



DEPARTMENT OF INTERNATIONAL ECONOMICS, GOVERNMENT AND BUSINESS

Societal Challenges Report 2024

EGB Societal Challenges Report 2024

Introduction

The main purpose of the EGB Societal Challenges Report 2024 is to make EGB's relevance to society visible to our stakeholders. This is in line with CBS's desires to help solve grand societal challenges, and to make its research contributions and impact more visible.

EGB scholars focus on two principal areas of research: International business, and business and government. Our area- and region-specific expertise allows us to address the challenges faced in emerging and advanced economies.

Although societal challenges are inherently in a state of flux and dynamic, research in the department resonated with six societal challenges in 2023:

1. Business and democracy,
2. Technological change and digital transformation,
3. Regulating societal challenges,
4. The ethical MNE,
5. Emerging markets and the rise of Asia, and
6. Business, global shifts and policy changes.

These thematic areas inform our research, funding and dissemination activities. They also serve as a point of departure for discussions with other departments on potential cross-cutting initiatives at CBS. We continuously attempt to address the call from CBS's senior management to be curious and transformative. The six clusters listed above seek to address new questions, be relevant to society and be visible to our stakeholders.

The research clusters allow EGB scholars across research disciplines to meet and discuss their work. Through the clusters, we seek academic impact via publications and presentations at conferences and workshops, as well as societal impact and engagement with our stakeholders.

Main theme of this report

This is the second *EGB Societal Challenges Report*. This year, the report focuses on "impact", and the various ways we influence and inform our stakeholders. For this purpose, we carried out an impact survey aimed at mapping out our departmental impact from 2020 through 2023. This report presents the main findings from the survey and covers the activities in each of the six clusters.

You can read more about EGB's work with societal challenges on our [website](#).

Impact survey

CBS's strategy prioritises the exploration of big questions. This priority must be translated into a notion of "impact". As a department at CBS, we seek to make our impact through our publications and educational activities. However, an impact can also be achieved through, for example, public awareness, the provision of professional advice and expert testimonies.

Our impact survey covered the following areas: a) participation in consultation bodies, b) commissioned research, c) stakeholder events, d) policy briefs, e) media presence, and f) teaching cases. The results are based on responses from 21 EGB faculty members.

Participation in consultation bodies

EGB faculty members participated in a wide range of bodies broadly related to our research expertise, albeit with an emphasis on Asia. The bodies to which EGB contributed expert knowledge included:

- OECD FDI Qualities Policy Network,
- Danish Ministry of Foreign Affairs – China Research Forum (bodies on China policy, economic development and security),
- Danish Ministry of Higher Education and Research – international research collaboration,
- IC 50 – Chinese global semiconductors,
- China-in-Europe Research Network – technology,
- Indian Ministry of Commerce – special economic zones,
- DIIS – board member,
- Transparency International: Advisory Board,
- ISO-DK, ICO-UK and Danmarks Nationalbank – artificial intelligence (AI) governance,
- Anti-Corruption Data Collective – Executive Committee,
- Danish Trade Union Confederation– employee ownership,
- AYPT/ITP – international student competitions and
- Companies’ advisory boards.

Commissioned research

EGB faculty members were involved in 28 cases of commissioned research (public and private). These cases broadly related to the department's research interests, but they also addressed some themes found in our societal-challenges clusters, such as environmental, social and governance (ESG); indigenous people; Brexit; AI; and social-impact investments. The following list documents our areas of engagement in this regard:

- Special economic zones,
- EU social policy,
- Export control,
- ESG and social responsibility,
- MNEs and indigenous peoples,
- AI governance,
- Brexit,
- Ownership transparency,
- Employee ownership,
- Social-impact investments,
- Survey designs,
- Digital sustainability technology,
- Social-economic impact of spallation sources and
- Danish EU coordination system.

Stakeholder events

In the focal period, EGB faculty members actively engaged in 60 stakeholder events. Most of those events had 25-40 participants, although some had 50-120. One event, UNCTAD's platform The Investment for Development Research Square, had more than 8,000 participants. Event participants included a wide range of stakeholders from industry and governmental bodies as well as diplomats, students and journalists. The following list summarises the main themes of stakeholder events:

- Industry-specific topics,
- India, Japan, Vietnam, China, the US and the EU,
- Employment,
- Finance, investment and ownership,
- UNCTAD: World Investment Forum,
- Firm internationalisation,
- R&D, technology and AI,
- Money in politics and
- Work-life balance.

Policy briefs

EGB faculty members were involved in the development of 27 policy briefs. The majority of these briefs related to China. The main themes of these briefs included:

- China and US-China tensions,
- Special economic zones,
- AI and digital technologies,
- Corruption,
- Employee ownership,
- Sustainable investments,
- Work-life balance and
- Trade.

EGB in the media

EGB's presence in media is monitored by the CBS Library. This summary covers 2021 through 2023. In this period, EGB faculty members were mentioned in 155 online articles, 54 articles in print and 11 articles with a combined online-print presence. In addition, EGB faculty members made 18 appearances on TV and 16 on the radio. A total of 28 EGB faculty members took part in these activities. Our main presence was found in *Berlingske Tidende*, *Politiken* and *TV 2 News*. We were named three times on FT.com. The following list summarises the themes covered by these activities:

China and the Communist Party

- President Xi and the Chinese Communist Party,
- Investment agreements,
- The aging population,
- Finance, banking and real estate,

- The electric-car market and
- The US-China tech war.

Politics and democracy

- The EU in the new world order,
- The EU and Poland,
- UK and US politics,
- Human-rights violations and
- Voting rights.

Money and politics

- Money clubs and politics,
- The “revolving door”,
- Lobbying and
- Corruption.

