

CV

Dr Sarah Philipson, Associate Professor Emerita

Biography (Summary)

Sarah Philipson has 22 years of experience of teaching at Swedish Universities and 23 years of experience as senior executive in Scandinavian media, telecom, technology and paper and pulp industry. She had held positions as Group Vice President, CEO, CFO and Marketing Manager.



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|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Name | Sarah Philipson | |
| Work | Associate Professor University of Gävle | |
| Email | sarah.philipson@hig.se | |
| Telephone | +33-659960660 | |
| Employment | Associate Professor in Marketing, University of Gävle | 2016 - 2020 |
| | Assistant Professor in Marketing, University of Gävle | 2013 - 2016 |
| | Assistant Professor in Marketing, Växjö University/ Linnaeus University | 2005 -2013 |
| | Assistant Professor in Business Administration, University of Dalarna | 2003 - 2004 |
| | Management Consultant and Senior Executive, Aftonbladet, Asea Brown Boveri, ABB, Billerud/Stora Enso, Eiser, Esselte group, FilmNet, Telia InfoMedia | 1981 - 2003 |
| | Assistant Professor in Business Administration, University of Dalarna | 1981 - 1982 |
| | 1 st Research engineer, Regional Planning, Royal Institute of Technology, Stockholm | 1979 - 1980 |
| | Head of Section, Ministry of Industry | 1977 - 1979 |
| | Acting Assistant Professor Organisation, Linköping University | 1971, 1975 - 1977 |
| | Acting Assistant Professor Cost and Revenue Analysis, Lund University | 1969 - 1971 |

Research profile

Research (Summary)

Four streams in my research

1. Establishing the economic foundations of class structure and politics in Marx.
D, A2, C9, C2
2. To understand the micro-foundations of innovation, by using Vygotsky's psychology and Polanyi's concept "tacit knowing". A4, A6, A8
3. Questioning extant foundations of Marketing in behavioral economics and choice theory.. A1, A2, A3, C18
4. Innovation
5. University pedagogics, C24, C20
6. Articles based on entrepreneurial, Schumpeter and von Hippel view of Innovation rather than Chesbrough's strategic management-based view. A4, A5, A9, A10, A11, A12, C7, C6, C1

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|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Assignments and appointments | Member of editorial board International Journal of Comparative Management (IJCM) – Inderscience | 2017 - 2021 |
| | Prefect (Decan), School of Business and Economics, Växjö University | 2006 - 2007 |
| | Head of Department/Prefect Marketing, University of Växjö and Linnaeus University | 2006 - 2012 |
| | Head of Department/Prefect Leadership, Organisation and Entrepreneurship, University of Växjö and Linnaeus University | 2005 - 2006 |
| | Partner in Rightswatch, one the largest research projects in the 5 th research program of the European Union | 2000 - 2002 |
| | Chair and Partner of Imprimatur, one of the largest research projects in the 4 th research program of the European Union, Esprit (nr 20460) | 1995 - 1998 |
| Exams | Doctoral Degree, Linköping Technical University | 1980 |
| Courses in pedagogies and didactics | Research Supervisor education, 3,5 ect credits Växjö University | 2006 |
| | Higher Education and Flexible Learning 15 eats credits, Mid Sweden University | 2013 |
| Supervisory experiences | External reviewer, 2 doctoral theses, Andhra University, Visakhapatnam, India | 2007, 2017 |
| | Examiner and/or supervisor of more than 100 master theses | |
| | Examiner and/or supervisor of more than 500 Bachelor theses | |
| Reviewing articles in Journals | Journal of Business and Industrial Marketing – Emerald | |
| | International Journal of Comparative Management (IJCM) – Inderscience | |
| | Journal of Strategic Business Alliances – Inderscience | |
| | Competitiveness Review – Emerald | |
| | Business Process Management Journal – Emerald | |
| Dissertation | D <u>Philipson</u> , S. (1980). Kapitalfunktioner och arbetarnas ställning: marxistisk analys av företag utifrån arbetarkollektivets intressen, Doctoral Dissertation, Linköping University, Linköping. LIBRIS-ID: 7638092 http://libris.kb.se/bib/7638092?vw=full | |

