

**CV, Martin Jes Iversen, 300572**

*Associate Professor, Academic Director, Copenhagen Business School*

Department for Strategy and Innovation, Kilevej 14A,

2000 Frederiksberg C

+45 3815 2185 / +45 2224 0709

e-mail: [mji.si@cbs.dk](mailto:mji.si@cbs.dk)

**Education and background:**

- Professor, MPA Chair in Maritime Economics, Singapore Management University, (2021-)
- Academic Director, CBS Summer University, Copenhagen Business School (2021-)
- Vice Dean of International Education, Copenhagen Business School, (2018-2023)
- Visiting Scholar, Department of History, Stockholm University (2018)
- Program Director of BSc in International Shipping and Trade, Copenhagen Business School (2013-2018)
- Visiting Scholar, Department of Sociology, University of California, Berkeley (2009)
- International Faculty Development Program (IFDP), IESE Business School, Barcelona (2008)
- Associate Professor, Copenhagen Business School (2007-)
- Ph.d., Department of Management, Politics and Philosophy (MPP), Copenhagen Business School, The dissertation was entitled "GN Store Nord – a company in Transition, 1939-1988", opponents: Professor Håkan Lindgren, Stockholm School of Economics & professor John Wilson, University of Central Lancashire (2004)
- Master of Arts, Department of History, University of Southern Denmark (2000)

**Current research interests:**

Martin Jes Iversens research concerns the maritime sector with focus on the organisational dynamics related to new business models including the changing relations between key-actors, strategies and structures (regime changes). He has also published a number of books and articles concerning the development of Danish and Nordic capitalism including the changing strategies and impact of large corporations including Novo Nordisk, Mærsk and Carlsberg.

**Current research project:**

Martin Jes Iversen is currently involved in three research projects:

1. An entrepreneurial study of the relation between digital technologies and new business models in international shipping after year 2010. This project is supported by Orients Foundation with a grant of 5 million DKK (2020-2025), and it will be finalized by an international textbook on maritime digitalization (to be published by Palgrave MacMillan)
2. Creating a research corridor between Odesa National Maritime University and Copenhagen Business School including the International Olesen Conference and a new Center of Excellence. This project is supported with 4 grants of a total of 1.5 million DKK from The Danish Maritime Foundation, Orients Fund, Lauritzen Fonden and the TORM foundation.
3. Understanding the role of blockchain technology in international shipping with a specific focus on the rise and fall of TradeLens. This project is integrated in my supervision of PhD student Kate Markhiva and supported by Orients Foundation see point 1.

### Recent journal articles (under submission)

Iversen, M.J. & Dirzka, C., 2025: "Creating Resilience in Uncertain Value Chains: Understanding the Role Sustainability and Trustworthiness" to be submitted to Journal of International Business Studies (JIBS) in January 2025

Iversen, M.J. & Markhiva, K., 2024: "Blockchain, Trust and Intra-Organizational Collaboration - Learnings from a platform that failed to deliver" to be submitted to Maritime Policy and Management in April 2025.

### Journal articles (published and peer reviewed):

17. Iversen, M.J., 2022: "Danmark – landet med de store virksomheder", *Økonomi og Politik*, vol. 95, no. 3-4, 12, p. 16-26.

16. Sjøgren, H. & Iversen, M.J., 2019: "The State as the Investor of Last Resort in Banking Crises. A comparative study of Denmark and Sweden", *Scandinavian Economic History Review*, vol. 67, no. 2, p. 171-189.

15. Ekberg, E. & Iversen, M.J., 2018: "Time for a Nordic Business History Initiative?", *Scandinavian Economic History Review*, vol. 66, no. 1, p. 9-17

14. Iversen, M.J. 2017: "Globaliseringens baggrundskulisse: Markedsformer i dansk erhvervshistorie", *Økonomi & Politik*, vol. 90, no. 2, p. 71-80

13. Iversen, M.J.; Taudal Poulsen, R.; Sornn-Friese, H.; Tenold, S., 2015: "The Role of National Shipping Policy: A Scandinavian Perspective on Shipping Policies in a Global Economy", *Ocean Yearbook*, no. 1, vol. 29, p. 327-342