Employment and Danish business

- Employee-owned enterprises,
- Digital day labourers,
- Work obligations for immigrants and
- Danish business.

Teaching cases

In the period, we developed 14 teaching cases. Most of these cases focused on a single company, such as Mikkeller Beer, Carlsberg, Maersk, Honda, H&M, Walmart, TRX Industrial, GM, Pfizer and AT&T. Other cases adopted an industry-level analysis. They examined, for instance, the fashion industry, semi-conductors, and the oil and gas sector. In addition, we published cases on tax-evasion policies and public policy in the Nordic countries.

Fellowships for scholars at risk from Ukrainian universities (SARU)

In 2023, EGB hosted one scholar under the SARU program, which is financed by the Novo Nordisk Foundation, the Carlsberg Foundation and Villum Fonden. This scholar, Associate Professor of International Relations Liudmyla Shvorak from the Taras Shevchenko National University of Kyiv, held two research seminars:

3 May 2023 via Microsoft Teams

Topic: Ukraine’s integration with the EU

8 May 2023 via Microsoft Teams

Topic: The EU-Ukraine trade adjustments and perspectives

Reports from the clusters

Cluster: Business and democracy

Participants

Sebastian Ahlstick, Benjamin Carl Krag Egerod, Zoltan Fazekas, David Fortunato, Felix Hartmann, Bersant Hobdari, Florian Hollenbach, Anne Jamison, Mads Dagnis Jensen, Mogens Kamp Justesen, Vera Kunczer, Dario Landwehr, Thomas Lindner, Salma Mahamed, Michael Mueller, Felix Schilling, Evis Sinani, Jan Stuckatz, Yumi Park, Ayca Uygur Wessel, Flladina Zilja.

Theme and impact

Research on business and democracy advances our understanding of the challenges facing democratic and non-democratic governments. Research within this theme draws upon theory and methods in political science, political economy and international business to explore the ways in which democratic and non-democratic governments influence – and are shaped by – the public, businesses, markets and public policy at the domestic and international levels. Our research focuses on a number of issues: (1) the firm in politics and the role of money in politics, including firms' non-market strategies, political connections and corruption, as well as the role of political and economic elites; (2) political risk and the role of the political environment for the investments and strategies of multinational entities; (3) redistributive and regulatory politics, including the importance of democracy and state capacity for voters, firms and markets; (4) social data science and its use for studying challenges to democracy; and (5) governmental responses to economic and societal crises, including the rise of anti-globalisation sentiment, violent conflict and FDI.

Policy briefs

- Sara Brimbeuf, Maíra Martini, **Florian Hollenbach**, David Szakonyi: Behind a Wall: Investigating Company and Real Estate Ownership in France. Joint Report by Transparency International & Anti-Corruption Data Collective.

Media presence

- **Benjamin Egerod**: cited in national media more than 17 times; he also talked to *Frihedsbrevet* several times (not tracked by the CBS Library).
- **Florian Hollenbach**: Hollenbach's research on property ownership and beneficial ownership laws in France was covered in nine media stories, including stories released by OCCRP and Le Monde in France.
- **Ayca Uygur Wessel**: 14 May 2023– live interview on TV 2 News regarding upcoming national elections in Turkey.
- **Ayca Uygur Wessel**: 15 May 2023 – live interview on TV 2 News regarding the results of the national elections in Turkey.

Stakeholder events – public outreach

- **Florian Hollenbach:** 10 October 2023 – participated in a roundtable organised by the UK Mission to the European Union and Transparency International on Beneficial Ownership Transparency & Economic Crime.
- **Anne Jamison:** 5 June 2023 – participated in Wharton’s Annual Convening of the ESG Initiative in Philadelphia, Pennsylvania, US, which was attended by many firms and asset managers interested in making more environmentally and socially responsible investments.
- **Michael Mueller and Anne Jamison:** 30 September - 3 October 2023 – attended SMS (Strategic Management Society), a practitioner-oriented conference.
- **Ayca Uygur Wessel:** 6 December 2023– talk on EU-Turkey relations in times of international conflict, organised by European Youth International.

Publications (academic output)

- **Benjamin Egerod;** Hai Tran. Extremists Not on Board: Labor Market Costs to Radical Behavior in Elected Office. In: Journal of Politics, Vol. 85, No. 3, 7.2023, p. 1161-1165.
- **Benjamin Egerod;** Joshua McCrain. Lobbyists into Government. In: Quarterly Journal of Political Science, Vol. 18, No. 3, 2023, p. 403-435.
- **Benjamin Egerod.** The Revolving Door and Regulatory Enforcement: Firm-level Evidence on Tax Rates and Tax Audits. In: The Journal of Politics, 19.7.2023.
- Julia Mittermayr; **Vera Kunczer;** Jonas F. Puck. [The Value of Migrants for International Joint Ventures](#). In: The Palgrave Handbook of Global Migration in International Business. ed. Audra I. Mockaitis. Cham: Springer 2023, p. 251-277.
- Slangen A., Valboni R., Eerola A., **Lindner Thomas.** 2023. Tax-motivated relocations of headquarters: The role of affinity bias among socially-responsible blockholders and CEOs. Journal of Management Studies: <http://doi.org/10.1111/joms.13012>.
- Jaud P., **Lindner Thomas.** 2023. Nachhaltige Finanzierung und ihre Bedeutung für den Kapitalmarkt. In: Zahradnik A., Richter-Schöllner C. (Ed.) Praxishandbuch Nachhaltige Finanzierung. ISBN 9783707348187, pp. 15-32.
- Lee, J., & **Stuckatz, Jan.** (2024). Mobilization and Strategies: Comparing Trade Lobbying in the US and Canada. Comparative Political Studies, 57(2), 287-320. <https://doi.org/10.1177/00104140231193014>.