**Peer-reviewed
scientific articles**

- A12 Philipson, S. (2022). The end of the present mode of production – a new Kondratieff wave? – new directions for research? *International Journal of Innovation and Technology Management*, 19(3), 2240002, <https://doi.org/10.1142/S0219877022400028>
- A11 Philipson, S. (Forthcoming). Value – The “Atom” of the Economy, *Harvard Deusto Business Research* [accepted 2020]
- A10 Philipson, S. (2021). Cost-Structure and the Volatility of Capitalism. *Harvard Deusto Business Research*, 10(1), 146-156. <https://doi.org/10.48132/hdbr.340>.
- A9 Philipson, S. (2020). Consumers and enterprises as actors on the market. *Harvard Deusto Business Research*, 9(2), 168-180. <https://doi.org/10.48132/hdbr.302>
- A8 Philipson, S. & Kjellström, E. (2020) When objects are talking: How tacit knowing becomes explicit knowledge, *Journal of Small Business Strategy*, 30(1), 68-82.
- A7 Philipson, S. (2020) Sources of innovation: Consequences for knowledge production and transfer, *Journal of Innovation & Knowledge*, 5(1), 50-58.
- A6 Philipson, S. (2019) The difficulty with which tacit knowing is transformed into explicit knowledge, *World Review of Entrepreneurship, Management and Sustainable Development*, 15(3), 346-359.
- A5 Philipson, S., Johansson, J. & Schley, D. (2016). Global Corporate Governance: The Maelstrom of Increased Complexity – Is It Possible to Learn to Ride the Dragon? *Journal of Business and Economics*, 7(3), 425-437. [http://doi.org/DOI:10.15341/jbe\(2155-7950\)/03.07.2016/007](http://doi.org/DOI:10.15341/jbe(2155-7950)/03.07.2016/007)
- A4 Philipson, S. (2016). Radical innovation of a business model. *Competitiveness Review*, 26(2), 132-146. <http://doi.org/10.1108/CR-06-2015-0061>
- A3 Philipson, S. & Philipson, J. (2016). From Budapest to Berlin – the role of reputation in the market economy. *International Journal of Entrepreneurship and Small Business*, 28(2/3), 310-322.
- A2 Philipson, S. & Oghazi, P. (2013). Quantum leaps – the Resource Based View (RBV) and the School of Industrial Organization (IO) Revisited, *Advances in Management*, 6(4), 25-36.
- A1 Zineldin, M. & Philipson, S. (2007). Kotler and Borden are not dead – Myth of relationship marketing and truth of the 4 Ps, *Journal of Consumer Marketing*, 24(4), 229-241.

**Peer-reviewed
Conference
papers**

- C29 Philipson, S. (2020) Value – The “Atom” of the Economy, 860-870, in Vrontis, D., Weber, Y. & Tsoukatos, E. (eds.) 5(17) Proceedings from the 13th Annual Conference of the EuroMed Academy of Business, Business Theory and Practice Across Industries and Markets, September 9-10-2020, Virtual conference, EuroMed Press.
- C28 Philipson, S. (2019) Cost-structure and the volatility of capitalism, 988-995, in Vrontis, D., Weber, Y. & Tsoukatos, E. (eds.) Proceedings from the 12th Annual Conference of the EuroMed Academy of Business, Business Management Theories and Practices in a Dynamic Competitive Environment, September 18-20 2019 Thessaloniki, Greece, Euromed Press.
- C27 Philipson, S. (2019) The Ericsson Case. to be Presented at the 26th Annual Conference of the International Association for Applied Management London, July 11–13, 2019.
- C26 Philipson, S. (2019) Consumers and enterprises as actors on the market,, 996-1008, in Vrontis, D., Weber, Y. & Tsoukatos, E. (eds.) Proceedings from the 12th Annual Conference of the EuroMed Academy of Business, Business Management Theories and Practices in a Dynamic Competitive Environment,, September 18-20 2019 Thessaloniki, Greece, Euromed Press.
- C25 Philipson, S. & Kjellström, E. (2019) When objects are talking – How Tacit Knowing Becomes Explicit Knowledge, in the proceedings of the INEKA (previously GIKA) conference: “Knowledge, Business, and Innovation. Economies and Sustainability of Future Growth”, June 11 To 13, 2019 University of Verona, Italy.
- C24 Philipson, S. (2018) Bachelor And Master Theses, Bird Or Fish? What Is A Good Thesis? And What Are The Differences And Similarities Between Theses And Scientific Articles? 1085-1094 Published in Vrontis, D., Weber, Y. & Tsoukatos, E. (Eds)11th Annual Conference of the EuroMed Academy of Business, Research Advancements in National and Global Business Theory and Practice
- C23 Philipson, S. (2018) Sources of Innovation - Revisited. Presented at the 8th Global Innovation and Knowledge Academy (GIKA) 25 to 27 of June 2018, Valencia.
- C22 Philipson, S. (2018) Well-grounded Theory. – Pattern-finding in qualitative data - a 19 steps procedure of making data analyzable. Presented at the 25th Annual Conference of the International Association for Applied Management Las Vegas, Nevada, July 17–19, 2018
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**Peer-reviewed
Conference
papers**

