

Majken Schultz
Professor Copenhagen Business School Denmark
www.majkenschultz.com



Photo: Bo Jarner

Majken Schultz (born 1958 PhD, Master) is Professor and Associate Dean at Copenhagen Business School, Denmark since 1996. Her research interests are located at the interface between organization theory, strategy and marketing and include the interplay between culture, identity and image, corporate branding and reputation management. She has received several awards, including Jorcks Foundation 2002, Danish Marketing Award 2002 and Marie Løngaard's award 2003. She was a key-note speaker at the World Economic Forum 2004 and has spoken at numerous international and national conferences.

Schultz has directed two large research initiatives related to corporate branding: A study of the relationships among culture, identity and image (1996 – 2000), and at present a project on the creation and implementation of corporate brands (2002 – 2005) – both in collaboration with professor Mary Jo Hatch, University of Virginia. Part of this work has included the establishment of a network of leading global brands dedicated to corporate brand management and including companies such as Novo Nordisk, Johnson & Johnson, Nissan, Telefonica, ING and the LEGO Group. This serves as the foundation for extensive interactions with companies involved in corporate brand building and as the conceptual source for her numerous international publications in the area of culture, identity, corporate branding and reputation. Seeing brands as a strategic framework that draws on insights from strategy, organization studies and marketing has increasingly guided their thinking.

Her work has been published in numerous journals, including *Harvard Business Review*, *California Management Review*, *Academy of Management Journal*; *Academy of Management Review*, *European Journal of Marketing*, *Organization Studies*, *Human Relations*, *Journal of Management Inquiry*, *British Journal of Management*, *Corporate Reputation Review*, *International Studies of Management & Organization*, *Strategic Organization*. Of her recent books, she is first editor of *The Expressive Organization*, 2000 with Oxford University Press and co-editor of a reader on *Organizational Identity* (with Mary Jo Hatch), also with Oxford University Press 2004. Latest Majken Schultz has published *Corporate Branding Purpose/People/Process* 2005 with Yun Mi Antorini & Fabian C. Csaba in 2005. She is in the final stages of a co-authored book with Mary Jo Hatch "*Taking Brand Initiative*" to be published in February 2008 by Jossey Bass, San Francisco.

Schultz is actively involved in the Danish Business Community in a variety of networks and is a leading authority in the public debate on the importance of identity, brands and reputation and a regular commentator in *Børsen* and *Berlingske Tidende*. She is the Danish leader of the Reputation Institute and is responsible for the Danish reputation survey using the Rep Track as a comparative measurement of corporate reputations (www.reputationinstitute.com). She is board member in several leading Scandinavian companies, as well as a private foundation. Since 2000 Majken Schultz is board membership in Danske Bank, a leading Scandinavian financial group and Realdania. From 2005 she is also board member of COWI, a global engineering

company. Most recently she joined the board of The Danish Society of Leadership. From 2000 - 2003 Schultz has been working as a consultant and affiliated researcher with LEGO Company, working on their renewed global brand strategy. She served as a member of the internal Brand Council and Culture Council of LEGO Company. In addition to this engagement, Schultz has been engaged as a change agent and content provider for a range of companies based in Denmark.

TEACHING & CONSULTING

Education & previous affiliations:

Master of Political Science 1984 University of Copenhagen, Political Studies.

PhD. Copenhagen Business School 1988. Awarded Tietgen Gold Medal

1988 and on assistant and associate professor, Copenhagen Business School, Department of Organization Studies and Industrial Sociology

1996 – 2006 Professor at Department of Intercultural Communication and Management

Since 2006 Professor at Department of Organization

Since 2007 Associate Dean of CBS Full Time MBA

Recent Teaching Experience:

Full Time MBA at Copenhagen Business School since 2003

Executive MBA at Copenhagen Business School since 1995

MMD: Master of Management Development since 2000;

MCC: Master of Corporate Communication since 2005;

Corporate Communication: Erasmus School of Management, Rotterdam, since 1998

CEMS international program since 2003 and numerous other graduate programs

Executive and Graduate Courses covering

Corporate Branding

Identity and Image Management

Managing Corporate Communication

Corporate brand management and reputation

Organizational Development & Change Management

Organization Theory & Practice

PhD Courses:

Organizational Culture (with Joanne Martin, Stanford Graduate School of Business)

Organizational Identity (with Mary Jo Hatch, U. of Virginia)

Engaged Scholarship (with Andrew Van de Ven, U. of Minnesota)

ACADEMIC WORK IN DETAIL:

Reviewing:

Schultz is a member of the editorial board for Organization Studies and Corporate Reputation Review and reviewing for Academy of Management Review, California Management Journal; Journal of Management Studies and British Journal of Management.