12. Iversen, M. J. & Tenold, S., 2014: "The Two Regimes of Postwar Shipping: Denmark and Norway as Case Studies, 1960-2010", *International Journal of Maritime History*, Vol. 26, No. 4, p. 720-733

11. Sornn-Friese, H. & Iversen, M. J., 2014: "The Establishment of the Danish International Ship Register (DIS) and its Connections to the Maritime Cluster.", *International Journal of Maritime History*, Vol. 26, no. 1, p. 82-103

10. Iversen, M. J., 2012, "Economic orders and formative phases: a business historical journey through Danish capitalism, 1850-2000", *Business History*, Vol. 53, issue 1

8. Sornn-Friese, H. & Iversen, M. J., 2011, "Incentives Capabilities and Opportunity: Exploring the Sources of Danish Maritime Leadership", *International Journal of Maritime History*, No 1, (June 2011), 193-220

7. Iversen, M. J. & Larsson, M., 2011, "Strategic Transformations in Danish and Swedish Big Business in an Era of Globalization", 1973-2008, *Business History*, Vol. 53, (Feb. 2011) Issue 1, 11-143

6. Colli, A., Iversen, M.J., de Jong, A., 2011, "Mapping Strategy, Structure, Ownership and Performance in Europe Corporations", *Business History*, Vol. 53, (Feb. 2011), 1-13

5. Iversen, M. J., 2010, "The "Varieties of Capitalism" Approach as an Analytical Tool for Business History", *Business History Review*, Vol. 84, (Winter 2010) ,664-666

4. Iversen M. J., 2010, "Measuring Chandler's Impact on European Business Studies Since the 1960s", *Business History Review*, Vol. 82, (Summer 2008), 279-292

3. Binda, V. & Iversen, M. J., 2007, "Towards a "Managerial Revolution" in European Business ? The Transformation of Danish and Spanish Big Business, 1973-2003, *Business History*, Vol. 49, issue 4, 506-530

2. Wilson, J., Iversen, M. J., Schröter, H., Colli, A.m Binda, V. & Antcliff, V., "Mapping Corporate Europe: Business Responses to Institutional Change, 1957-2007, *European Journal of International Management*, 2007, Vol. 1, Issue 3, 225-238

1. Iversen, M. J., "Via Northern: Strategic and Organisational Upheavals of the Great Northern Telegraph Company, 1939-1948 and 1966-1977", *Scandinavian Economic History Review*, 2003, Vol. 51, Issue 1, 29-45

### **Books and book chapters:**

13. Iversen, M.J., 2021, Norden Rundt, Dampskibsselskabet Norden A/S, 1871-2021 (Lindhardt & Ringhof)

12. Iversen, M.J. & Buhl J., (2020), Navigating Troubled Waters – Danish Shipping in the 21st century (to be published by Palgrave MacMillan)

11. Iversen, M.J. (2019), East Asiatic Company's Difficult experiences with containerization in Petterson, Niels P. and Tenold, S.: *Shipping and Globalization in the Post-War Era*, Palgrave Macmillan, p. 133-155.

10. Iversen, M.J., 2016, Udsyn, ØK, Danmark og verden, Lindhardt & Ringhof

9. Iversen, M.J., 2015, Turnaround, kampen om GN Store Nord, Lindhardt & Ringhof

8. Iversen, M.J., 2013, Sidste Udvej, Finansiell Stabilitet og den store bankkrise, Lindhardt & Ringhof

7. Colli, A., De Jong, A., Iversen, M.J. (eds.), 2012, Mapping European Corporations, Strategy, Structure, Ownership and Performance, London: Routledge

6. Tenold, S., Iversen, M. J., Lange, E. (eds.) , 2012, Global Shipping in Small Nations: Nordic Experiences after 1960, London: Palgrave MacMillan

5. Felmann, S., Iversen, M. J., Sjögren, H., Thue, L. (eds.), 2008, Creating Nordic Capitalism, the Business History of a Competitive Periphery, London: Palgrave MacMillan

