

Editorial

Per Nikolaj Bukh

Only few companies, or organisations in general, exist forever, and all organisations undergo changes of various kinds throughout their existence. Some changes take place incrementally and some can be very radical; common to most changes is that they confront individuals and demand personal transition. A sudden merger and the announcement that key employees will have to compete for senior posts in the new organisations will, for instance, raise many questions in the minds of those affected about what the future will bring. This is but one example of how change poses serious challenges to the individual's assumption worlds (cf. Parkes, 1971).

The most radical organisational change is probably when the organisation ceases to exist without much notice in a sudden bankruptcy. The suppositions about the organisational world, that a definite work world can be severely disrupted and that the collective world can be destabilised and collapse, is fundamentally upset. This is theme of Anna Gestrøm's (2015) study in the first article in this issue: »Passing through organisational death: How Organizational members narrate the fall and rise of their work world.«

Fortunately, when organisations, die people do not die with them. Instead, they move on to find new organisational life. In Gerstrøm's (2015) study, the question of how workers undergoing death understand this phenomenon is answered through an inductive case study based on narrative interviews with organisational members of a bankrupted bank. The analysis shows how members understand the bankruptcy as a series of events and phases that compose a story of a fall and a rise of their entire work world. Based on Sutton's (1987) model of how dying organisations transit to death through a sequence of events, the article illustrates how workers pass through these events and phases.

The analysis gives us rare and welcome insight into what goes on among the employees in an organisation that is dying and it offers insight into the reactions of employees confronted with radical changes challenging their world assumptions. Although many changes are less radical, outliers on the continuum pose possibilities for learning also how more incremental change processes might be experiences by employees.

The next article, »Women in top management positions – why so few? And does it matter?« (Smith & Smith, 2015), is written by Nina Smith and Valdemar Smith. The article surveys recent research and discusses why it may not be easy to change the patterns and behaviour of firms with respect to having women in top management positions as well as in terms of the career choices of men and women and whether gender diversity matters for a firm's performance. A majority of graduates from Danish universities are women; and since the 1970s, most women who left the educational system have been full-time members of the labour force. Nevertheless, Danish women seldom reach top executive positions and boards of directors. The underrepresentation of women in top management positions in Denmark like in most other countries has fuelled a heated political debate about the existence of apparent barriers for women, consequences of having women in top management positions, and political measures to increase female board representation.

In the article Smith & Smith (2015) first describe the present position of Danish women in top management positions in private sector companies and compare Danish figures with international figures. Secondly, theories and empirical findings with respect to why there are so few women in top positions are discussed. Further, the article presents an overview of international and Danish policy regulations concerning gender diversity in private sector companies. The authors discuss whether these policy instruments, quotas or family friendly initiatives, etc., are optimal and conducive to getting more women into top management positions.

In the third article, »Prioritisation of marketing investments in different types of marketing functions« (Martensen & Mouritsen 2015) the authors, Anne Martensen and Jan Mouritsen, explore the roles of the marketing function and study how the roles may be used to divide marketing functions into types depending on how they work. Marketing's role has received attention in the academic literature and the popular press; and the general conclusion has been that the marketing function is losing its influence in many organisations and that most marketers are being engaged in more tactical decisions like advertising, sales support and public relations (Verhoef & Leeflang, 2009).

To gain influence, the marketing function should add value; and, consequently, on the basis of an empirical study among 395 marketing managers, Martensen & Mouritsen examine how different marketing functions add value to their companies through different marketing roles. The study identifies four types of marketing functions based on the efforts they dedicate to seven generic marketing roles. The four types of marketing functions all directly influence the company's results, but there is considerable variation in the composition of the roles within each type of marketing function, their use and their impact on the company's results. The findings of the article imply that there is a need for prioritisation of the marketing roles with a view to maximise the

marketing function's impact on the company's results, but also to decide if the marketing function would benefit from shifting between different types of marketing functions by prioritising some roles differently.

With the fourth article, »Sourcing excellence: A strategic framework of understanding« (Klausen et al., 2015), we change focus from marketing to the other end of the supply chain, i.e. sourcing, but the focus on the role of how the sourcing function creates value is the same. Danish industry is facing many challenges in these years. The increasing globalisation and the trend towards outsourcing gradually increase the importance of the supply chain, and it is important to explore sourcing activities thoroughly to determine what it means to be competent or even excellent at sourcing.