- C21 Philipson, S. (2017) Value of Listed Companies; Abnormal Earnings and Innovativeness 1342-1348, Published in Vrontis, D., Weber, Y. & Tsoukatos, E. (Eds) 10th Annual Conference of the EuroMed Academy of Business, Global and national business theories and practice: bridging the past with the future, ISSN: 2547-8516, EuroMed Press.
- C20 Philipson, S. (2016). A framework for entrepreneurial learning in higher education, 124-162, in Proceedings from Lärarlärdom: Conference on higher education, Linnaeus University. <http://doi.org/10.15626/lld.201507>
- C19 Philipson, S. & Kjellström, E. (2016), Routines are not only creating stability, but also innovation, Presented at: 2016 ICAM/ICSI Joint Conferences, 23rd International Conference on Advances in Management (ICAM) & 9th International Conferences on Social Intelligence (ICSI) International Conference, Jacksonville, USA, 18-21 July 2016.
- C18 Philipson, S. (2016) When ASEA become ABB – the deconstruction of the myth of the ”supremacy of the plants”, 1474-1487, Published in: Vrontis, D., Weber, Y. & Tsoukatos, E. (eds.) 9th Annual Conference of the EuroMed Academy of Business – Conference Readings Book Proceedings: Innovation, Entrepreneurship and Digital Ecosystems, , EuroMed Research Business Institute (EMRBI), Warsaw, 14-16 September, 2016, ISBN: 978-9963-711-43-7 Published by: EuroMed Press.
- C17 Philipson, S. (2015). The concept of Bah – Limits of Knowledge Management Theory. Presented at: 2015 ICAM/ICSI Joint Conferences, 22nd International Conference on Advances in Management (ICAM) & 8th International Conferences on Social Intelligence (ICSI) International Conference, Boston, USA, 22-25 July 2015.
- C16 Philipson, S., Johansson, J. & Schley, D. (2015) Global Corporate Governance: The Maelstrom of Increased Complexity - Is It Possible to Learn to Ride The Dragon?, 1785-1799, Published in: Vrontis, D., Weber, Y. & Tsoukatos, E. (eds.) 8th Annual Conference of the EuroMed Academy of Business Innovation, Entrepreneurship and Sustainable Value Chain in a Dynamic Environment, September 16-18, 2015 Verona, Italy, ISSN: 2547-8516, ISBN: 978-9963-711-37-6 EuroMed Press. [overlaps with A5]
- C15 Philipson, S. (2014) Radical Innovation of Business Model - Is Business Modeling a Key To Understand the Essence of Doing Business? 1513-1526, Published in: Vrontis, D., Weber, Y. & Tsoukatos, E. (eds.) 7th Annual Conference of the EuroMed Academy of Business The Future of Entrepreneurship, September 18-19, 2014 Kristiansand, Norway. EuroMed Press ISSN: 2547-8516 ISBN: 978-9963-711-27-7 [overlaps with A4]

