

MARCUS MØLLER LARSEN

September, 2023

Personalia

Date of birth: September 8, 1983

Place of birth: Ringerike, Norway

Citizenship: Norwegian

Email: mml.si@cbs.dk

Office phone: (+45) 3815 5628

Mobile phone: (+45) 2567 3303

URL for web site: www.cbs.dk/en/staff/mmlsi

Researcher unique identifier: orcid.org/0000-0002-8594-7468

URL for SCOPUS: www.scopus.com/authid/detail.uri?authorId=55105352100

URL for Google Scholar: scholar.google.dk/citations?user=J9dwzQMAAAAJ&hl=no

Work address:

Department of Strategy and Innovation

Kilevej 14, 2nd floor

2000 Frederiksberg, Denmark

Home address:

Ledøjevej 7

2620 Albertslund, Denmark

Academic positions

09/23 – present

- Professor of Strategy and International Management
- Department of Strategy and Innovation
- Copenhagen Business School, Denmark

12/19 – 08/23

- Professor (MSO) of Strategy and International Management
- Department of Strategy and Innovation
- Copenhagen Business School, Denmark

08/16 – present

- Adjunct Professor in Strategy (20%)
- Department of Strategy and Entrepreneurship
- BI Norwegian Business School, Norway

06/16 – 11/19

- Associate Professor of Strategy and International Management
- Department of Strategy and Innovation
- Copenhagen Business School, Denmark

07/14 – 12/17

- John H. Dunning Visiting Fellow
- Henley Business School
- University of Reading, United Kingdom

11/12 – 05/16

- Assistant Professor of Strategy and International Management
- Department of Strategic Management and Globalization
- Copenhagen Business School, Denmark

11/09 – 10/12

- PhD student
- Department of Strategic Management and Globalization
- Copenhagen Business School, Denmark

01/11 – 06/11

- Visiting research scholar
- Host: Professor Ram Mudambi
- Department of Strategic Management
- Fox School of Business, Temple University, United States of America

10/07 – 10/09

- Research assistant
- Center for Strategic Management and Globalization
- Copenhagen Business School, Denmark

Career break

03/19 – 07/19

- Parental leave (5 months)

01/17 – 05/17

- Parental leave (4 months)

Education

11/09 – 10/12

- PhD in Offshoring and Globalization, Copenhagen Business School, Denmark
 - Dissertation title: “*The Organizational Design of Offshoring*”

- Supervisor: Professor Torben Pedersen; Assessment committee: Professor Bent Petersen (Copenhagen Business School), Professor Andrea Prencipe (Luiss Guido Carli University), Professor Carine Peeters (Solvay Business School)
- Recipient of *The Buckley and Casson Dissertation Award, Academy of International Business*, and *The Barry Richman Dissertation Award, Academy of Management* (both 2014)

09/07 – 09/09

- M.Sc. in Business Language and Culture, Copenhagen Business School, Denmark
 - Business and Development Studies

09/04 – 06/07

- B.Sc. in Business, Language and Culture, Copenhagen Business School, Denmark

08/99 – 06/02

- High School Diploma, Dønski Videregående Skole, Norway

Teaching experience

Copenhagen Business School

- Course responsibility:
 - Foreign Direct Investment and MNCs – M.Sc. elective
 - Managing Strategy Implementation in Modern Corporations – M.Sc. elective
 - Strategy Formulation - Mass open online course (developed in collaboration with Coursera)
 - Industrial PhD course – PhD course (offered in collaboration with Innovationsfonden)
- Teaching faculty:
 - Development Strategies in a Global Economy – M.Sc. elective
 - Managing Innovation in Multinational Enterprises – M.Sc. elective
 - International Business – Diploma/HD elective
 - Strategisk Praksis og Implementering – Master of Business Development
 - Strategi og Forretningsudvikling som Drivkraft for Fornylse – CBS Executive
- Extensive thesis supervision at Bsc/Msc level
- PhD supervision:
 - Shelter Teyi (2019 – present – primary supervisor – will start at Williamette University Sept 2023)
 - Selorm Agbleze (Graduated 2022 – primary supervisor – currently at Leeds University)
 - Jesper Christensen (Graduated 2018 – primary supervisor – currently in industry)
 - Klement A. Rasmussen (Graduated 2017 – secondary supervisor – currently in industry)
 - Many Jaura (Graduated 2016 – secondary supervisor – currently in industry)
- Pedagogical qualifications:
 - Assistant Professor Programme in Teaching and Pedagogical Competence (assessment: ‘extraordinarily competent’)

