 (2), pp. 126-141.

Hansen, M.W., T. Pedersen and B. Petersen (2009): "MNC strategies and local linkage effects in developing countries." *Journal of World Business* (Special Issue), 44(2), pp. 121-130.

Petersen, B., T. Pedersen and M. Lyles (2008): "Closing knowledge gaps in foreign markets", *Journal of International Business Studies*. 39(7), pp. 1097-1113.

Asmussen, C.G., T. Pedersen and B. Petersen (2007): "How do we capture 'global specialization' when measuring firms' degree of globalization?" *Management International Review*, 47(6), pp. 1-23.

Maskell, P., T. Pedersen, B. Petersen and J. Dick-Nielsen (2007): learning paths to offshore outsourcing – From cost reduction to knowledge seeking", *Industry and Innovation*, 14(3), July, pp. 239-257.

Petersen, B., T. Pedersen and G.R.G. Benito (2006): "The termination dilemma of foreign intermediaries: performance, anti-shirking measures and hold-up safeguards", *Advances in International Marketing*, Volume 16, pp. 317-339.

Benito, G.R.G., T. Pedersen and B. Petersen (2005): "Export channel dynamics: An empirical analysis", *Managerial and Decision Economics*, Vol. 26 (Spring), pp. 159-173.

- Patibandla, M. and B. Petersen (2004): "Role of transnational corporations in the evolution of a high-tech industry: The case of india's software industry – A reply", *World Development*, Vol. 32, No. 3 (March), pp. 561-566.
- Pedersen, T. and B. Petersen (2004): "Learning about foreign markets – are entrant firms exposed to a 'shock effect'?", *Journal of International Marketing*, Vol. 12, No. 1, pp. 103-124.
- Pedersen, T., B. Petersen, and D.D. Sharma (2003): "Knowledge transfer performance of multinational companies", *Management International Review*, Vol. 43, Special Issue No. 3 (September/October), pp. 69-90.
- Petersen, B. and L.S. Welch (2003): "International business development and the Internet – Post-hype", *Management International Review*, Vol. 43, Special Issue No. 1 (April/May), pp. 7-29.
- Liesch, P., L.S. Welch, D.E. Welch, S.L. McGaughey, B. Petersen, P. Lamb (2002): "Evolving strands of research on firm internationalization: An Australian-Nordic perspective", *International Studies in Management and Organization*, Vol.32, no. 1, pp. 16-35.
- Petersen, B. and T. Pedersen (2002): "Coping with liability of foreignness: different learning engagements of entrant firms", *Journal of International Management*. Vol. 8 (October): 339-350.
- Patibandla, M. and B. Petersen (2002): "Role of transnational corporations in the evolution of a high-tech industry: The case of India's software industry", *World Development*, Vol. 30, No. 9 (September), pp. 1561-1577.
- Pedersen, T., B. Petersen and G.R.G. Benito (2002): "Foreign operation mode change: Impetus and switching costs", *International Business Review*, Vol. 11, No. 2 (June): 325-345.
- Petersen, B., L.S. Welch, and P. Liesch (2002): "The Internet and Foreign Market Expansion by Firms: Theoretical questions and three predictions", *Management International Review*, Vol. 42, Issue 2 (April/May), pp. 207-221.
- Petersen, B. and L.S. Welch (2002): "Foreign operation mode combinations and internationalisation", *Journal of Business Research*, Vol. 55, Issue 2 (February), pp. 157-162.
- Petersen, B., D.E. Welch and L.S. Welch (2000): "Creating meaningful switching options in international operations", *Long Range Planning*, Vol. 33, No. 5 (December), pp. 690-707.
- Petersen, B. and L.S. Welch (2000): "International retailing operations: downstream entry and expansion via franchising", *International Business Review*, Vol. 9, No. 4 (August): 479-496.
- Petersen, B., T. Pedersen and G.R.G. Benito (2000): "Replacing the foreign intermediary: Motivators and deterrents", *International Studies of Management and Organization*, Vol. 30, No. 1 (Spring): 47-64.
- Petersen, B. and T. Pedersen (1999): "Fast and slow resource commitment to foreign markets – What causes the difference?" *Journal of International Management*, Vol. 5, No. 2: 73-91.