**Peer-reviewed
Conference
papers**

- C14 Philipson, S. (2013). Pattern-finding in qualitative data - a 17 steps procedure of making data analysable, 1804-1820, Published in: Vrontis, D., Weber, Y. & Tsoukatos, E. (eds.) 6th EuroMed Conference of the EuroMed Academy of Business – Conference Readings Book Proceedings: Confronting Contemporary Business Challenges through Management Innovation, Estoril, Cascais, Portugal, 23-24 September 2013, EuroMed Press.
- C13 Philipson, S. & Philipson, J. (2013). From Budapest to Berlin – the role of reputation in the market economy. Presented at: 20th Annual International Conference on Advances in Management & 7th Annual International Conference on Social Intelligence, London, 17-19 July 2013. [overlaps with A3]
- C12 Philipson, S. (2012), Pattern-finding in qualitative data - a suggested method of making data analyzable, Presented at the 19th Annual International Conference on Advances in Management) & 6th Annual International Conference on Social Intelligence, Nassau, Bahamas, July 18-21, 2012. [overlaps with C14]
- C11 Philipson, S. & Schley, D. (2012), The ethical dilemma of global corporate governance: the maelstrom of increased complexity – is it possible to learn to ride the dragon?, 19th Annual International Conference on Advances in Management) & 5th Annual International Conference on Social Intelligence, Nassau, Bahamas, July 18-21, 2012. [Overlaps with article C16 & A5]
- C10 Philipson, S. (2012). Sources of Innovation: Revisited, 36-43, Published in: Stringa, O., Dibra, S. & Shahini, B. (eds.) Proceedings of the International Conference Economic & Social Challenges and Problems, Tirana, Albania, 9-10 December 2011, University of Tirana, Europrint.
- C9 Philipson, S. (2011), Quantum Leaps - The Resource-Based View (RBV) and the School of Industrial Organisation (IO) Revisited, 18th Annual International Conference on Advances in Management) & 4th Annual International Conference on Social Intelligence, Cancun, Mexico, 15-18 July 2011. [overlaps with A2]
- C8 Philipson, S. (2010), Sources of innovation – Revisited 17th Annual International Conference on Advances in Management) & 3rd Annual International Conference on Social Intelligence, Atlanta, 14-19 July 2010. [overlaps with C10]

**Peer-reviewed
Conference
papers**

- C7 Philipson, S. & Wendel, E. (2009). Is customer involvement in product development driven by high product complexity and/or high production cost? Presented at: 2009 ICAM/ICSI Joint Conferences, 16th Annual International Conference on Advances in Management (ICAM) & 2nd Annual International Conference on Social Intelligence (ICSI), Colorado Springs, CO, USA, 15-18 July 2009.
- C6 Philipson, S. (2008). A Specification of an Environment for Modern Product Development. Presented at: 2009 ICAM/ICSI Joint Conferences, 15th Annual International Conference on Advances in Management (ICAM) & 1st Annual International Conference on Social Intelligence (ICSI), Boston, 16-19 July 2008.
- C5 Philipson, S. (2008), The Limits of Governance for Shareholder Capitalism, Value 2008, Sun City, North West Province, Republic of South Africa, 26-28 May 2008. [overlaps with C11, C16 & A5]
- C4 Zineldin, M. & Philipson, S. (2007). Quality, Innovation & Differentiation (QID) - A Case Study. Presented at: Industry and Academia Collaborating, 8th International Quality, Innovation and Knowledge Management Research Conference, New Delhi, India, 12-14 February 2007.
- C3 Zineldin, M. & Philipson, S. (2006). Back to the Future: the Era of Relationships. Presented at: The 2006 Academy of Business & Administrative Sciences (ABAS) International Conference, Vilnius, Lithuania, 10-12 June 2006.
- C2 Philipson, S. (2006). Workers' subsumption of the work process – a case study. Presented at: Returning to Dialectics? Towards a Critical Philosophy of Management, Conference at the Essex Management Centre, University of Essex, 8-9 June 2006.
- C1 Philipson, S. (2005). Protecting the offering from unfair competition in the knowledge economy: Design management in virtual enterprises. Presented at: Design for Innovation - Design for Entrepreneurship, Växjö, 20-21 October 2005.

PEDAGOGICAL MERITS

Pedagogic education

1. University pedagogic education, Mittuniversitetet, Sweden 2013, 15 ects credits.
2. Doctoral tutoring education, 4,5 ects credits, Sydost (Växjö Universitet, Kalmar Högskola, Blekinge Tekniska Högskola).

Teaching experience

17 års Teaching experience, almost 25.000 hours, of which some 9.000 hours on post-graduate level and 12.000 on advanced undergraduate level. The teaching has been in marketing, organisation, financing and accounting theory on all undergraduate levels and in marketing on avancerad nivå.