Teaching experience from other universities

- University of Gothenburg – The School of Business, Economics and Law (Global Sourcing)
- BI Norwegian Business School International Business (International Business).
- Wirtschaftsuniversität Wien (International Business)

Academic memberships, rewards and service

Academic recognitions

- Ivey Classics Award 2021-2022: LEGO Group: An Outsourcing Journey
- Independent Research Fund Denmark, Sapere Aude Research Leader 2021, (DKK6,1M in research funding for the project “Firm Formalization and Sustainable Development”)
- Best Conference Paper, Africa Academy of Management, 2020
- Temple/AIB Best Paper Award – Nominee, Academy of International Business, 2020
- EIBA Best Paper on Emerging Market Award, European International Business Academy, 2018
- Ivey Best Selling Case 2011/12, 2012/13, 2013/14, 2014/15, 2017, 2018: LEGO Group: An Outsourcing Journey
- Carlsberg Foundation Distinguished Associate Professor 2017 (DKK4,45M in research funding for the project “The firm in the informal economy”)
- DSEB/Copenhagen Business School Research Prize 2016 (DKK25,000 in prize money)
- Tietgenprisen 2016 (DKK500,000 in research funding)
- Emerald Citations of Excellence 2016 for the paper “Uncovering the hidden costs of offshoring: The interplay of complexity, organizational design, and experience”, *Strategic Management Journal*, 2013
- Temple/AIB Best Paper Award – Winner, Academy of International Business 2015
- Best Reviewer Award, Academy of International Business, 2015
- Best Reviewer Award, Journal of International Business Studies, 2015, 2016, 2018
- John H. Dunning Visiting Fellow 2014-2015, University of Reading
- The Buckley and Casson Dissertation Award – Winner, Academy of International Business 2014
- The Barry Richman Dissertation Award – Winner, Academy of Management 2014
- Best Conference Paper Prize – Finalist, Strategic Management Society, 2013
- Best Reviewer Award, Academy of Management, IM Division, 2013
- Temple/AIB Best Paper Award – Nominee, Academy of International Business 2012
- IMD FDC Best Paper in Strategy / IB Theory – Finalist, Academy of Management 2011

Research projects

- Independent Research Fund Denmark, Sapere Aude Research Leader 2021, (DKK6,1M in research funding for the project “Firm Formalization and Sustainable Development”) – *principal investigator*
- Carlsberg Foundation Distinguished Associate Professor 2017 (DKK4,45M in research funding for the project “The firm in the informal economy”) – *principal investigator*

Academic memberships

- Academy of International Business
- Academy of Management
- European International Business Association

- Strategic Management Society
 - Representative at Large, Global Strategy Interest Group (2016-2017)

Associate Editor

- Global Strategy Journal (since March 2020)

Editorial Review Boards

- International Journal of Emerging Markets (since March 2016)
- Journal of International Management (since January 2016)
- Journal of Management Studies (since January 2016)
- Journal of International Business Studies (since January 2015)
- Global Strategy Journal (since August 2015)
- Management and Organization Review (since August 2013)

Ad-hoc reviewing

- European Management Journal, European Management Review, Industrial and Corporate Change, Industry and Innovation, Journal of Business Research, Journal of Management, Journal of Management Studies, Long Range Planning, Organization Science, Research Policy, Strategic Management Journal, Journal of World Business, Strategy Science, Technovation

Guest editorship

- Benito G, Birkinshaw J, Larsen MM, Zhou M (eds.). 2020. Complexity and Multinationals. *Global Strategy Journal*, to be published ultimo 2023
- Jensen PDØ, Larsen MM, Pedersen T (eds.). 2013. Developing Offshoring Capabilities for the Contemporary Offshoring Organization. *Journal of International Management*, 19(4)

Conference service

- European International Business Association, Oslo 2022
- Committee member (2018-2021) and Head of Committee (2021), Peter Buckley and Mark Casson Academy of International Business Dissertation Award Committee
- European International Business Association, Leeds 2020
- Academy of International Business, Copenhagen 2019
- Academy of International Business, Minneapolis 2018