4. Iversen, M. J., GN Store Nord – a Company in Transition, 2005, Copenhagen, CBS Press

3. Dahlberg, R., Iversen, M. J., Lindén, T., 1999, Bryggerne og de tre store udfordringer -

Bryggeriforeningen 1899-1999, Copenhagen 2. Iversen, M. J., Kaffe træ i vækst, historien om

Merrild Kaffe A/S, 1999, Kolding, Merrild Kaffe A/S (translated to English as well) 1. Iversen, M. J.,

Snackpioneren, historien om KiMs A/S, 1997, Odense, KiMs A/S

Chapters in edited peer reviewed books

8. Iversen, M.J., "Economic Orders and Formative Phases: a business historical journey through Danish capitalism 1850-2000" in Colli, A., De Jong, A., Iversen, M.J. (eds.), 2012, Mapping

European Corporations, Strategy, Structure, Ownership and Performance, London: Routledge

7. Tenold, S., Iversen, M. J., Lange, E., "Global Shipping in Small Nations: Nordic Experiences after 1960" in Tenold, S., Iversen, M. J., Lange, E. (eds.), 2012, Global Shipping in Small Nations: Nordic Experiences after 1960, London: Palgrave MacMillan

6. Sorren-Friese, H., Iversen, M. J., Taudal Poulsen, R., ""Knowing the Robes": Capability, Reconfiguration and Restructuring of the Danish Shipping Industry" in Tenold, S., Iversen, M. J., Lange, E. (eds.) , 2012, Global Shipping in Small Nations: Nordic Experiences after 1960, London: Palgrave MacMillan

5. Iversen, M. J., "Erik B. Og magtopgøret i F.L. Smidth & Co., Erik B. Rasmussen (1929-2003)" in Hansen, Per H. & Jacobsen, Kurt (eds.), Trangen til vækst, danske erhvervsledere 1870-2010, 2011, Odense: Syddansk Universitetsforlag

4. Iversen, M. J. & Thue, L., "Creating Nordic Capitalism – the Business History of a Competitive Periphery" in Felmann, S., Iversen, M. J., Sjøgren, H., Thue, L. (eds.), 2008, Creating Nordic Capitalism, the Business History of a Competitive Periphery, London: Palgrave MacMillan
3. Iversen, M. J. & Andersen, S., "Co-operative Liberalism: Denmark from 1857 to 2007" in Felmann, S., Iversen, M. J., Sjøgren, H., Thue, L. (eds.), 2008, Creating Nordic Capitalism, the Business History of a Competitive Periphery, London: Palgrave MacMillan
2. Iversen, M. J. & Arnold, A., "Carlsberg: Regulation of the Home Market and International Expansion" in Felmann, S., Iversen, M. J., Sjøgren, H., Thue, L. (eds.), 2008, Creating Nordic Capitalism, the Business History of a Competitive Periphery, London: Palgrave MacMillan
1. Iversen, M. J., "Corporate responses to institutional changes - the effects of Europeanization in the case of Denmark, 1973-2003", in Schröter, Harm, The European Enterprise, Harm G. Schröter (ed.), 2008, Springer Press

Other articles/reports/edited volumes

5. Ekberg, E. & Iversen, M. J., 2010, Global Shipping – Is There a Nordic Model? A Comparative Research Project on Nordic Shipping, 1960-2010, 2010, Mercator, december 2010
4. Sornn-Friese, H. & Iversen, M. J., 2009 Evermore, the Times They Are A-Changing, 2009, Mercator, december 2009
3. Iversen, M. J., 2009, Carlsberg: From Exporter to Global Brewer, Brewery History, Summer 2009, 51-62
2. Iversen, M. J., 2005, 25 år som revolutionerede dansk erhvervsliv, Den Jyske Historiker, nr. 109, oktober 2005
1. Iversen, M. J., 2002, Et blomstrende historikermiljø på stenbroen, 1066, Tidsskrift for historie, 32. årgang, nr. 2, august 2002

