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International Research Fellow at the CCR
(Centre for Corporate Reputation) at Oxford University,
Saïd Business School.
Member of Royal Danish Academy of Sciences and Letters

Majken Schultz (born 1958 PhD, Master) is Professor of management at Copenhagen Business School, Denmark since 1996. She an International Research Fellow at the CCR (Centre for Corporate Reputation) at Oxford University, Saïd Business School and has most recently become a member of the Royal Danish Academy of Sciences and Letters. Schultz is actively involved in the Danish Business Community in a variety of networks and is a leading authority in the public debate on the importance of identity, brands and organizational culture. Since 2000 Majken Schultz has held several board memberships, among others in Danske Bank and Cowi and is currently serving at the board of Realdania, Bang & Olufsen, Danske Spil and Danish Crown. She is running regularly with Running26 and likes to hike in the mountains.

Her research interests are located at the interface between organization theory, strategy and marketing and include the interplay between culture, identity and image and how they transform over time. She has received several awards and has spoken at numerous international and national academic and practitioner conferences, including the Academy of Management, European Group of Organization Studies, World Economic Forum and the Conference Board.

Her work has been published more than 40 articles in international peer reviewed journals, including, Academy of Management Journal; Academy of Management Review, Organization Science, Harvard Business Review, California Management Review, European Journal of Marketing, Organization Studies, Human Relations, Journal of Management Inquiry, British Journal of Management, Corporate Reputation Review, International Studies of Management & Organization, Strategic Organization, Journal of Marketing Communication. Of her recent books, she has co-authored with Mary Jo Hatch "Taking Brand Initiative: How companies can align strategy, culture and identity through corporate branding" published in February 2008 by Jossey Bass, San Francisco and translated into Spanish, Korean, Turkish, Persian and Danish. Also, she is first editor of "The Construction of Identity in and around organizations Identity (2012) and The Expressive Organization, both with Oxford University Press (2000), and co-author of "Innovating Organization and Management" with Cambridge University Press (2012).

EDUCATION & AFFILIATIONS

Master of Political Science 1984 University of Copenhagen, Political Studies.
PhD. Copenhagen Business School 1988. Awarded Tietgen Gold Medal
1988 and on assistant and associate professor, Copenhagen Business School, Department of Organization Studies and Industrial Sociology
1988 and 1989 Visiting scholar, Stanford University
2000 – 2003 Affiliated professor part time, LEGO Group
1996 – 2006 Professor at Department of Intercultural Communication and Management, Copenhagen Business School
Since 2006 Professor at Department of Organization, Copenhagen Business School
Since 2007-2009 Associate Dean of CBS Full Time MBA

Since 2009 International Research Fellow, Centre for Corporate Communication, Saïd Business School, Oxford University
Since 2015 Member of Royal Danish Academy of Sciences and Letter

AWARDS & HONORS

Ridder af Dannebrog /Order of Dannebrog 2015
FUHU Research Price 2009,
Jorcks Foundation 2002,
Danish Marketing Award 2002
Marie Løngaard's award 2000

BOARD EXPERIENCE
Bang & Olufsen (since 2013)
Danish Crown (since 2013)
Danske Spil (since 2012)
Realdania (since 2000)
Danske Bank (2000-2013)
Academy of Management (2009-2012)
COWI AS (2005 – 2011)
Carl Bro (2001 – 2004)
VL Grupperne (2007 – 2011)
Foreningen Realdanmark (1998-2000)
VL 48 (Member since 1999)

RESEARCH PROJECTS

2015 – 2018

Studying organizational identity in time

Funded by Tuborg Foundation. Focus on Carlsberg Group and Arla.

With professor Tor Hernes, professor Mary Jo Hatch, PhD Kaitlin Pulk, student assistants and master students.

2009 -2013

Linking Organizational Identity to Corporate Branding: The Roles of History, Organizational Structures and Boundary Management

Funded by Tuborg Foundation. Focus on Carlsberg Group.