External assessment service

- Swiss National Science Foundation, Switzerland (member of assessment committee, research application, 2022)
- Copenhagen Business School, Denmark (head of PhD assessment committee, 2022)
- Makerere University Kampala, Uganda (member of assessment committee, promotion to Associate Professor, 2022)
- Ghana University Business School, Ghana (member of assessment committee, promotion to Senior Lecturer, 2020)
- Victoria University, Canada (member of assessment committee, promotion to Associate Professor, 2020)
- Copenhagen Business School (member of assessment committee, promotion to Associate Professor, 2019)

Publications

Journal publications

1. Larsen MM, Birkinshaw J, Zhou YM, Benito GRG. 2023. Complexity and multinationals. *Global Strategy Journal*, forthcoming.
2. Teyi S, Larsen MM, Namatovu R. 2023. Entrepreneurial identity and response strategies in the informal economy. *Journal of Business Research*, forthcoming.
3. Larsen MM, Mkalama B, Mol M. 2023. Outsourcing in Africa: how do the interactions between providers, multinationals, and the state lead to the evolution of the BPO industry? *Journal of International Business Policy*, forthcoming.
4. Asmussen CG, Fosfuri A, Larsen MM, Santangelo G. 2023. Corporate social responsibility in the global value chain: A bargaining perspective. *Journal of International Business Studies*, forthcoming.
5. Larsen MM, Witte C. 2022. Informal legacy and exporting among Sub-Saharan African firms. *Organization Science*, DOI: <https://doi.org/10.1287/orsc.2022.1623>.
6. Leiblein M, Reuer J, Larsen MM, Pedersen T. 2022. When are global decisions strategic? *Global Strategy Journal*, 12(4): 714-737.
7. Elia S, Larsen MM, Piscitello L. 2022. Choosing misaligned governance modes when offshoring business functions: A prospect theory perspective. *Global Strategy Journal*, DOI: <https://doi.org/10.1002/gsj.1445>.
8. Haarman A, Larsen MM, Namatovu R. 2022. Understanding the firm in the informal economy a research agenda. *European Journal of Development Research*, 34: 3005–3025.
9. Grecu A, Sofka W, Larsen MM, Pedersen T. 2022. Unintended signals: Why companies with a history of offshoring have to pay wage penalties for new hires. *Journal of International Business Studies*, 53: 534–549.
10. Leiblein M, Larsen MM, Pedersen T. 2022. Are governance mode and foreign location choices independent? *Global Strategy Journal*, 12(2): 273-307.
11. Peprah A, Giachetti C, Larsen MM, Rajwani T. 2022. How business models evolve in weak institutional environments: The case of Jumia, the Amazon.com of Africa. *Organization Science*, 33(1):431-463.
12. Namatovu R, Larsen MM. 2021. Responding to COVID-19: Insights from African firms. *Africa Journal of Management*, 7(1): 104-120.
13. Pedersen T, Larsen MM, Dasi A. 2020. Searching locally and globally: Applying Daniel Levinthal's scholarship to international business. *Journal of International Business Studies*, 51: 1532-1546.

