

## Innovating Organization and Management

The search for competitive advantage serves as the basis for organizational strategy. This book highlights four key points in the analysis of competitive advantage and financial success that have not been given the attention they deserve: First, that organizational design and management processes may be strategic resources in their own right; second, that organizational design and management processes can be deployed to create new strategic resources; third, that managers have begun to think of organizational design and management processes in a proactive way rather than seeing them more passively as necessary facilitators of success; and, fourth, that this new way of looking at organization and management requires a search for new ways of structuring organizational design and managerial processes. These points are driven home through case studies of the Danish firms LEGO Group, Vestas Wind Systems, Coloplast, Chr. Hansen, IC Companys, and NKT Flexibles.

NICOLAI J. FOSS is Professor of Organization and Strategy at the Copenhagen Business School and Professor of Knowledge-based Value Creation at the Norwegian School of Economics.

TORBEN PEDERSEN is Professor of International Business at the Department of Strategic Management and Globalization at the Copenhagen Business School.

JACOB PYNDT works for Nordea, a leading Nordic-based pan-European bank, where he is involved with business strategy issues with a primary focus on the outsourcing of functions and processes.

MAJKEN SCHULTZ is Professor at the Department of Organization at the Copenhagen Business School, International Research Fellow at the Centre for Corporate Reputation, Saïd Business School, University of Oxford, and senior advisor to the Reputation Institute.

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## New Sources of Competitive Advantage

**NICOLAI J. FOSS**

*Department of Strategic Management and Globalization  
Copenhagen Business School  
Department of Strategy and Management  
Norwegian School of Economics*

**TORBEN PEDERSEN**

*Department of Strategic Management and Globalization  
Copenhagen Business School*

**JACOB PYNDT**

*Nordea Bank Danmark A/S*

**MAJKEN SCHULTZ**

*Department of Organization  
Copenhagen Business School*



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