External funding

- **Zoltan Fazekas** (with **Mogens Justesen, Yumi Park** and **Michael Mueller**): Carlsberg Research Infrastructure Grant for “Corruption perceptions home and abroad: Universal values or double standards?” (DKK 1,446,891).
- **Florian Hollenbach** and **David Fortunato:** DFF Project I on Legislative Capacity (DKK 2,420,833; two-year project starting 1 August 2024).
- **Florian Hollenbach:** Carlsberg Conference Grant for Money in Politics Conference (DKK 60,000)
- **Jan Stuckatz:** DFF Travel Grant (DKK 161,000).
- **Jan Stuckatz** (with **Florian Hollenbach** as local supervisor): EU Marie Curie Postdoctoral Fellowship (EUR 230,774.40, approximately DKK 1,720,527).

Seminars and work-in-progress seminars

The business and democracy cluster hosts a work-in-progress seminar series. In these seminars, cluster participants meet to discuss research in progress, help with grant proposals and pre-analysis plans, and discuss revise-and-resubmit strategies. In 2023, the cluster held a number of such sessions. For example, it discussed a pre-analysis plan developed by Jan Stuckatz (with Mogens Kamp Justesen and Tim Werner), provided detailed feedback on a draft of Benjamin Egerod's ERC proposal, and discussed early work-in-progress by Yumi Park. These meetings have been very useful for participants, and they will continue to be held in 2024.

In addition to their participation in local workshops and their publications in peer-reviewed journals, members of this cluster presented working papers at several conferences in Europe and around the world, including meetings of the American Political Science Association and the European Political Science Association.

Snapshot: The second Copenhagen Money in Politics Conference at EGB

In June 2023, we held the second Copenhagen Money in Politics Conference at EGB. The conference was organised by Benjamin Egerod, Florian Hollenbach, Anne Jamison, Mogens Kamp Justesen, Michael Mueller and Jan Stuckatz, and funded by the department and the Carlsberg Foundation. Many members of the cluster participated as presenters and discussants. The conference included research presentations on topics highly relevant to business, governmental and NGO stakeholders. Participants discussed research on lobbying, campaign finance, political connections, corruption, the politics of international capital flows, regulation and non-market strategies.

The conference, which ran over two days, 15 and 16 June, had more than 70 participants from top universities in Europe, the US and beyond. In addition to presentations of academic research, the conference included a panel discussion for practitioners. The idea behind this panel was to begin to improve our understanding of how academic research can speak to the needs of stakeholders and practitioners. The panel discussion, moderated by Anne Jamison, included members of Transparency International, the Westminster Foundation for Democracy and Open Government Partnership.

The conference encompassed numerous fruitful discussions and was a success. Continuously holding the Money in Politics Conference at EGB increases the department's visibility. We will again hold this conference at EGB in June 2024 in cooperation with Princeton University's Politics Department.



Picture: Workshop at The Second Copenhagen Money in Politics Conference at EGB.

Cluster: Technological change and digital transformation

Participants

Douglas Fuller, Faith Hatani, Mads Dagnis Jensen, Björn Preuss, Armin Scheer, Ornela Vladi, Olimpija H. Zaevska, Max von Zedtwitz.

Theme and impact

This cluster focuses on how emerging technologies and digitalisation as a new general-purpose technology affect how societies change, enterprises adapt and people innovate.

Participation in consultation bodies (2023)

- Area Editor for *Technovation* (**Max von Zedtwitz**),
- Member of the Doctoral Commission Board at Kaunas University of Technology (**Max von Zedtwitz**),
- Tenure Promotion Committee at the University of Manchester (**Max von Zedtwitz**).

Media presence (selection)

- **Douglas Fuller**: October 2023 – US Regulators made Huawei’s Chip “Breakthrough” Possible, *Nikkei Asia*.
- **Max von Zedtwitz**: December 2023 – EU-China Relations: Trends and Perspectives, European Youth International, Copenhagen.

Stakeholder events – public outreach

- **Max von Zedtwitz**: March 2023 – Best Practices in New Product Development, École Polytechnique, Paris.
- **Max von Zedtwitz**: March 2023 – Frugal Innovation, École Polytechnique, Paris.

Publications (academic output)

- A Coplin, **DB Fuller**, YW Lei, S Ahmed, M Davidson, G Webster (2024). China’s Technological Development in a World of Geopolitical De-Risking. 2024 AAS Annual Conference.
- **DB Fuller** (2024). Technology and Economic Statecraft: Weaponizing Technology Export Controls in an Era of Globalized Production. Oxford Handbook.
- **DB Fuller**, P Ramirez (2024). The limits to upgrading and value capture in R&D global value chains: Indian and Chinese contract R&D firms in the integrated circuit design and pharmaceutical global value chains. *Competition & Change* 28 (1), 144-164.