With Professor Mary Jo Hatch, Ph.D. Lærke Højgaard Christiansen, research assistants Simon Leth-Sørensen , Victor Hugo Casiano and Lasse Dam Jensen, Copenhagen Business School

2001 – 2004
Corporate Branding in a global context
Focus on LEGO Group
Establishment of global brand initiative as research driven partnership:
including Novo Nordisk, Johnson & Johnson, Nissan, Telefonica, ING, SONY and BOEING
Funded by LEGO Group and National Social Science Council
PhD student Yun Mi Antorini, PhD student Esben Karmark, PhD student Pernialle Gjøls-Andersen

1996 – 2000
Value-based organizations, including study of Wolff Olins and Bang & Olufsen

Funded by National Social Science Council
With professor Mary Jo Hatch, University of Virginia
Professor Davide Ravasi, University of Bocconi

TEACHING & CONSULTING

Recent Teaching Experience:
Master of Board Governance since 2012 with CBS Executive
Full Time MBA at Copenhagen Business School since 2003
Executive MBA at Copenhagen Business School since 1995
Master of Science in Strategy, Organization and Leadership
MMD: Master of Management Development since 2000;
MCC: Master of Corporate Communication since 2005;
Corporate Communication: Erasmus School of Management, Rotterdam, since 1998
CEMS international program since 2003 and numerous other graduate programs

Executive and Graduate Courses covering
Board Culture and leadership
Identity and Corporate Branding
Organizational Culture & Change Management
Managing Corporate Communication
Organizational Theory & Practice

PhD Courses:
Organizaional Culture (with Joanne Martin, Stanford Graduate School of Business)
Organizational Identity (with Mary Jo Hatch. U. of Virginia)
Engaged Scholarship (with Andrew Van de Ven, U. of Minnesota)
Organizational Analysis

ACADEMIC WORK IN DETAIL

Books

Pratt, M., Schultz, M., Ashforth, B. & Ravasi, D. (Eds)(2016) *Handbook of Organizational Identity*. Oxford: Oxford University Press.

Foss, Nicolai J., Pedersen, Torben & Pyndt, Jacob Schultz, M. (2012) *Innovating Organization & Management. – New Sources of Competitive Advantage*. Cambridge University Press.

Schultz, M, McGuire, S., Langley, A., Tsoukas, H. (Eds)(2012) *The Construction of Identity in and around Organizations. O*xford: Oxford University Press.

Bukh, P.N; Hildebrandt, S., Jenster, P.; Klausen, K.K , Schultz, M., 2011 (Eds) *Ledelseskanon.* København Gyldendal Business: A.P. Møller Mærsk. ISS, Jysk, LEGO; Novo Nordisk. (5 volumes)

Hatch, M.J. and Schultz, M. (2008) *Taking Brand Initiative: How Corporations Can Align Strategy, Culture and Identity through Corporate Branding.* San Francisco: Wiley/Jossey-Bass.

> Translations: *Marka Girişimi* (2012): *Kurumsal Markalaşma ile Şirket Stratejisini, Kültürünü ve Kimliğini Uyumlu Hale Getirme Yöntemleri*. Brandage Yayinlari

> *Esencia De Marca* (2010)*: Desvelan cómo las empresas pueden alinear su estrategia, cultura e identidad a través de la marca corporativa con Mary Jo Hatch.* LID Editorial Empresarial

> *Brug dit Brand* (2009) Copenhagen: Gyldendal Business.

Schultz, M., Antorini, Y. M. & Csaba, F. (Eds) (2005) *Corporate Branding Purpose/People/Process* Copenhagen: CBS Press.