Course and examination responsibility

1. Analytical method (7,5 ects credits advanced undergraduate level, Lund 1969-70),
2. Graph theory (7,5 ects credits, advanced undergraduate level, Linköping, 1975-1976),
3. Internship thesis (30 ects credits, advanced undergraduate level, Linköping, 1975-1976)
4. Introduction to Business Administration (15 ects credits, basic level, Växjö 2006)
5. Accounting theory (advanced undergraduate level, Borlänge 1982, 2004)
6. Industrial organisation (Basic level, Borlänge, 2003, Växjö 2005)
7. Finance (advance undergraduate level, Borlänge 1982, 2003)
8. Business Development (basic level, Borlänge 2004)
9. Basic organisation theory (basic level, Växjö, 2005)
10. Innovation, Product Development and Product Renewal (15 ects credits, advanced level, Växjö 2008-2013),
11. Design Management (15 ects credits, advanced level, Växjö 2007-2012)
12. Bachelor theses (15 ects credits, advanced undergraduate level, Växjö 2006-2007)
13. Marketing Strategy (7,5 ects credits, advanced undergraduate level, Växjö 2007)
14. Master theses one year, (15 ects credits), Växjö Universitet/Linnéuniversitetet 2009-2013)
15. Master theses two years, (30 ects credits, Växjö Universitet/Linnéuniversitetet 2010-2013)
16. Bachelors theses (15 ects credits, Högskolan i Gävle, 2013)

The teaching has been in the form of lectures, seminars and peer-lectures and examination has been by papers, written examinations and queries.

Tutoring and examination of thesis

I have tutored and/or examined some 600 bachelor theses.

I have tutored and/or examined some 200 one- and two-year master theses.

I have been member of external graduation committee for a doctoral thesis "Entrepreneurial Development and Growth of Small Industries in the Era of Liberalisation", Andhra University, India

Program development

Advanced level

Integrated *Magister* (one-year master) and *Master* (two year master) in Marketing, Växjö University

Co-developed an integrated bachelor and one-year master program, Civilekonomprogrammet, Växjö University.

Bachelor level:

International Sales & Marketing program, Växjö University

The Marketing program, Växjö University

Course development

More than 30 courses since 1967

1. Analytical method (7,5 ects credits advanced undergraduate level, Lund 1969)
2. Graph theory (7,5 ects credits, advanced undergraduate level, Linköping, 1975)
3. Internship thesis (30 ects credits, advanced undergraduate level, Linköping, 1975)
4. Introduction to Business Administration (15 ects credits, basic level, Växjö 2006)
5. Basic Marketing (7,5 ects credits, basic level, Växjö 2006)
6. Development of Products Services and Experiences (7,5 ects credits, advanced undergraduate level, Växjö University 2008)
7. the Offering (30 ects credits, basic level, the Marketing program, Växjö 2009)
8. Innovation, Product Development and Product Renewal (15 ects credits, advanced level, Växjö 2008)
9. Graduation project /30 ects credits, , the Marketing program, Linnaeus University 2011.

Teaching material/course literature

- Graph theory, Lund University, 1969

- “Pattern-finding in qualitative data - a suggested method of making data analyzable”, Linneaus University 2010, överlappar med artikel Philipson (2012)
- State-of-the-art, Linneaus University, 2011

Other pedagogic merits

Conferences about teaching

1. FEKIS, Handelshögskolan i Stockholm 2010
2. FEKIS, Linnéuniversitetet 2011
3. FEKIS, Umeå 2012
4. FEKIS Lund 2013, session responsible
- 5.. FEKIS, Uppsala University
6. FEKIS, Gävle University

International teacher exchange

1. da Vinci University, Paris 080317-080322 March 2008 advanced under-graduate
2. Teaching at University of Tirana, 111208-11121, MBA,
3. Teaching at University of Tirana, 110408-110416, MBA

ADMINISTRATIVE MERITS AND LEADERSHIP

Teaching administration

1. Program director, the Master in Marketing program, Linnaeus University 2009 – 2013
2. Program director, the Bachelor Marketing program, Växjö University/Linnaeus University, 2011 – 2012
3. Program director, the Bachelor program International Sales and Marketing, Linnaeus University 2010 – 2011
4. Program director, the Bachelor Marketing program, Växjö University/Linnaeus University, 2008 – 2010
5. Head of Marketing Faculty, at the School of Management and Economics, Växjö University 2006 - 2010
6. Dean, the School of Management and Economics, Växjö University, 2006 – 2007
7. Head of the Faculty for Leadership, Entrepreneurship and Organisation, the School of Management and Economics, Växjö University, 2006