- **DB Fuller** (2023). Tech War or Phony War?: America's Porous Controls on Semiconductor Fabrication Equipment and China's Response. China Leadership Monitor.
- **DB Fuller** (2023). Export Controls Effectively Constrain China's Advance in Microchip Production. Dansk Center for Internationale Studier og Menneskerettigheder.
- P Kotasthane, **DB Fuller** (2023). A Road Map to Propel US-India Chips Push.
- **DB Fuller**, M Rithmire, L Liu, J Hsu, M Ye, M Wu (2023). How Far will the United States' Tech War on China Go?: The Implications of Biden's Emerging China Technology Policy. 2023 AAS Annual Conference.
- **DB Fuller** (2023). Navigating the Chip War. Amplify 36 (6), 8-13. P Ghauri,
- **F Hatani**, Y Zhang-Zhang, S Rohlfer, M Bu (2023). International business and the SDGs: Current issues and future directions. International Business and Sustainable Development Goals 17, 17-30.
- Dachs, B., Amoroso, S., Castellani, D., Papanastassiou, M., **von Zedtwitz, M.** (2024). The Internationalisation of R&D: Past, Present, and Future. International Business Review 33, 1, #102191. [\[link\]](#).
- Jang, S., **von Zedtwitz, M.** (2023). Opening up early or late? The effect of open innovation before and after product launch on new product performance. Industrial Marketing Management 112, 113-127. [\[link\]](#).
- Knudsen, M.P., **von Zedtwitz, M.**, Griffin, A., Barczak, G. (2023). Best practices in new product development and innovation: Results from PDMA's 2021 global survey. Journal of Product Innovation Management 40, 3, 257-275. [\[link\]](#).
- Kebure, K., **von Zedtwitz, M.** (2023). Open innovation capability maturity model: the case of a multinational organization. JPIM Research Forum, 16-19 September 2023.
- Lima-Santos, L., **von Zedtwitz, M.**, Borini, F. (2023). Subsidiary Capability Development and the Reverse Knowledge Transfer: A Microfoundation Perspective. JPIM Research Forum, 16-19 September 2023.
- Kawakami, T., Knudsen, M.P., **von Zedtwitz, M.** (2023). Which National Cultural Factors Promote Digital Technology Usage? Findings from the 5th PDMA Best Practice Survey. JPIM Research Forum, 16-19 September 2023.

Seminars and work-in-progress seminars

- Shujaat Mubarik, Institute of Management, Karachi, Pakistan, September 2023: Digital Innovation.
- Moacir M. de Oliveria, University of Sao Paulo, Brazil, and Otto Mønsted Foundation Visiting Professor, CBS, September-October 2023: Frugal and Global Innovation.
- Jacopo Cricchio, Scuola Sant'Anna, Pisa, winter and spring 2023: AI, China and Regional Policy
- Leandro Lima, University of Sao Paulo, Brazil, spring 2023: Reverse Innovation, Emerging Markets and Frugal Innovation.

Visitors

- Shujaat Mubarik, Institute of Management, Karachi, Pakistan, September 2023: Digital Innovation.
- Moacir M. de Oliveria, University of Sao Paulo, Brazil, and Otto-Mønsted Foundation Visiting Professor, CBS, September-October 2023: Frugal and Global Innovation.
- Jacopo Cricchio, Scuola Sant'Anna, Pisa, winter and spring 2023: AI, China and Regional Policy.
- Leandro Lima, University of Sao Paulo, Brazil, spring 2023: Reverse Innovation, Emerging Markets and Frugal Innovation.

Snapshot: Automated data-collection tool

Building on work published by EGB faculty members (i.e., Max von Zedtwitz and Peter Gammeltoft), we assembled a small project team to develop an automated data-collection tool for corporate-level, foreign direct investments (FDI) in R&D and innovation. This project was motivated by the observation that the R&D and innovation-related FDI going into developing countries was higher than expected and by the fact that the reverse phenomenon of FDI by less-privileged countries in R&D abroad had been almost entirely ignored in extant research. The aim of the tool was to allow for the mapping and tracing of reverse innovation flows, which could inform corporate-level decision-making as well as global policy analysis.

We hired a recent graduate of a CBS master's programme to lead the coding and testing of this tool. That individual developed a web-based application that allows researchers to use a web interface to look for keywords and target companies, search for the best "hits" on company websites (e.g., press releases, recruiting pages or organisational disclosures) and extract key information from those webpages likely to be most relevant. The tool also: (1) uses a Scopus API and searches Scopus for publications using the keywords in association with the company name, (2) allows for a Google search (also API based) and (3) looks through patent data stored at the EPO for more hits on relevant keywords. The user is presented with a prioritised list of web source on this FDI-related data, which accelerates further research, qualification and analysis. An updated version of this application using true AI capabilities for data qualification is under development.

This work has affected EGB's own research through the contribution of data to ongoing publication projects and to core courses on international business and global strategy. The project and the web application are also important components in demonstrating relevant research competences in our applications for external funding involving FDI-based data. Furthermore, the tool is being tested (in its original form) for adaptation to non-FDI related research that shares the same underlying exploration parameters.

Cluster: Regulating societal challenges

Participants

Torben Andersen, Caroline de la Porte, Faith Hatani, Zhen Im, Mads Dagnis Jensen, Carolin Schütze.

Theme

Societal challenges increasingly have a cross-border dimension, making them more complex for governments to regulate, and making it more difficult for businesses and other societal stakeholders to shape agendas. Furthermore, issues with transnational dimensions are coordinated at the international and regional levels, although most regulatory authority remains at the national level. These societal challenges include climate change, the automation of work, migration, discrimination in organisations, disaster management, and the politics of fiscal governance in the EU and beyond. Although regulation is important for mitigating the worst effects of these challenges, problems in policy design may lead to unequal outcomes. Therefore, it is important to pay attention to both the design and effects of policies. Furthermore, as the cluster deals with grand challenges, the perspective on citizens is crucial, especially given the context of political polarisation. The work on public opinion considers citizens' socio-economic status, labour-market position and gender.

The scholars in this group publish in a variety of high-quality social science outlets, and the focus on politics, regulation and international business as well as other issues. Various externally financed projects are found within this cluster, including the Nordforsk-funded Reimagining Norden in an Evolving World (ReNEW) project, which focuses on the governance of grand challenges in the Nordics, and the "EUSocialCit" EU Horizon project, which focuses on governing social rights in the EU context.