**Book reviews**

4. Iversen, M.J., 2024, Onassis Business History, 1924-1975 in Business History Review forthcoming
3. Iversen, M. J., 2010, American Firms in Europe, 1880-1980: Strategy, Identity, Perception, and Performance review in Business History Review, vol. 84, Issue 2, 415-417
2. Iversen, M. J., 2008, Nasjonal kontroll og industriell fornyelse, Hydros historie 1945-1977, review in Historisk Tidsskrift, Vol. 87, nr. 2, 2008, 331-334
1. Iversen, M. J. 2008, Transforming public enterprise in Europe and North America – networks, integration and transnationalism, review in Business History, Vol. 50, 2008, 245-247

**Leadership and Membership of Boards & Councils**

- 2024- Board member and founder of Fionia Maritime Academy (supported by 250.000 DKK from the Danish Maritime Foundation)
- 2022- Board member of Sino-Danish Center (SDC)
- 2019- Board member of the East Asiatic Company Foundation (ØK's Almennyttige Fond)
- 2018- Leader of CBS' International Office (+300 exchange agreements)
- 2012-2018 Member of the "Chairman of the Year" board - managed by PWC, Berlingske Business and Gunnar Eckbo (Chair of the Year, Oslo)
- 2013-2018 Chairman of the Study Board of BSc International Shipping and Trade
- 2014- Academic advisor for the board of the East Asiatic Foundation (Det Østasiatiske Kompagnis Almennyttige Fond)

2015- Member of the Educational Council of North America  
Higher Education International (ANAHEI)  
2012- Member of the steering committee of the CBS  
Maritime Steering Committee  
2009-2014 Elected member of the Academic Council,  
Copenhagen Business School (advisory board on academic affairs for the president of CBS)  
2003-2014 Elected member of the Study Board of BSc International Business, CBS  
2005-2011 Member of the board of the publisher Samfundslitteratur

### **Teaching (Courses coordinator)**

2025- HD2 Maritime, course responsible for Maritime Digitalization  
2022- BSc International Shipping and Trade – course responsible for the elective “Shipping Strategies and Digitalization”  
2016- BSc International Shipping and Trade – course responsible for Maritime Internships 1.  
2015-17 BSc International Shipping and Trade – course responsible on Regulation, Markets and Security  
2009- BSc IB (GLOBE) course developed for the tri- continental GLOBE program – entitled “Corporate Responses to European Integration” (coordinator and teacher). This course includes a four days study trip to Bruxelles  
2004-2013 BSc IB course entitled “The Company in its Historical and International Setting” (coordinator and teacher). This course has received the best evaluation of the BSc IB program (4,9 of 5,0 scale)  
2012- BSc IB (EngAGE) course developed for the new BSc program made in cooperation with various companies entitled “Critical Thinking and Business Research Methodology (EngAGE)

### **Awards**

2016 Søfartsprisen, annual award from the Danish Shipowners Association given for the best maritime initiative of the year (The development of BSc in International Shipping and Trade Program)  
2011 The Institute of International Education, the 2011 Andrew Heiskell Award for Innovation in International Education to the GLOBE program  
2008 The FUHU teaching price - DKK 50.000 – for the best annual teaching initiatives and practices at Copenhagen Business School  
2007 The CBS International Business teaching price – DKK 20.000 – appointed as the best teacher of the year by the BA International Business students following the highest student-evaluations in IB's 12 years history

### **Invited speaker (academic and international)**

2024 The European Business History Association, annual conference, July 14<sup>th</sup>, panel debate on Onassis and business history.  
2019 The Association of Economic History in Greece, December 4<sup>th</sup>, “Capitalism in Denmark – Four Phases of Cooperative Liberalism”  
2018 Stockholm University, September 21<sup>st</sup>, “Navigating Troubled Waters – Danish Shipping in the 21<sup>st</sup> Century”

2018 Stockholm School of Economics, September 13th, Seminar in the honour of professor Hakon Lindgren

2018, Uppsala University, September 12<sup>th</sup>, "Navigating Troubled Waters – Danish Shipping in the 21<sup>st</sup> Century"

2015 Kyoto University, February 26-March 1, Lectures on Scandinavian capitalism

2014 Harvard Business School, June 13-14, Business History in Africa, Asia and Latin America – Integrating Course Development and New Research – invited speaker about the international text book Creating Nordic Capitalism and Business History research in Asia