Benito, G.R.G., T. Pedersen and B. Petersen (1999): "Foreign operation methods and switching costs: Conceptual issues and possible effects." *Scandinavian Journal of Management*, Vol. 15: 213-229.

Pedersen, T. and B. Petersen (1998): "Explaining gradually increasing resource commitment to a foreign market." *International Business Review*, Vol. 7 No. 5: 483-501.

Books:

Welch, L.S., G.R.G. Benito and B. Petersen (2018): *Foreign Operation Methods: Theory, Analysis, Strategy*, 2nd edition. London: Edward Elgar.

Hansen, M.W., M.M. Larsen, T. Pedersen, B. Petersen and P. Wad (2011): *Strategies in emerging markets. A case book on Danish multinational corporations in China and India*. CBS Press.

Welch, L.S., G.R.G. Benito and B. Petersen (2007): *Foreign Operation Methods: Theory, Analysis, Strategy*, London: Edward Elgar.

Hansen, M.W., T. Pedersen and B. Petersen (2006): *Danish Investments in Developing Countries*, Copenhagen Business School Press.

Book chapters:

Benito, G.R.G., B. Petersen and L.S. Welch LS (2021): "Dynamics of operation modes: Switches and additions. In Mellahi K, Meyer K, Narula R, Surdu I, & Verbeke A (Eds.), *Oxford Handbook of International Business Strategy*. Oxford University Press, page 273-295.

Jensen, P.D.Ø., B. Petersen and R. Schweizer (2016): "Global sourcing readiness: On opportunity recognition, feasibility and comfort zones". In Berg, L., Ivarsson, R. Lindahl and P. Ström (Eds.): *Gränsöverskridande. Vänbok till Claes G. Alvstam*. Centrum för Europaforskning vid Göteborgs universitet (CERGU), Skrift nr. 30, p. 53-66.

Hansen, M.W., P.D.Ø. Jensen and B. Petersen (2016): "Drivers and strategies of international service firms in emerging markets". In Merchant, H. (Ed.): *Handbook of Research on Emerging Markets*. Edward Elgar Publishing, p. 223-247.

Petersen, B. and R.E. Seifert (2014): "Strategic asset seeking by EMNEs: A matter of liabilities of foreignness - or outsidership?" In Lundan, S., R. van Tulder and A. Verbeke (Eds.), *Multinational Enterprises, Markets and Institutional Diversity*. Emerald Series *Progress in International Business Research*, Vol. 9, page 377-400.

Jensen, P.D.Ø, T. Pedersen and B. Petersen (2013): "Do expectations match reality when firms consider the risks of offshoring? A comparison of risk assessment by firms with and without offshoring experience. In: T. Pedersen, L. Bals, P.D.Ø. Jensen and M.M. Larsen (Eds.): *The Offshoring Challenge: Strategic Design and Innovation for Tomorrow's Organization*. London: Springer 2013, page 287-299.

Benito, G.R.G., B. Petersen and L.S. Welch (2012): "Dynamics of foreign operation modes and their combinations: Insights for international strategic

management”, in Verbeke, A. and H. Merchant (eds.) *Handbook of Research in International Strategic Management*, Cheltenham, UK: Edward Elgar, page 93-115.

Pham, H.T.V., B. Petersen, and H. Schaumburg-Müller (2009): “Trade internationalisation paths of emerging market firms: Evidence from Vietnam”, in Schaumburg-Müller, H. and Chuong, P.H. (eds.): *The New Asian Dragon: Internationalization of Firms in Vietnam*, CBS Press, Copenhagen, pp. 39-60.

Petersen, B., G.R.G. Benito, C.G. Asmussen and L.S. Welch (2008): “Mode configuration diversity: A new perspective on foreign entry mode”, Chapter 3, p. 57-78 in: Lewin, A.Y., S.T. Cavusgil, G.T.M. Hult and D.A. Griffith (eds.): *Thought Leadership in Advancing International Business Research*, New York. NY: Palgrave/Macmillan.