Publications (academic outputs – selection)

- **Andersen, T. J.,** Young, P. C. (2023). Reshaping public sector (enterprise) risk management, *International Journal of Public Administration* (in press). [DOI: 10.1080/01900692.2023.2197170].
- **de la Porte, C.,** & Larsen, T. (2023). The Nordic Model: Capable of Responding to the Social Side of Crises and Sustaining Social Investment? *Intereconomics: Review of European Economic Policy*, 58(5), 245-248. <https://doi.org/10.2478/ie-2023-0051>.
- Ejrnæs, A., & **Jensen, M. D.** (2024). Regional Manufacturing Composition and Political (Dis)content in Europe. *Journal of European Public Policy*. <https://doi.org/10.1080/13501763.2023.2293213>.
- Ghauri, P. **Hatani, F.,** Zhang-Zhang, Y., Rohlfer, S. & Bu, M. (2023) International Business and the SDGs: Current Issues and Future Directions. In van Tulder. R., Giuliani, E., Álvarez, I. (eds.) *International Business and Sustainable Development Goals*. pp. 17-30.
- **Im, Z. J., de la Porte, C.,** Heins, E., Prontera, A., & Szelewa, D. (2023). Toward a Real Green Transition? Triple Constraints Holding Back EU Member States' "Greening" Industrial Strategies. In S. Börner, & M. Seeleib-Kaiser (Eds.), *European Social Policy and the COVID-19 Pandemic: Challenges to National Welfare and EU Policy* (pp. 215-245). Oxford University Press. <https://doi.org/10.1093/oso/9780197676189.003.0009>.

Seminars and work-in-progress seminars (selection)

- Shin Young Kyu, KIHASA, South Korea, 10 February 2023: Robotization and In-Work Poverty.
- Anna Nordnes Helgøy, University of Oslo, 17 February 2023: The Political Consequences of Household Fairness.
- Angie Jo, MIT, 28 April 2023: Varieties of Crisis Response: Welfare Regimes and Emergency Fiscal Spending on COVID-19.

Snapshot 1: Work-life balance as an instrument benefitting men and women in the labour market

Recent research on EU policy has entailed a strong gender dimension, especially in relation to EU-regulated paid parental leave. Fathers' involvement in parental leave is viewed as important, and it has a positive impact on mothers' participation in the labour market and their career progression. While the leave reserved for fathers has been decided at EU level, the level of compensation for such leave is decided by member states. Our cross-national research shows variation not only in payments for parental leave but also with regard to the information on and the complexity of administrative procedures for accessing parental leave. In practice, this means that countries with well-functioning, resourceful systems are likely to have better outcomes than those with poorly functioning systems. This novel research is insightful for policy-makers and it explains why the initial report for the European Commission – focused on the challenges of and solutions to implementing the EU's work-life balance directive – is the most downloaded of the 35 reports within the project. The results and implications of the research have been communicated to key policy-making communities, including the Belgian EU Presidency, and to key stakeholders, including the Foundation for European Progressive studies, the Observatory for Sociopolitical Developments in Europe and the European Employment Lawyers Association. The collected data has also been used in five high-profile academic publications.

Snapshot 2: Citizens' perspectives on grand challenges – the Nordic countries in a comparative perspective

With funding from ReNEW and other sources, including EGB, we are carrying out the first cross-sectional, comparative survey of citizens' perspectives on five grand challenges – social risks, digitalisation and automation, migration, war, and the green transition – in four Nordic countries (i.e., Denmark, Finland, Sweden and Norway). The survey also covers Germany, South Korea, Italy, Poland, the US and the UK. It differs from other surveys because it considers multiple challenges from a cross-country perspective. Often, surveys are carried out in only one country, which precludes comparisons of citizens' perspectives on issues across countries.

In addition to exploring respondents' views on these challenges, the survey asks respondents for their opinions on related policies. It employs standard observational and experimental designs. Thus, it sheds light on similarities and differences in responses to these challenges across 10 countries. In so doing, it offers insights into political divides that may emerge from these grand challenges, which have ramifications for other aspects of modern society, including business strategies.

Cluster: The ethical MNE

Participants

Torben Juul Andersen, Kristin Brandl, Steffen Brenner, Jens Gammelgaard, Faith Hatani, Bersant Hobdari, Andrew Inkpen, Michael Jakobsen, Vera Kunczer, Thomas Lindner, Michael Mueller, Sabina Tasheva Nielsen, Bent Petersen, Evis Sinani, Kristian Sørensen, Toshimitsu Ueta, Verner Vorm, Max von Zedtwitz, Flladina Zilja.

Theme

This cluster was established in early 2022 to study multinational enterprises (MNEs), as enterprises include various types of organisations and not just “firms”. This cluster interprets ethics in a broad sense, and investigates non-ethical behaviours. Impact is achieved through continuous and regular publishing of teaching cases, and presentations at stakeholder events. By addressing ethical issues, we analyse and publish around some of the dilemmas that in particular MNEs face, as the notion of ‘ethics’ varies significantly when comparing across nations and cultures. Our research points to how businesspeople and organisations can legitimize their actions and behaviours in global activities.

Seminars

The cluster’s participants meet regularly to discuss developments in research, teaching and dissemination. Furthermore, the cluster has arranged several seminars. At one seminar, Michael Jacobsen and Verner Worm presented their new book, *Navigating Corporate Cultures from within: Making Sense of Corporate Values Seen from an Employee Perspective*. We also hosted two thematic seminars, one held by Flladina Zilja on Green Finance and another held by Sabina Nielsen on “How can IB theory and research inform climate-change action?”.

One major event in this cluster was a visit by Tatiana Lukoianove from the Center on Democratic Performance at Binghamton University (SUNY), who presented her research on MNE exit strategies in Russia. The seminar was entitled: “Does corporate human-rights policy matter in exit decisions from Russia?”.