14. Elia S, Larsen MM, Piscitello L. 2019. Entry mode deviation: A behavioral approach to internalization theory. *Journal of International Business Studies*, 50(8): 1359-1371.
15. Larsen MM, Manning S, Pedersen T. 2019 The ambivalent effect of complexity on firm performance: A study of the global service provider industry. *Long Range Planning*, 52(2): 221-235.
16. Ali-Yrkkö A, Larsen MM, Seppälä T. 2018. The changing geography of value creation: Evidence from mobile telecommunications. *Industry and Innovation*, 25(7): 675-698.
17. Larsen MM, Lyngsie J. 2017. Ambiguous adaptation: The effect of contract duration and investments in relational mechanisms on premature relationship termination. *Long Range Planning*, 50: 794-808.
18. Asmussen C, Larsen MM, Pedersen T. 2016. Organizational adaptation in offshoring: The relative performance of home- and host-based learning strategies. *Organization Science*, 27(4): 911–928.
19. Larsen MM. 2016. Failing to estimate the costs of offshoring: A study on process performance. *International Business Review*, 25: 307-318.
20. Manning S, Larsen MM, Bharathi P. 2015. Global delivery models: The role of talent, speed and time zones in the global outsourcing industry. *Journal of International Business Studies*, 46(7): 850-877.
21. Awate S, Larsen MM, Mudambi R. 2015. Accessing vs. sourcing knowledge: A comparative study of R&D internationalization between emerging and advanced economy firms. *Journal of International Business Studies*, 46(1): 63-86.
22. Larsen MM. 2014. The organizational design of offshoring. *AIB Insights*, 14(3): 10-12.
23. Larsen MM, Pedersen T. 2014. Organizational reconfiguration and strategic orientation: The case of offshoring. *Advancement in International Management*, 27: 403-432.
24. Jensen PDØ, Larsen MM, Pedersen T. 2013. The organizational design of offshoring: Taking stock and moving forward. *Journal of International Management*, 19(4): 315-323.
25. Larsen MM, Manning S, Pedersen T. 2013. Uncovering the Hidden Costs of Offshoring: The interplay of complexity, organizational design, and experience. *Strategic Management Journal*, 34(5): 533-552.
 - Winner of Emerald Citations of Excellence Prize for 2016
26. Awate S, Larsen MM, Mudambi R. 2012. EMNE catch up strategies in the wind turbine industry: Is there a trade-off between output and innovation capabilities? *Global Strategy Journal*, 2(3): 205-223.

- Reissued in: Ramamurti R, 2017, Internationalization and innovation in emerging markets, Virtual Special Issue, *Strategic Management Journal*, DOI: 10.1002/smj.2553

27. Larsen MM, Manning S, Pedersen T. 2011. The Hidden Costs of Offshoring: The Impact of Complexity, Design Orientation and Experience. *Academy of Management Best Paper Proceedings*.

Books

- 28. Bals L, Jensen PDØ, Pedersen T, Larsen MM (eds.). 2013. *The offshoring challenge: Strategic design and innovation for tomorrow's organization*. London: Springer Publication.
- 29. Larsen MM. 2013. *The organizational design of offshoring*. Frederiksberg: Copenhagen Business School (PhD Series; No. 12.2013).
- 30. Hansen MW, Larsen MM, Pedersen T, Petersen B, Wad P. 2010. *Strategies in emerging markets: A case book on Danish multinational corporations in China and India*. Frederiksberg: Samfundslitteratur, 2010.

Book chapters

- 31. Manning S, Larsen MM, Kannothe CG. 2018. Global Sourcing of Business Processes: History, Effects, and Future Trends, in Clark GL, Feldman MP, Gertler, MS, Wojcik D. (eds.): *The New Oxford Handbook of Economic Geography*. Oxford, UK: Oxford University Press.
- 32. Larsen MM, Pedersen T. 2014. Managing hidden costs of offshoring: Learning to achieve system integration, in Jan Johansen, Torben Pedersen, Aki Laiho, Brian Wæhrens and Dmitrij Slepnirov (eds.) *Global Operations Networks: Exploring new perspectives and agendas*. Aalborg: Aalborg University Press.
- 33. Bals MM, Jensen PDØ, Pedersen T, Larsen MM. 2013. Exploring layers of complexity in offshoring research and practice. In Bals L, Jensen PDØ, Pedersen T, Larsen MM (eds). 2013. *The offshoring challenge: Strategic design and innovation for tomorrow's organization*. London: Springer Publication.
- 34. Slepnirov D, Larsen MM, Wæhrens B, Pedersen T, Johansen J. 2013. Offshoring white-collar work: An explorative investigation of the processes and mechanisms in two Danish manufacturing firms. In Bals L, Jensen PDØ, Pedersen T, Larsen MM (eds). 2013. *The offshoring challenge: Strategic design and innovation for tomorrow's organization*. London: Springer Publication.
- 35. Larsen MM. 2013. Institutional entrepreneurship in the informal economy: The case of the Zambia National Marketeers Association. In Thai M, Turkina E (eds.) *Entrepreneurship in the informal economy: Models, approaches and prospects for economic development*. New York: Routledge.

Newspaper articles

- 36. Larsen MM. 2017. Ikke slutt på utflytting. *Dagens Næringsliv*, July 25, 2017.