Petersen, B., T. Pedersen, and D.D. Sharma (April 2003): “The role of knowledge in firms’ internationalisation process: Wherefrom and whereto?” in Blomstermo, A. and D.D. Sharma (eds.): *Learning in the Internationalisation Process of Firms*, Edward Elgar Publishing Company, p. 36-55.

Petersen, B., L.S. Welch, and K.V. Nielsen (2001): “resource commitment to foreign markets: The establishment patterns of Danish firms in South East Asian markets”, in S.J. Gray, S.L. McGaughey and W.R. Purcell (eds.): *Asia-Pacific Issues in International Business*, Edward Elgar Publishing Company, p. 7-27.

Petersen, B. and T. Pedersen (1997): “Twenty years after – Support and critique of the Uppsala internationalization model,” in Forsgren, M. and I. Björkman (eds.): *The Nature of the International Firm*. København: Handelshøjskolens Forlag.

Petersen, B. and T. Pedersen (1993): “Choice of international investment mode – The transformation from positive to normative business theory,” in L. Stetting, K.E. Svendsen and E. Yndgaard (eds.): *Global Change and Transformation*. Copenhagen: Copenhagen Business School Press: 249-262.

Dissertation:

Petersen, B. (1996): *Explaining Cost-Effective Export Market Penetration via Foreign Intermediaries – with Special Emphasis on the Hold-Up Problem*. Copenhagen Business School, Samfundslitteratur, Ph.D. series 4-96.

Teaching cases:

Petersen, B., H. Schwaerzler and D. Nikerle-Uthoff (2014): *SAP: The Challenge of Aligning Sourcing and Innovation Strategies*. Ivey Publishing, Toronto.

Pedersen, T. and B. Petersen (2012): *Facility Management in the Nordic Region*. Ivey Publishing, Toronto.

Book and teaching case reviews:

Petersen, B. (2020): Commentary on case written by Anwar, S.T.: Global strategy gone astray: Maersk’s big box boat and the world shipping industry, *Thunderbird International Business Review*, 62(2): 197-198.

Petersen, B. (2019): Review of Buckley, P.J., Enderwick, P. & Cross A.R. (Eds.): *International Business*, Oxford University Press, ISBN 978-0-19-960209-4, 708 pages. In UNCTAD’s *Transnational Corporations*, 26(3): 143-146.

Publication pipeline

Alvstam, C.G. & Petersen, B.: "String of Pearls: The growing role of Chinese state-owned MNEs along the Maritime Silk Road and new patterns of competition and cooperation in the global shipping and logistics industry". 2nd R&R in *Journal of International Business Policy*.

Magnani, G., Denicolai, S. & Petersen, B.: Additive manufacturing and global value chains: The research-production dilemma". 1st R&R in *Industrial and Corporate Change*.

Petersen, B. Rodriguez, C. & Ciravegna, L.: "Geographical reconfigurations in global value chains: Search within limited space?" Under review in *Global Strategy Journal*.

Jensen, P.D.Ø., Manning, S. & Petersen, B.: Working title: "Locational Flexibility and Global Value Chains". To be submitted to Merchant, H. (Ed.) *Handbook of international business*. Springer Verlag.

Ivarsson, I. & Petersen, B.: "Market-political ambidexterity and resource-asset bundling: A recipe for competitive advantage of emerging economy firms?" Targeting *Review of International Business Strategy*.

Benito, G.R.G. & Petersen, B.: "Switch of foreign operation mode: Some key strategic decisions". Work-in-progress targeting *Thunderbird International Business Review*.

Strandskov, J., Madsen, T.K. & Petersen, B.: "The influence of ownership types on firm internationalization: Comparative perspectives. Work-in-progress targeting *Review of International Business Strategy*.

Lindner, T. & Petersen, B.: Working title: "Reciprocal real options in joint ventures: A simulation model". Work-in-progress.

Su, C., Petersen, B., Ciabuschi, F. & Holm, U.: Working title: "Political connections, expatriate relationships, and organizational distance". Work-in-progress.

Kano, L., Li, J., Petersen, B., Shams, R., Vrontis, D.: Working title: "SMEs in global value chains". Work-in-progress.