PUBLICATIONS

Books:

Taking Brand Initiative: How companies can align strategy, culture and identity through corporate branding with Mary Jo Hatch. To be published by Jossey Bass, San Francisco, March 2008.

Corporate Branding Purpose/People/Process with Antorini, Y.M & Csaba, F.C. (2005) Copenhagen. CBS Press, Chapters 1(with Yun Mi Antorini):10 – 20, 2 (single authored):23 – 55, 3(with Yun Mi Antorini):57 – 76, 8 (single authored) 181 – 216, and 9 (with Yun Mi Antorini):219 – 232

Reader on Organizational Identity, editor with Mary Jo Hatch, 2004 Oxford. Oxford University Press

The Expressive Organization: Linking Identity, Reputation and The Corporate Brand, Oxford: Oxford University Press 2000. (first editor. In collaboration with Mary Jo Hatch and Mogens Holten Larsen). Chapters 1(with Mary Jo Hatch and Mogens Holten Larsen):1 – 7 and 2(with Mary Jo Hatch):11 – 35, Translated into Arabic and Portuguese

Den udtryksfulde virksomhed with Mogens Larsen, Bergsøe 4, Copenhagen 1998

Fokus på Sygehusledelse (eds. with Steen Hildebrandt), Munksgaard, Copenhagen 1997

On Studying Organizational Cultures: Diagnosis and Understanding, Walter de Gruyter, Berlin: 1995

Organisationskultur: Funktion eller symbol, Handelshøjskolens forlag, Copenhagen 1990

Kalejdoskopiske Fortællinger fra en Videnskabelig Verden, Akademisk Forlag, Copenhagen 1989, ed. with Jan Molin

Bureaukrati og videnskab - organisationskulturer i centraladministrationen, with Janne Larsen, Forlaget Politiske Studier, Copenhagen 1984

Papers in International Journals:

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

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

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

Ravasi, D. & Schultz, M. (2006) Responding to identity threats; Exploring the role of Organizational Culture. *Academy of Management* . Vol 49/3: 1 – 30 (lead article)

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

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

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

Schultz, M. & Hatch, M. J: (2003) Cycles of Corporate Branding: The Case of LEGO Company. *California Management Review*. Fall 2003: 6-26. Translated into Portuguese.

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

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

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

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

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

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

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

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

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

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

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

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

Schultz, M. (1995) The Cultural Closure of the Managerial Mind; *Organizations. Vol. 2/1. (review article). 1995*

Kreiner, K. & Schultz, M. (1993) Informal collaboration in R&D. The formation of networks across organizations. *Organizational Studies* vol. 14/2 1993

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

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

Papers in International Books:

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

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

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

Schultz, M., Hatch, M. J & Ciccolella, F. (2005) Living the brand through symbols and artifacts. In Rafaeli, A. & Prat, M. (eds). *Artifacts in Organizations*. Erlbaum Publishers. 2005 p. 141 – 160

Schultz, M. & Hatch, M. J (2006) A culture perspective on Corporate Branding. In Jonathan Schroeder & Miriam Salzer (eds.). *Brand Culture*, London: Routledge p. 15 - 33

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

Schultz, M. (participating conversationalist) (1998) The Identity of Organizations *Organizational Identity: Building Theory through Conversations*, eds. by David Whetten and Paul C. Godfrey, Beverly Hills, Sage Publications 1998. p.33 – 83.

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

Does Culture Matter? "Constructing R&D Collaboration. The Enactment of EUREKA". Edited by K. Kreiner & G. Sevón, C. Copenhagen Business school Press. 1998 p. 85 – 115..

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

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

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

Papers in Danish Journals & Books:

Morsing, M. & Schultz, M. (2007): Tre kommunikationsstrategier for Corporate Social Responsibility: Stakeholder information, Stakeholder Response og Stakeholder Involvement. Copenhagen: *Børsens Ledeshåndbog*.
CBS Executive (2006) *The road to excellence* interview in CBS Executive pp.16-17, Copenhagen

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

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

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

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

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

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

Værdibaseret ledelse, in En Ny Tids Ledelse - en debatbog om ledelse i staten. København: Finansministeriet 1999: 147 – 161

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

Det patientfokuserede hospital, i Fokus på Sygehusledelse (eds. with Steen Hildebrandt), Munksgaard, Copenhagen, 1997

Teaching Cases:

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

Novo Nordisk:

"Focusing the Corporate Brand". 2005

Majken Schultz, Mary Jo Hatch, James Rubin & Kasper Andersen 2004.

CBS, University of Virginia, Darden

Nissan:

"Taking Infiniti to Japan" 2006

James Rubin, Mary Jo Hatch, Majken Schultz

Darden, University of Virginia