37. Manning S, Larsen MM. 2016. Trump and Clinton want to bring back millions of outsourced jobs – here's why they can't. *The Conversation* (Editor's pick of the week), <https://theconversation.com/trump-and-clinton-want-to-bring-back-millions-of-outsourced-jobs-heres-why-they-cant-54141>.
38. Larsen MM. 2013. Outsourcing kan lønne seg. *Teknisk Ukeblad* (feature article), April 4, 2013.

Teaching cases

39. Larsen MM, Namatuva R. 2020. Wakaliwood: The Hollywood of Uganda, *Case 9B20M184, Ivey Management Services*. (Teaching note – Case 8B20M184)
40. Elter F, Larsen MM, Pedersen T. 2019. Telenor Group: Developing a new business model, *Case 9B19M122, Ivey Management Services*. (Teaching note – Case 8B19M122)
41. Larsen MM, Pedersen T. 2012 Coloplast: Ten years of global operation, *Case 9B12M070, Ivey Management Services*. (Teaching note – Case 8B12M070).
42. Larsen MM, Pedersen T. 2011. From In-House to Joint-R&D: The Way Forward for Nokia Denmark, *Case 9B11M114, Ivey Management Services*. (Translated into Chinese 2012) (Teaching note – Case 8B11M114).
43. Hansen MW, Larsen MM, Pedersen T. 2011. Bestseller: Facing a new competitive landscape in China. *Case 9B11M054, Ivey Management Services*, 2011. (Translated into Chinese 2012) (Teaching note – 8B11M054).
44. Hansen MW, Larsen MM, Pedersen T. 2011. Carlsberg in Emerging Markets. *Case 9B11M009, Ivey Management Services*. (Translated into Chinese 2012) (Teaching note – Case 8B11M009).
 - *Case reprinted in:* Hitt M, Ireland D, Hoskisson R. “*Strategic Management: Concepts and Cases*”, 12th edition, Cengage Learning, 2016.
45. Larsen MM, Pedersen T, Slepnirov D. 2010. LEGO Group: An Outsourcing Journey. *Case 9B10M094, Ivey Management Services*, 2010. (Teaching note – Case 8B10M094).
 - *Case reprinted in:* Rothaermel, F.T. “*Strategic Management: Gaining and Sustaining Competitive Advantage, Concepts and Cases*”, 1st Edition, McGraw-Hill/Irwin, 2012.
 - *Case reprinted in:* Pearce II, J. and Robinson, R.B., “*Strategic Management*”, 13th Edition, McGraw-Hill/Irwin, 2012.
 - Ivey Best Selling Case 2011/12, 2012/13, 2013/14, 2014/15, 2017, 2018.
 - Ivey Classics Award 2021-2022.
46. Pedersen T, Larsen MM. 2009. Vestas Wind Systems A/S – Exploiting Global R&D Synergies”, *Case 9B09M079, Ivey Management Services*. (Teaching note – 8B09M79).

Papers under review

47. Agbleze S, Larsen MM. When and why informal firms formalize: A strategic decision-making perspective. *1st round R&R with Academy of Management Review*.

48. Teyi S, Larsen MM, Rocha V. Entrepreneurial pre-entry search in the informal economy. *Under review with Strategic Management Journal*.
49. Korniychuk A, Larsen MM, Asmussen C. The long-term domestic dominance of an MNE: Evidence from a computational model. *Under review with Organization Science*.

Conference presentations and invited talks

1. “A behavioral perspective on informal cross border trading.” *European International Business Association*, Oslo, December 2022.
2. “Does bribing allow firms to learn by exporting in weak institutional contexts?” *European International Business Association*, Oslo, December 2022.
3. “Are Africa’s entrepreneurs stifled by remaining in the informal sector?” Panelist on Dunning Africa Centre Webinar Series (arranged by Reading University), December 2022.
4. “Entrepreneurial pre-entry search in the informal economy.” Aberdeen University (invited talk), November 2022.
5. “Why should international business researchers care about informal organizations?” (panelist) *European International Business Association*, Madrid, December 2021.
6. “Why do firms use theoretically misaligned entry modes? A study on business process offshoring” *European International Business Association*, Leeds, December 2019.
7. “A legacy from the informal economy: On the relationship between experimentation and exporting among African SMEs”, Universidad Carlos 3 (invited talk), Madrid, October 2019.
8. “A legacy from the informal economy: On the relationship between experimentation and exporting among African SMEs”, Graduate School of Business, University of Cape Town (invited talk), Cape Town, February 2019.
9. “Are governance and location choices interdependent?” *European International Business Association*, Poznan, December 2018.
10. “When and why do firms use theoretically misaligned entry modes? A study of business process offshoring” *Academy of International Business Conference*, Dubai, June, 2017.
11. “Does institutional distance still matter? Industry standards and global sourcing location choices.” Amsterdam Business School (invited talk), Amsterdam, March 2016.
12. “R&D internationalization strategies in the wind turbine industry”. *UNEP DTU Partnership*, Copenhagen, March 2016.
13. “Organizational adaptation in offshoring: Experimental and experiential learning strategies”. *BI Norwegian Business School* (invited talk), Oslo, November 2015 + *Politecnico di Milano* (invited talk), Milano, February 2016.