Hatch, M. J. & Schultz, M. (Eds)(2004) *Reader on Organizational Identity.* Oxford: Oxford University Press

Schultz, M., Hatch, M. J. & Larsen, M. H. (Eds.) (2000*) The Expressive Organization: Linking Identity, Reputation and The Corporate Brand,* Oxford: Oxford University

> Translattions: Arabic (Obeikan Bookshop and Publishing, Riyadh, Saudi Arabia, 2004)

> Portuguese (Pensamento-Cultrix, Sao Paulo)

Schultz, M. & Holten Larsen, M. (1998) *Den udtryksfulde virksomhed.* Copenhagen*:* Bergsøe 4.

Schultz, M. & Hildebrandt, S. (Eds.)(1997) *Fokus på Sygehusledelse*. Copenhagen: Munksgaard.

Schultz, M. (1995) *On Studying Organizational Cultures: Diagnosis and Understanding.* Berlin: Walter de Gruyter.

Schultz, M. (1990) *Organisationskultur: Funktion eller symbol*. Copenhagen: Handelshøjskolens forlag.

Schultz, M. & Molin, J. (Eds)(1989)*Kalejdoskopiske Fortællinger fra en Videnskabelig Verden.* Copenhagen: Akademisk Forlag.

Larsen, J. & Schultz, M. (1984) *Bureaukrati og videnskab - organisationskulturer i central administrationen. Copenhagen:* Forlaget Politiske Studier.

Papers in International Journals

Schultz, M. (2015) Time for Culture. *Journal of Business Anthropology*. 4(1):117-124.

Ind, N.; Inglesias, O. & Schultz, M. (2015) How Adidas found its Second Wind. *Strategy+ Business*. August, Issue 80 (9 pages).

Hatch, M. J., Schultz, M. & Skov, A.M. (2015) Organizational identity and culture in the context of managed change: Transformation in the Carlsberg Group 2009–2013. *Academy of Management Discoveries*. 1(1):56-88.

Lejeune, C. Schultz, M. & Vas, A. (2015) How does accreditation influence the dynamics of organizational identity for business schools? *Management International*. 2(14):1-16.

Maguire S. & Schultz, M. (2013) Identity In and Around Organisations: *The European Business Review* May-June: 8 – 12.

Ind, N. Iglesias, O. & Schultz, M. (2013) Building Brands Together: Emergence and Outcome of Co-Creation: *California Management Review*. 55(3): 5-29.

Hatch, M.J. & Schultz, M. (2013) The Dynamics of Corporate Brand Charisma: Routinization and

Activation at Carlsberg IT. *Scandinavian Journal of Management*. 29(2):147-162.

Schultz, M. & Hernes, T. (2013) A Temporal Perspective on Organizational Identity. *Organization Science*. 24(1):1–21.

Schultz, M. (2012) Relationships Between Culture and Institutions: New Interdependencies in a Global World? *Journal of Management Inquiry*. 21(1):102 - 106.

Hatch, M Jo, & Schultz, M. (2010) Toward a Theory of Brand Co-Creation with Implications for Brand Governance. *Journal of Brand Management*. 17(8):590–604.

Ind, N. & Schultz, M. (2010) Brand Building, Beyond Marketing. *Strategy + Business.* Issue 78:1-4.

Schultz, M. (2010) Reconciling Pragmatism and Scientific Rigor. *Journal of Management Inquiry*.

19(3):274-277.

Schultz, M. & Hatch, M. J. (2009) Of Bricks and Brands: From Corporate to Enterprise Branding. *Organizational Dynamics*. 38(2):117-130.

Schultz, M. & Hatch, M. J. (2008) Corporate Branding as Organizational Change. *Brandmanager.* 3: 42-47.

Rubin, J., Schultz, M. & Hatch, M.J. (2008) Coming to America: Can Nordic brand values engage American stakeholders? *Journal of Brand Management.* 16(1-2) Online Edition

Morsing, M., Schultz, M. & Nielsen, K. U. (2008) The 'Catch 22´of communicating CSR: Findings from a Danish Study. J*ournal of Marketing Communication*.14(2): 97 – 111.

Schultz, M. & Hatch, M.J. (2007) Third Wave Branding: Breaking the ice. *Communication Director* issue 4: 58 – 62.