Other professional and non-governmental appointments

1. Chaired Bitos, the Swedish Internet Industry Association 1999 – 2000
2. Chaired "the Alliance for Digital Future", the Telecommunication and Consumer Electronics lobbying group in Brussels, during the political process leading to the European Copyright and Electronic Commerce directives 1998 – 1999
3. Instigator and former board member of the European Internet Foundation, the European equivalent to the US Internet Caucus.
4. Board member of the Swedish Catalogue Forum 1997 – 1999
5. Board member of two small listed Scandinavian companies and several small private companies.
6. Board member of the NGO ECPAT Sweden, "End Commercial Sexual Exploitation of Children 2008 - 2012

Participation in planning and realizing conferences

1. Keynote speaker, The International Conference "Economic & Social Challenges 2011 - "Globalization and Sustainable Development", Tirana, Albania, 9-10 December 2011, organized by the Faculty of Economy, University of Tirana
2. Track chair, *19th Annual International Conference on Advances in Management) & 5th Annual International Conference on Social Intelligence, Nassau, July 18-21, 2012.*
3. Track chair; *20th Annual International Conference on Advances in Management) & 6th Annual International Conference on Social Intelligence, London, July 17-19, 2013.*

Academic Leadership education

1. Ledarkapsutbildning, Sydost (Växjö Universitet, Kalmar Högskola, Blekinge Tekniska Högskola).
2. Arbetsmiljöutbildning, Sydost (Växjö Universitet, Kalmar Högskola, Blekinge Tekniska Högskola),

External research projects

- Participated in a project financed by the Swedish Building Research Institute 1979-1980
- Participated and managed two research projects that both were among the biggest in the European Union's IV and V research programs,.

Other scientific merits

Assignment as in grading committee

External member of the grading committee for a doctoral thesis:

Prasanna, C. (2008), "Entrepreneurial Development and Growth of small Industries in the Era of Liberalisation (with special reference to Visakhapatnam District)", Andhra University, India

Expert

Expert in the assignment of an assistant professor position in marketing, (PA 2012/97) at the School of Business and Economics, Lund University, 2012.

Conference responsibilities

- Member, Board of Trustees, the Annual International Conference on Advances in Management) & Annual International Conference on Social Intelligence, 2010-2011
- President, Board of Trustees, the Annual International Conference on Advances in Management) & Annual International Conference on Social Intelligence, 2011-2012
- Vice President, the Annual International Conference on Advances in Management) & Annual International Conference on Social Intelligence, 2012-2013

Participated in research projects

- 1st research engineer Royal Technical University 1979-1980, participated in the of the Swedish Building Research Institute financed project "Future planning in communes with structural problems - About communes and trade unions possibility to create industrial policy alternatives at an employment crisis"
- Chair of Imprimatur, one of the largest research projects in the 4th research program of the European Union, Esprit (nr 20460) 1995-1998
- Partner in Rightswatch, one the largest research projects in the 5th research program of the European Union 2000-2002.

International cooperation projects

- Imprimatur, research program in the 4th research program of the European Union. chair.
- Rightswatch, research program in the 5th research program of the European Union. board member.

Industrial CV

Transferable skills

- Pioneered in **Business Process Management** (BPM) in the early 80's.
- Theoretical and practical knowledge of all **change processes**.
- Experience of **guaranteeing all “handshakes”**, in developing new business ideas and designing the architecture of the systems and processes to underpin the new business, by actually being responsible for them.

Selected accomplishments

- Developed Strategy, Business Process Management, Organisational and Cultural Change **cutting 75 % of central overhead** of industrial service company.
- Developed Strategy, Business Process Management, Organisational and Cultural Change taking profit margin in a publishing company from **minus 12 % to plus 35 %**.
- Designed systems architecture for Order/Entry system for make-to-order of very complex machines, allowing **direct confirmation of 90 % of orders** without prior engineering.
- **Strategy** development for building what came to be Europe's biggest Internet Portal in the 1990s.
- Strategy development, giving a 1 BUSD paper and pulp industry an annual **freedom to act** on 10 % of its alternative capital.
- **Turnaround** of enterprises ranging from 30 to 1300 employees.