14. "The changing geography of value creation: Evidence from mobile telecommunications" *Academy Of International Business*, Bangalore, June 2015
15. "Does institutional distance still matter? Industry standards and global sourcing location choices." *Location decisions of multinational enterprises*, Copenhagen, May 2015.
16. "Global delivery models: The role of speed and time zones in global business services". *Reading University* (invited talk), Reading UK, March 2015.
17. "The ambivalent effect of complexity on firm performance: A study of the global service provider industry". *Indian School of Business* (invited talk), Hyderabad, January 2015.
18. "Ambiguous adaptation: The effect of formal governance and informal adaptation on premature relationship termination". *Academy of Management Conference*, Philadelphia, August, 2014.
19. "The organizational design of offshoring" *Academy of Management Conference*, Philadelphia, August, 2014, and *Academy of International Business Conference*, Vancouver, June, 2014.
20. "An examination of the simultaneous choice of outsourcing and offshoring". *Academy of International Business Conference*, Vancouver, June, 2014.
21. "The ambivalent effect of complexity on firm performance: A study of the global service provider industry". *BI Norwegian Business School* (invited talk), Oslo, March 2014.
22. "Ambiguous adaptation: The effect of formal governance and informal adaptation on premature relationship termination". *Warwick Business School* (invited talk), Coventry, November 2013.
23. "The ambivalent effect of complexity on firm performance: A study of the global service provider industry" (with Stephan Manning and Torben Pedersen). *Academy of Management Conference*, Orlando, August 2013.
24. "Hidden costs and the role of modularity: A study on offshoring process performance". *Academy of Management Conference*, Orlando, August 2013.
25. "Global Delivery Model: The Role of Speed and Time Zones in Global Business Services". *Academy of International Business*, Istanbul, July 2013.
26. "Strategic decision-making in offshoring: The moderating role of coordination". *JIBS Paper Development Workshop, European International Business Academy*, Brighton, December 2012.
27. "The attractiveness of a reactive strategy to offshoring: A simulation study". *Norwegian School of Economics* (invited talk), Bergen, November, 2012.

28. "Institutional entrepreneurship in the informal economy: The case of the Zambia National Marketeers Association". *Academy of Management Conference*, Boston, August 2012.
 29. "The attractiveness of a reactive strategy to offshoring: A simulation study". *Academy of International Business*, Washington D.C. July 2012.
 30. "What is driving hidden costs of offshoring?". *Offshoring Research Network Conference*, Milano, May 2012.
 31. "Getting the most from offshoring: From home base capability erosion to capability upgrading". *Offshoring Research Network Conference*, Milano, May 2012.
 32. "An entrepreneurial perspective on the evolution of the organizational architecture". *European International Business Academy*, Bucharest, December 2011.
 33. "What are the consequences of differentiating and dispersing MNC headquarters systems?". *European International Business Academy*, Bucharest, December 2011.
 34. "The Hidden Costs of Offshoring: The Impact of Complexity, Design Orientation and Experience". *Academy of Management Conference*, San Antonio, August 2011.
 35. "An organizational design perspective on the consequences of complex and geographically dispersed headquarter systems". *Workshop on the Behavior, Role, and Value Added of Headquarters in MNCs*, Copenhagen, May 2011.
 36. "The Organizational Complexity of Offshoring: The Role of Modularity and Organizational Learning". *European International Business Academy Conference*, Porto, December 2010.
-