Schultz, M. (2007) Desafios da gestâo da marca nas organizacôes, In *A Revista da Fundacâo Dom Cabral*. 3/July: 12 - 13.

Morsing, M. & Schultz, M. (2006) Corporate Social Responsibility Communication: Stakeholder information, response and involvement strategies*; Business Ethics: A European Review*. 15(4):323-338.

Ravasi, D. & Schultz, M. (2006) Responding to Identity Threats: Exploring the role of Organizational Culture. *Academy of Management* . 49(3): 1 – 30.

Schultz, M. & Hatch, M. J. (2005) Building Theory from Practice, *Strategic Organization*. 3 (August): 337 – 348.

Schultz, M. & Boege, S. (2004) The Drivers of Corporate Reputation; *Nordisk Forsikringstidsskrift*. 2:183-189.

Aperia, T., Bronn, P. & Schultz, M. (2004). Corporate Reputations in Scandinavia. *Corporate Reputation Review*. 7(3): 218 – 230.

Ravasi, D. & Schultz, M. (2003) Practicing Identity: A Process Model of Identity Change Management in Organizations. *SDA BOCCONI Working Paper* No. 03-85.

Schultz, M. & Hatch, M. J. (2003) Cycles of Corporate Branding: The Case of LEGO Company. *California Management Review*. 46(1): 6-26. Translated into Portuguese and Spanish (reprinted under the title "Desafio superado" in Gestión (2004) 9:44-52)

Hatch, M. J. & Schultz, M. (2003) Bringing the Corporation into Corporate Branding. *European Journal of Marketing*. 37(7/8):1041 – 1064.

Reprinted in Balmer, John (2006) *Revealing the Corporate Brand.* London: Routledge.

Reprinted in Elliott, Richard (2008) Brands and   Brand Management: Critical Perspectives. London: Routledge.

Schultz, M. & Chernatony, L. (2002) Introduction to special double issue on Corporate Branding (first editor), *Corporate Reputation Review*. 5(2-3): 105 – 112.

Hatch, M. J. & Schultz, M. (2002) The Dynamics of Organizational Identity*, Human Relations*. 55(8): 989-1017.

Reprinted in Portuguese journal *Communição and Sociedade:* 8. (2005).

Hatch, M. J. & Schultz, M. (2001) Are the Strategic Stars Aligned for Your Corporate Brand? *Harvard Business Review*. 79(2): 129 – 134.

Reprinted in *Harvard Business Review on Marketing* (1999, 2000, 2001) Harvard Business School Press, 109-126.

Reprinted in Elliott, Richard (2008) Brands and Brand Management: Critical Perspectives. London: Routledge.

Schultz, M., Mouritsen, J. & Gabrielsen, *G.* (2001) Sticky Reputation: Analyzing a Ranking System, *Corporate Reputation Review*. Vol 4(1) 2001: 24 – 41.

Gioia, D., Schultz, M. & Corley, K. (2000) Organizational Identity, Image and Adaptive Instability *Academy of Management Review*. 25(1):63-81. Nominated for Best Paper Award Academy of Management 2000.

Schultz, M. & Ervolder, L. (1998) Culture, Identity and Image Consultancy: Crossing Boundaries between Management, Advertising, Public Relations and Design, *Corporate Reputation Review*. 3: 29 - 51.

Hatch M. J. & Schultz, M. (1997): A European View on Identity. Interview with Wally Olins*; Journal of Management Inquiry*. 6: 330 – 339.

Hatch, M. J. & Schultz, M. (1997) Relations between Organizational Culture, Identity and Image. *European Journal of Marketing*. 31(6): 356 – 365.

Schultz, M: & Hatch, M. J: (1996*)* Living with Multiple Paradigms: The Case of Paradigm Interplay in Organization Culture Studies. *Academy of Management Review*. 21(2): 529-557.