On 8 February 2023, Xiao Juan Ma-Becker (FOM Hochschule für Ökonomie & Management) gave a seminar on 'Management Mediation in China: Case-Experience, Theory and Avenues for Future Research'.

Publications (academic output)

- **Gammelgaard J.**; Rajesh Kumar. Internal Legitimacy Crises: The Roles of the Regulatory Focus and Relational Social Capital of Headquarters and Subsidiaries In: *Critical Perspectives on International Business*, Vol. 19, No. 3, 2023, p. 469-486.
- Julia Mittermayr; **Kunczer V**; Jonas F. Puck. (2023). The Value of Migrants for International Joint Ventures. In: *The Palgrave Handbook of Global Migration in International Business*. ed. /Audra I. Mockaitis. Cham: Springer, p. 251-277.

- Slangen A., Valboni R., Eerola A., **Lindner T.** 2023. Tax-motivated relocations of headquarters: The role of affinity bias among socially-responsible blockholders and CEOs. *Journal of Management Studies*: <http://doi.org/10.1111/joms.13012>.
- Jaud P., **Lindner T.** 2023. Nachhaltige Finanzierung und ihre Bedeutung für den Kapitalmarkt. In: Zahradnik A., Richter-Schöller C. (Ed.) *Praxishandbuch Nachhaltige Finanzierung*. ISBN 9783707348187, pp. 15-32.

Stakeholder events – public outreach

- **Kristin Brandl** helped organise UNCTAD’s 2023 World Investment Forum in Abu Dhabi, where she also presented her research. The forum’s theme was “Investing in Sustainable Development”.
- **Thomas Lindner** was the workshop facilitator for a session on sustainable finance for achieving the UN SDGs at the International Vienna Energy and Climate Forum 2023 in Vienna, Austria.

External funding

Thomas Lindner was the project lead for an FFG (Flensburger Fahrzeugbau Gesellschaft) project on the valuation of impact dimensions according to the IRIS+ and the UN SDG framework (EUR 12,000).

Teaching cases

- **Torben Juul Andersen**: *Transocean Ltd (A) and B*; Andersen, T. J., 2023, Frederiksberg: The Nordic Case House. The cases describe leadership and governance developments in Transocean Ltd. before and after the 2010 Deepwater Horizon explosion and oil spill in the Mexican Gulf. Deepwater Horizon was a deep-sea oil drilling rig owned by Transocean Ltd. and engaged by British Petroleum in its development of the Macondo oil field. The cases provide a basis for analysing and discussing executive priorities in an MNE and the moral considerations around a major disaster.
- **Andrew Inkpen**: *Shein Disrupts Fast Fashion and Confronts Sustainability* (with Kannan Ramaswamy), 2023, Copenhagen Business School. This case raises questions about Shein’s strategy, sustainability and ethical practices.

These cases are used in conjunction with the textbook: Andersen, T. J., & Young, P. C. (2022). *Strategic Risk Leadership: Context and Cases*, Routledge. Chapter 4 of this textbook focuses on “Risk leadership as a moral endeavor”.

Snapshot: Social Challenges and the Upper Echelons of MNEs workshop

On November 15, 2023, this cluster held a collaborative workshop titled "Social Challenges and the Upper Echelons of MNEs", which drew participants from various departments at CBS and INSEAD Paris. The workshop’s primary objective was to provide scholars with a platform to share and discuss

early stage and advanced research focusing on the impact of corporate upper echelons on multinational firms facing societal challenges. These challenges include but are not limited to gender inequality, migration, population aging, climate change and populism.

The workshop explored leadership dimensions essential for addressing social challenges and presented four distinct studies. First, Melanie L. Feldhues (CBS ACC) delved into the influence of interconnected CEO life-history strategies, measured in terms of family-related decisions, on corporate outcomes. Second, Natalie Shefer (INSEAD Paris) addressed gender-related issues of corporate leadership by scrutinising how the display of social dominance, often associated with male CEOs, correlates with firms' long-term perspective. Third, Michael Mueller (CBS EGB) shed light on the potential impact of CEOs' emigration status on the trustworthiness of corporate financial reports. Fourth, Steffen Brenner (CBS EGB) discussed the implications of the aging population on firms' decision-making, especially in the context of CEOs and their risk-taking strategies.

Cluster: Emerging Markets and Rise of Asia

Participants

Aradhna Aggarwal, Kasper Ingeman Beck, Kjeld Erik Brødsgaard, Guowei Dong, Douglas Fuller, Peter Gammeltoft, Michael Jakobsen, Björn Jindra, Ari Kokko, Peter Ping Li, Pengqi Liu, Niels Mygind, Tam Thanh Nguyen, Thong Tien Nguyen, Bent Petersen, Armin Scheer, Julian Seng, Verner Worm, Fei Zhou.

Theme

The cluster's research advances our understanding of the economic integration of large and rapidly growing emerging markets in Asia into the global economy. From a policy perspective, this research includes work on state-business relationships, industrial and innovation policies, skill upgrading, and educational reform. From an international-business perspective, the cluster investigates firms' non-market strategies, FDI, global value-chain dynamics and issues of cross-cultural management.

Cluster members have been engaged in a broad range of activities alongside their research. Many of these activities have had a significant and visible social impact.

Seminars

On 27 April 2023, Mike Peng (University of Texas at Dallas) gave a seminar on 'Managing in Communist Capitalism'.