2013 Thammasat University, Bangkok, 11 July, Andersen as a empirical entrepreneur,

2012 Harvard Business School, June 28, 2012, invited speech on "Business History: Incorporating new research into course development"

2012 A.P. Møller-Mærsk / ICA (International Council on Archives), April 16, invited key-note speech at the annual International Business Archives Seminar

2011 Univeristy of Gothenburg, November 22, 2011, invited speech on the development of Danish capitalism

2011 Finlands Embassy, Copenhagen, April 11, 2011, invited speech on the development of the Danish economy after 1970

2010 Utrecht University, November 12, 2010, invited speech on the history of capitalism in Denmark

2010 Hitotsubashi University, Tokyo, Institute of Innovation Research, May 24, 2010 invited speech on Danish capitalism

2009 Harvard Business School, November 9, 2009, invited speech on the history of Nordic capitalism

#### **Grants:**

2020-2025 The Orient Foundation, The research project Maritime Digitalization and Business Models.

2017-18 The Maritime Foundation, The research project Navigating Troubled Waters, Danish Shipping in the 21<sup>st</sup> Century

2011-13 The Danish Nationalbank, Nykredit and Nordeafonden, grants for research project on the history of the state bank "Finansiel Stabilitet"

2010 NOS-HS (Joint Committee for Nordic Research Councils of the Humanities and the Social Sciences). Exploratory Workshop Grant, The Nordic Network for Contemporary Maritime History,

2009 NOS-HS (Joint Committee for Nordic Research Councils of the Humanities and the Social Sciences). Exploratory Workshop Grant, The Nordic Network for Contemporary Maritime History,

2008 JL Fondet support to the database "Mapping Blue Denmark"

2008 The Orient Foundation, support for Ph.d. stidendia 2005-08 NORDPLUS, grant for the Pan-Nordic text book project

"Creating Nordic Capitalism"

2007 FSE, Danish Research Council grant for the research network "Mapping Corporate Europe"

2004-07 FSE, Danish Research Council grant for the research

project "Danmarks 100 største virksomheder, 1970- 2005, strategi, struktur og ejerforhold"

### **Scientific Expert Reports**

2014 Mapping Report on the business history of the Danish product tanker segment and finance  
2011-12 "Finansiel Stabilitet" Author of an internal and confidential expert report (285 pages) on the Danish banking sector and the financial crisis commissioned by the Danish state controlled bank for collapsed banks "Finansiel Stabilitet"  
2010-11 "A.P. Møller-Mærsk" Author of an internal and confidential expert report (35 pages) and seminar presentations for A.P. Møller-Mærsk on the economic impact of A.P. Møller-Mærsk in Denmark

### **Research communication (Denmark)**

Participated in more than one hundred newspaper articles, TV and radio programs on the development of Danish businesses. More than 50 speeches (foredrag) for various Danish business organisations and interest organisations. Own blog on the national webpage "www.borsen.dk".

### **Supervision (Ph.D. projects)**

2021-2025 Kate Markhiva, PhD project on maritime digitalization with focus on blockchain and the rise and fall of TradeLens  
2014-2018 Benjamin Asmussen, Ph.D. project on the Maritime Danish- Chinese trade of the 18th century  
2013-2017 Valeria Giacomini, Ph.D. project on the South East Asian business history of palm oil (co-supervisor with Christian Lubinsky MPP)  
2009-2012 Jan Skovgaard, Ph.D. project (co-supervisor with Henrik Sornn-Friese, INO)  
2011-2013 Leader of the Ph.D. supervision group, Centre for Business History

### **Opponent (Ph.d.)**

Natalia Calderon, Investigating inland waterway transport through a sustainable development perspective: A case study of Magdalena River (Columbia), World Maritime University, December 2024.  
Christoffer Rydland, Aspects of Cooperation and Corporate Governance in the Regional Newspaper Industry 1956-2008, Stockholm School of Economics, spring 2013  
Morten Larsen, Industrirådet og den danske velfærdsstat, Copenhagen Business School, February 2012  
Knut M. Lindgaard, The Scandinavian Lines og Sør- Afrikakonferansen, Linjefart mellom Europa og Sør-Afrika 1900- 1940, Bergen University, October 2011