Professional Experience

SARL Philipson & Associés, France 1999 - 2003

- Independent **Strategy consultant**, working as strategy advisor for Telia's investment in some start-ups and on a large research project financed by the European Commission

Telia InfoMedia 1992 - 1999

A subsidiary of Telia (the leading Scandinavian Telecom operator), holding information services, yellow pages, cable TV and Internet portals, with some 5000 employees, turnover 1,2 billion dollars

- **Strategy consultant** for Internet Business investments.
- **Vice-president, risk management and public affairs**, the Telia InfoMedia Group
- **CEO** of Telia InfoMedia Content Centre

- **Strategy consultant** to Telia InfoMedia, developing marketing information business

FilmNet 1988 – 1992 Biggest Northern European pay-TV company; now part of the French Canal Plus

- **Strategy consultant**

Esselte group 1983 – 1992

- **Strategy consultant** in the publishing division
 - Acting **CEO** of Norwegian subsidiary during divestment phase.
- Asea Brown Boveri, ABB** 1982 to 1992 World leading Swedish-Suisse heavy electrical equipment group
- **Slashed down central staff** (500 out of 1800)
 - Led the **modernisation of information technology**
 - Project Manager for projects **reducing lead-time** (“T50”) in production in several subsidiaries
 - **Regional General Manager** in subsidiary during **turnaround**
 - Developed new **strategy** and new **business process management** in a subsidiary

Eiser 1987 - 1989

At the time Scandinavia's biggest fashion group

- **Management-by-Out and Strategy consultant**

Billerud (Later part of Stora Enso) 1981 and 1985 Listed Swedish pulp and paper group, then with a turnover of around 1 BUSD

- **Built corporate strategy**
- **Planned the merger** with Papyrus; another listed Swedish paper and pulp

group

Aftonbladet

The biggest Scandinavian daily journal, with 1300 employees

- **CFO**, during reconstruction
- Part-time CEO of Media subsidiary

Elected Positions

- **Chaired** Bitos, the Swedish Internet Industry Association 1999 – 2000
- **Chaired** "the Alliance for Digital Future", the Telecommunication and Consumer

- Electronics lobbying group in Brussels, during the political process leading to the European Copyright and Electronic Commerce directives 1998 – 1999
- **Instigator and former board member** of the European Internet Foundation, the European equivalent to the US Internet Caucus. 1998 - 2003
- Former **board member** of the Swedish Catalogue Forum 1997 – 1999
- Former **board member** of two small listed Scandinavian companies and several small private companies.
- **Board member** of the NGO ECPAT Sweden, “End Commercial Sexual Exploitation of Children” 2008 - 2012

2005 - 2009

Non academic positions

SARL Philipson & Associés, France, Management Consultant and Senior Executive

1999 - 2003.

- Independent Strategy consultant, working as strategy advisor for Telia's investment in some start-ups
- Participated in a large research project, Rightswatch, financed by the European Commission

Telia InfoMedia,

1992 - 1999

A subsidiary of Telia (the leading Scandinavian Telecom operator), holding information services, yellow pages, cable TV and Internet portals, with some 5000 employees, turnover 1,2 billion dollars.

- Strategy consultant for Internet Business investments.
- Vice-president, risk management and public affairs of Telia InfoMedia, 1997 - 1999.
- CEO of Telia InfoMedia Content Centre. 1995 - 1999
- Strategy consultant to Telia InfoMedia, developing marketing information business.

FilmNet,

1988 – 1992

- Biggest Northern European pay-TV company; now part of the French Canal Plus.
- Strategy consultant.

Esselte group,

1983 – 1992

- Strategy consultant in the publishing division.
- Acting CEO of Norwegian subsidiary during divestment phase.

Asea Brown Boveri, ABB,

1982 - 1992

World leading Swedish-Suisse heavy electrical equipment group.

- Slashed down central staff (500 out of 1800).
- Led the modernisation of computing.
- Project Manager for projects reducing lead-time (“T50”) in production in several subsidiaries.
- Regional General Manager in subsidiary during turnaround.
- Developed new strategy and new business process management in a subsidiary.

Eiser, 1987 - 1989

At the time Scandinavia's biggest textile group.

- Management-by-Out
- Strategy consultant

Billerud/Stora, 1981, 1985

Listed Swedish pulp and paper group, then with a turnover of around 1 BUSD.

- Built corporate strategy.
- Planned the merger with Papyrus; another listed Swedish paper and pulp group.

Aftonbladet, 1982 - 1985

The biggest Scandinavian daily journal, with 1300 employees.

- CFO, during reconstruction, 1982 - 1983
- Part-time CEO of Media subsidiary, 1983 - 1985

Ministry of Industry

- Head of Section, 1977 - 1979

Working abroad (non-academic)

8 years for Telia in Paris, France

8 months for Filmnet in Köpenhamn, Denmark

8 months for Esselte Läromedel, Kristiansund, Norway