Schultz, M. & Hatch, M. *(1995)* Restructuring Culture or Celebrating Valhalla. *Studies of Society, Culture and Organizations.* 1(1):

Kreiner, K. & Schultz, M. (1995) Soft Cultures. The symbolism of Cross-border Organizing. *Studies of Society, Culture and Organizations. .* 1(1): 63-81.

Schultz, M. (1995) The Cultural Closure of the Managerial Mind; *Organization*s. 2(1).

Kreiner, K. & Schultz, M. (1993) Informal collaboration in R&D. The formation of networks across organizations. *Organizational Studies* Vol. 14(2): 189-209.

Schultz, M. (1992) Postmodern picture of organizational culture, *International Studies of Management and Organization*. Special issue on postmodernism summer 1992

Schultz, M. (1991)Transitions between symbolic domains in organizations, *Organization Studies* 12(4): 489-507.

Chapters in International Books

Hernes, T. & Schultz, M. (forthcoming). A temporal understanding of the connections between organizational culture and identity. In Tsoukas, H. & Langley, A. (Eds) *Sage Handbook of Process Organizational Studies*. London: Sage Publications.

Schultz M. (2016) Identity Change and Temporality. In Pratt, M., Schultz, M., Ashforth, B. & Ravasi, D. (Eds). 2016. *Handbook of Organizational Identity*. Oxford: Oxford University Press: 93-105.

Schultz, M., Hatch, M.J. & Adams, N. (2012) Managing corporate reputation through corporate branding; in Barnett, M. & Pollock, T. *Handbook of Corporate Reputation*. Oxford: Oxford University Press.

Schultz, M., & Hatch, M.J. (2009) Managing Organizational Expression; In S. Clegg & C. Cooper (Eds) *The Sage Handbook of Organizational Behavior, Volume 2: Macro Approaches*. London: Sage Publications: 374-390.

Schultz, M. (2008) Snapshot: Identity Hijack; In D. Barry & H. Hansen (Eds) *New Approaches in Management and Organization.* London: Sage Publications: 447 – 449.

Schultz, M. (2007) Entry on: Organizational Image in I*nternational Encyclopedia of Organization Studies*, London: Sage Publications: 1081 - 1084.

Ravasi, D. and Schultz, M. (2007). "Organizational culture and identity at Bang & Olufsen.". In L. Lerpold et al. (Eds.) *Practicing Identity*, London: Routledge:103-120.

Schultz, M. & Hatch, M. J (2006) A culture perspective on Corporate Branding. In Schroeder, S. & Salzer. M. (Eds). *Brand Culture,* London: Routledge:15 – 33.

Schultz, M., Hatch, M. J & Ciccolella, F. (2006) Living the brand through symbols and artifac*t*s. In Rafaeli, A. & Prat, M. (Eds). *Artifacts in Organizations.* Erlbaum Publishers:141 – 160.

Schultz, M (2005), Personal Branding – Myths and Opportunities. In Kambhamettu, S. S. & Posa, V. N. *Personal Branding an introduction*, India: Magnus School of Business: 27 – 38.

Hatch, M.J. & Schultz, M.S. (2000) Scaling the Tower of Babel: Relational differences between identity, image and culture in organizations. In Schultz, M., Hatch, M.J. & Larsen, M.H. (Eds.) *The expressive organization: Linking identity, reputation, and the corporate brand*, 13-35. Oxford University Press: 11-35.

Schultz, M. & Morsing, M. (1998) The Spagetti Way of Organizing. In Morsing & Eiberg (Eds) *Managing the Unmanageable for a Decade; Copenhagen*: Oticon.

Schultz, M. (participating conversationalist) (1998) The Identity of Organizations *Organizational Identity: Building Theory through Conversations*. In Whetten, D & Paul C. Godfrey, P. C. (Eds) Beverly Hills, Sage Publications: 33 – 83.