Media presence

From January to October 2023, this cluster's members appeared in media outlets 62 times. Those appearing in the media included Aradhna Aggarwal (3), Kasper Ingeman Beck (3), Kjeld Erik Brødsgaard (8), Douglas Fuller (47) and Peter Gammeltoft (1). Of these appearances, 57 were in web-based media (including web portals for print outlets), 2 were in print, and 3 were on radio or TV. 52 appearances were in international media outlets, while 10 were in the Danish media. The topics addressed included economic development in India and Sri Lanka, US-China relationships, Chinese ICT producers, corporate governance in Chinese enterprises and developments in Chinese politics.

Cluster members have also participated in China Horizons podcasts:

- The 20th Party Congress, <https://cbs.cloud.panopto.eu/Panopto/Pages/Viewer.aspx?id=54c876b4-b75b-445d-a1cf-afb00f9a2f1&start=0>.
- The Politics and Policies of the "Two Session", <https://cbs.cloud.panopto.eu/Panopto/Pages/Viewer.aspx?id=faae2e7f-5958-45a9-9df7-b00e00d0b1d8&start=0>.
- Pessimism in China: Implication for Xi's Leadership, <https://chinahorizons.eu/our-research/podcasts/246-pessimism-in-china-implication-for-xi-s-leadership>.

Participation in consultation bodies

Cluster members also served in different consultation bodies, including the Research Forum on China in the Danish Ministry of Foreign Affairs, the Danish Foreign Policy Council (*Udenrigspolitisk Nævn*), the Cambridge China Development Trust, the Scandinavia-Japan Sasakawa Foundation and the Danish-Chinese Business Forum.

Policy briefs

Cluster members have written or contributed to the following policy briefs:

- The 20th Congress of the CCP: Personnel Appointments and Policy Directions, <https://research.cbs.dk/en/publications/the-20th-congress-of-the-ccp-personnel-appointments-and-policy-di>.
- The 14th NPC Meeting: Work Report, New Government, and Institutional Reform, <https://research.cbs.dk/en/publications/the-14th-npc-meeting-work-report-new-government-and-institutional>.

Outreach events

Cluster members also participated in public outreach events in 2023, which attracted significant attention. These events included China in the Third Era of Xi Jinping (April 19), Forbidden Secrets: The Black Box of Chinese Politics (online, October 19), and Regime Stability, Party Hegemony and Legitimacy in Post-Covid China (October 25). In addition, the cluster held a series of public lectures with the support of the Scandinavia-Japan Sasakawa Foundation and the Danish Foreign Policy Society.

Selected publications (academic output, 2023)

- **Aradhna Aggarwal**, [How Special are Special Economic Zones](#): Evidence from South Asia. In: The World Economy, Vol. 46, No. 8, 8.2023, p. 2361-2382.
- **Kasper Ingeman Beck**, [Reforming the Chinese State Sector](#): Mixed Ownership Reforms and State-Business Relations. In: Journal of Contemporary China, Vol. 32, No. 140, 3.2023, p. 264-279.
- **Kjeld Erik Brødsgaard**, [The Party-directed Chinese Governance Model](#): How to Explain the China Puzzle. In: Civilization and Governance: The Western and Non-Western World. ed. Boy Luethje. Singapore: World Scientific 2023, p. 213-240.
- **Dong, Guowei, Jindra, Björn, Kokko, Ari**, Technology Upgrading in Chinese Manufacturing: A Cross-industry Perspective, In: International Journal of Technology Learning, Innovation and Development, Vol. 14(4), pp. pp 341-379, 2023.
- **Douglas B. Fuller**, [Tech War or Phony War?](#): America's Porous Controls on Semiconductor Fabrication Equipment and China's Response. China Leadership Monitor.
- **Douglas B. Fuller**, [Navigating the Chip War](#), In: Amplify, Vol. 36, No. 6, 2023, p. 8-13
- **Michael Jakobsen; Verner Worm; Sven Horak**, [Compassion in the International Business Studies](#): Prospects for Future Research. In: Critical Perspectives on International Business, Vol. 19, No. 5, 2023, p. 594-613.
- Dao T. H. Nguyen; **Ari Kokko; Thong Tien Nguyen**, [Multinational Enterprises and Local Firms' Export Market Entry](#): A Panel Data Analysis of Vietnam's Food Processing Industry. In: Agribusiness, 21.10.2023.
- Michael A. Witt; Arie Y. Lewin; **Peter Ping Li**; Ajai Gaur. [Decoupling in International Business](#):

Evidence, Drivers, Impact, and Implications for IB Research. In: Journal of World Business, Vol. 58, No. 1, 1.2023.

- **Tam Thanh Nguyen**, [Vietnam](#). In: Choice of Law and Recognition in Asian Family Law. ed. Anselmo Reyes ; Wilson Luj; Kazuaki Nishioka. London: Bloomsbury Academic 2023, p. 187-217.

Visitors

- Zhou Fei, Beijing Jiaotong University, China
- Lawrence Khoo, CUHK-Shenzhen, China.

Cluster: Business, global shifts and policy challenges

Participants

Eddie Ashbee, Mads Dagnis Jensen, Torben Juul Andersen, Bent Petersen

Theme

This cluster considers: (a) the extent to which the globalisation processes of recent decades have slowed or are taking a different form, (b) the consequences for governments, policymaking processes and markets, and (c) the impact of this shift on firms and the strategies that they can pursue.

Seminars and other activities

The cluster organised a number of activities in 2023, including two research seminars. One seminar was held by Grahame Thompson (professor emeritus, The Open University, UK), who looked at the debate around globalization a quarter of a century after the publication of *Globalization in Question*. This book, which Thompson co-authored with Paul Hirst, challenged the popular wisdom of the time by suggesting that globalisation processes were more limited and partial than many commentaries suggested. The second seminar was held online by Scott Lincicome, senior researcher at the Cato Institute in Washington DC. It looked at patterns of trade and investment, and discussions around “deglobalisation”. The cluster also held a review workshop to discuss Eddie Ashbee’s forthcoming book, *Deglobalization* (see Snapshot 2 below).