The article, which is written by Michael Klausen, Ole Stegmann Mikkelsen and Morten Munkgaard Møller, examines what it means to be competent or even excellent at sourcing. Based on a study of five Danish industrial companies, the authors identify a number of elements that need to be considered to fully understand what sourcing excellence is. Klausen et al. (2015) group the elements into four aspects: The client aspect, the organisational aspect, the provider aspect and the industry aspect; and the results demonstrate that sourcing is a cross-organisational discipline and that there are many challenges associated with the organisation of the procurement function under the organisational aspect.

Finally, the »Editors Corner« (Bukh et al. 2015) in this issue asks why Big Data and the consequent analytics revolution in management has not changed managerial practise. We suggest, that universities should take a responsibility in bridging the gap between promising ideas and practice by translating research based findings into practitioners' language. Thus, we hope to see more research being submitted to DJMB showing innovative uses of data.

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The Danish Journal of Management and Business

The editorial board of the Danish Journal of Management and Business has gone through a few recent changes. In 2014 the board was supplemented with professor Dana Minbaeva from Department of Strategic Management and Globalization at Copenhagen Business School and professor Niels Peter Mols from Department of Economics and Business at Aarhus University. Further, from this issue the Journals Editor-in-Chief, professor Flemming Poulfelt from Department of Management, Politics and Philosophy at Copenhagen Business School, will be stepping down from the editorial board and Per Nikolaj Bukh from Aalborg University will take over as Editor-in-Chief.

On behalf of the Editorial Board and the publisher we will take this opportunity to thank Flemming Poulfelt for his effort in many years. Especially since 2003 where Flemming took over as Editor-in-Chief after professor Axel Schultz-Nielsen. Flemming joined the Editorial Board back in 1998 and has been a driving force ever since. Not least because due to his involvement in the Danish Academy of Management.

Originally the journal was published in Danish as Erhvervsøkonomisk Tidsskrift (i.e. Journal of Managerial Economics). Later, in 1987 the name was changed to Ledelse & Erhvervsøkonomi (i.e. Management and Managerial Economics) and finally in 2014 the journal was transformed into the current English language journal. This transition has very much been Flemmings achievement and we will be missing him at the Editorial Board.

The new editorial board

Dana Minbaeva: Her research interests concentrates on strategic international human resource management, HR's role in global strategy making and implementation, and knowledge sharing and transfer in multinational corporations. She received her Ph.D from CBS in 2004 and has been a faculty member there since 2006. Her research has appeared in international journals as *Journal of International Business Studies*, *Journal of Management Studies*, *Human Resource Management*, and many others. Dana is an Associate Editor of *Human Resource Management* and on Editorial Boards of *Journal of World Business*, *Human Resource Management Journal* and *Journal of Organizational Effectiveness, People and Performance*. She received several national and international awards for the excep-

tional research efforts, including the prestigious JIBS Decade Award 2013. Dana was appointed to Editorial Board in 2014.

Niels Peter Mols: His main research interests are theories of the firm, marketing channels, e-business, sourcing, and business- to-business relationships. He has been professor in marketing and strategy at Aarhus University since 2001 where he received his Ph.d. in 1995. Niels Peter has been a visiting scholar at University of Uppsala and Centre d'Économie de la Sorbonne. His research has appeared in journals such as Industrial Marketing Management, Journal of Marketing Channels, Journal of Purchasing and Supply Management and many others. At Aarhus University he is affiliated with The Tuborg Research Centre for Globalisation and Firms. He has previously served as director of studies for the cand.oecon program at Aarhus University. Niels Peter was appointed to Editorial Board in 2014.

Kurt Klaudi Klausen: His research interests focus on public sector reforms, organisation and management, including strategic management. Empirically he has focussed on regional and local government studies. Kurt received his Ph.D. from the Copenhagen Business School in 1990 and has been with the Department of Political Science and Public Management at the University of Southern Denmark since 1989. In 1996 he was appointed as professor in political science and public management. Further, he has previously served as both head of department and director of studies for the Flexible Master of Public Management and the Master of Public Management at the University of Southern Denmark. Kurt has been at the Editorial Board since 2006.

Per Nikolaj Bukh: His research interest includes budgeting, intellectual capital reporting, benchmarking and the design of incentive based management control systems and performance based budgeting models. He received his Ph.D. from Aarhus University in 1995 and was in 2000 appointed as professor at Aarhus School of Business. Since 2006 he has been professor of management accounting and control at Department of Business and Management at Aalborg University. Per Nikolaj has authored or edited more than 20 books and published numerous papers, including 50 articles in peer-reviewed journals. Further he has consulted on the design of performance management systems for a large number of private and public sector firms. Per Nikolaj has been at the Editorial Board since 2012.

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