Schultz, M. & Rindova, V. (1998) On the relationship between Organizational and Corporate Identity; in *"Organizational Identity: Building Theory through Conversations"*. In Whetten, D & Paul C. Godfrey, P. C. (Eds) Beverly Hills, Sage Publications: 46 – 51.

Schultz, M. (1999) Does Culture Matter? In Kreiner, K. & Sevon, G. (Eds) *Constructing R&D Collaboration. The Enactment of EUREKA*. Copenhagen: Copenhagen Business school Press: 85 – 115.

Gioia, D. & Schultz, M. (1995) Creative Post-Processing. On Making Turbulence Valuable. In Gioia (ed) *Creativity in Organization*s. London: Sage Publications.

Schultz, M. (1993) Reconstructing Cultural Analysis in Organizations: Alternatives to the Modernist Tale, in Ahonen, P. (Ed) *Tracing the Semiotic Boundaries of Politics*, Berlin, Mouton de Gruyter.

Larsen, J. & Schultz, M. (1990) Artifacts in a Bureaucratic Monastery. In Gagliardi, P. (Ed) *Symbols and Artifacts: Views of the Corporate Landscap*e. Berlin: Walter de Gruyter.

Papers in Danish Journals & Books

Schultz M. (2014) Organisationskultur: In Vikkelsø, S. & Kjær, P. (Eds) *Klassisk og moderne organisationsteori*. København: Hans Reitzels Forlag: 209-233.

Morsing, M. & Schultz, M. (2010) Corporate Social Responsibillity: Strategier for kommunikation af social ansvarlighede. In *Håndbog i strategisk public relations*. Merkelen, H. (red.). Frederiksberg : Samfundslitteratur: 87-106.

Schultz, M. & Nome, D. (2009): Glem ikke stakeholderne, Ledelse idag. nr.4, April

Antorini, Y.M. & Schultz, M. (2008): Mærkefællesskaber, nettets gave til brandejere?, Market Magazine, December

Morsing, M. & Schultz, M. (2007): Tre kommunikationsstrategier for Corporate Social Responsibility: Stakeholder information, Stakeholder Response og Stakeholder Involvement. Copenhagen*: Børsens Ledelseshåndbog.*

CBS Executive (2006) *The road to excellence* interview in CBS Executive pp.16-17, Copenhagen

Schultz, M. (2004) Corporate Branding som strategy. i Viden om ledelse, (red) Ulhøj. København, Børsens Forlag. P. 390 – 402

Antorini, Y. M. & Schultz, M. 2005 Corporate Brandings ny besindighed. Tema nummer Mandag Morgen Oktober 2004: 41 - 44

Schultz, M. (2004) Netværk om Corporate Branding*; Ledelse I dag*, marts 2004: 14 – 17.

Schultz, M. (2004). Introduktion til, Olins, W. *Om Brands*. København. Børsens forlag (dansk oversættelse)

Schultz, M. (2004) Personlig branding - myter & muligheder. Børsen Magasiner. (in Danish & English): 51 – 54

Schultz, M., Morsing, M. & Nielsen, K. U (2004) Kommunikation af social ansvarlighed. *Ledelse i dag*. December 2004: 32-40

Schultz, M. (1991) *Værdibaseret ledelse, in En Ny Tids Ledelse - en debatbog om ledelse i staten*. København: Finansministeriet 1999: 147 – 161

Schultz, M. (1997) *Værdier som konkurrenceparatemeter: Samspil imellem virksomhedens kultur, identitet og image*, i Professorbogen, (Eds. S. Hildebrandt & E. Johnson), Copenhagen: Forlaget Børsen: 119 – 147

TEACHING CASES in alliance with University of Virginia and Darden Case-Clearing House

Novo Nordisk:
"Focusing the Corporate Brand". 2005
Majken Schultz, Mary Jo Hatch, James Rubin & Kasper Andersen 2004.
CBS, University of Virginia, Darden
Nissan:
"Taking Infiniti to Japan" 2006
James Rubin, Mary Jo Hatch, Majken Schultz
Darden, University of Virginia