Members of the cluster were also heavily involved in a collective book project edited by Torben Juul Andersen (*Business and Policy Challenges of Global Uncertainty: European Perspectives*, World Scientific, 2024). The manuscript was nearly ready for submission at the end of 2023. It includes contributions by Kasper Ingeman Beck (“Dissecting the Pillars of China's Economy”), Aradhna Aggarwal (“Can India be the Next Biggest Story?”), Peter Ping Li (“Deglobalization and Decoupling”), Max von Zedtwitz (“Global Knowledge Exchange, Innovation, and R&D”), Bent Petersen (co-author) (“The New Patterns of Competition Between Chinese and European Firms in the Global Shipping and Logistics Industry”), Torben J. Andersen (“Transnational Management in a Disruptive World – Exploiting Business Opportunities through Planning and Interactive Controls”) and Eddie Ashbee (“Business, Markets and Governance in an Era of Uncertainty”).

Publications (academic output, 2023)

- **Torben Juul Andersen** and Peter C. Young (2023). Enhancing Public Sector Enterprise Risk Management Through Interactive Information Processing, *Frontiers in Research Metrics and Analytics*.
- **Torben Juul Andersen** and Peter C. Young (2023.) Reshaping Public Sector (Enterprise) Risk Management, *International Journal of Public Administration*.
- **Torben Juul Andersen** (2023). Interactive Strategy-making: Dynamic Adaptation with Links to Design Thinking and Theory of Change. In: *Strategic Thinking, Design and the Theory of Change: A Framework for Designing Impactful and Transformational Social Interventions*. ed. Luca Simeone; David Drabble; Nicola Morelli; Amalia de Götzen. Cheltenham: Edward Elgar Publishing, 40–55.

- **Edward Ashbee** and Steve Hurst (2023). The US-China Trade War and Policy Resilience, *Journal of American-East Asian Relations*, 30 (2), 188-215.
- **Edward Ashbee** (2023). *Countering China: US Responses to the Belt & Road Initiative* (Boulder CO: Lynne Rienner Publishers).
- **Edward Ashbee** (2023). The UK: Policy as a Game of Two Halves. In: Lynggaard, K., Jensen, M.D., Kluth, M. (eds) *Governments' Responses to the Covid-19 Pandemic in Europe*. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-031-14145-4_29.
- **Caroline de la Porte; Mads Dagnis Jensen; Jon Kvist** (2023). *Going Nordic: Can the Nordic Model Tackle Grand Challenges and Be a Beacon to Follow?* *Regulation & Governance*, 17 (3): 595-607.
- Kennet Lynggaard, **Mads Dagnis Jensen** and Michael Friederich Kluth (eds) (2023). *Governments' Responses to the Covid-19 Pandemic in Europe: Navigating the Perfect Storm*. Palgrave Macmillan.
- David Schulzmann; **Evis Sinani; Bersant Hobdari** and **Bent Petersen** (2023). Drivers of R&D Greenfield Investment Projects in the Communications, Software and IT Service Industries in Developing Countries, *Transnational Corporations*, 30 (1): 103-133.
- Carlos Rodriguez; Luciano Ciravegna and **Bent Petersen** (2023). Geographical Reconfiguration in Global Value Chains: Search within Limited Space? *Global Strategy Journal*, 13 (2): 440-482.

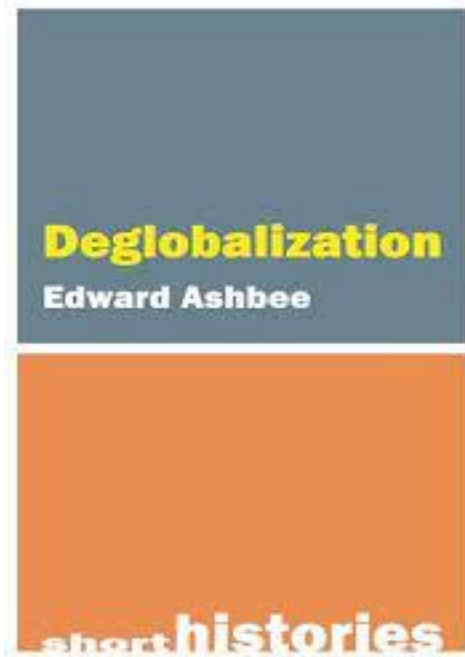
Snapshot 1: Dialogues in China: Workshop on investment, trade and geo-economic challenges

Cluster members were successful in obtaining funding for a two-day workshop considering investment, trade and geo-economic challenges held at the Sino-Danish Center for Education and Research (SDC) in Beijing (30 November – 1 December 2023). The workshop brought together researchers from Denmark, China, Japan, Canada and the UK who presented papers on different aspects of global trade and investment. The workshop also included an online discussion with Peter Bøgh-Hansen of Dansk Industri, who surveyed the current position of Danish and European firms in Chinese markets. The cluster hopes to make the seminar an annual event and a basis for collaborative research.



Picture: Workshop on Investment, Trade and Geo-economic Challenges, held at SDC

Snapshot 2: *Deglobalization*, Agenda Publishing, 2024



Eddie Ashbee's book *Deglobalization* (which will be published in both hardback and paperback) owes much to review sessions, dialogue and peer reviews within EGB and beyond. It is now in the production process. The book provides a history of the concept of deglobalization, explores its contested character, and seeks to place the ongoing debates about deglobalization within the broader economic and political contexts. It aims to introduce the topic to a broad readership while offering a critical discussion that not only reviews but also contributes to the scholarly dialogue.