

Center for Industrial Production



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AALBORG UNIVERSITY
DENMARK

Title Center for Industrial Production

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Layout Katrine Gorm Hansen and René Frandsen

Publisher Center for Industrial Production

ISBN 978-87-91831-57-7

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Introduction

The Center for Industrial Production (CIP) was established in 1999 as a part of the Faculty of Engineering and Science. Since then we have been committed to serve as a national center of world-class excellence in industrial manufacturing research.

Mission

Our mission is to develop and disseminate management engineering knowledge. We accomplish this by doing application-oriented research addressing current and future challenges in (Danish) industry. Therefore, we do all our work in close collaboration with our industrial partners and develop theories based on reality.

Merger

In January 2011 CIP merged with the Department of Business Studies from the Faculty of Social Sciences to form the Department of Business and Management. By bringing together the Department of Business Studies and CIP the scene is set for an institution with the professional focus on and strength in rethinking traditional subjects and methods by combining knowledge about different disciplines – engineering, management and economics, to cover areas such as operations and supply chain management, innovation and entrepreneurship, strategy and performance management.

CIP is based in both Aalborg and Copenhagen. During the past year CIP has expanded considerably in Copenhagen and is expected to grow even more the coming years.



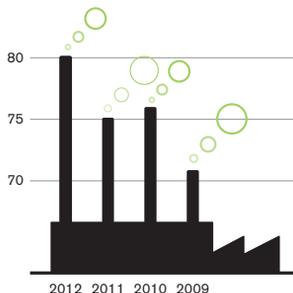
Facts

In 2013 CIP has a budget of about 35 million DKK (4.8 million EURO) of which almost 30% was externally funded. We have around 55 employees: 25 permanent academic staff, 20 PhD students, and 10 administrative staff. Out of all our employees, 25 % have another nationality than Danish.

The overall enrollment of students in 2013 is record high. We have almost doubled the enrollment in our bachelors program in Global Business Engineering (GBE) and quadrupled the enrollment in our master programs in Aalborg and Copenhagen.

CIP is, however, developing new educational programs. In Aalborg we launched a new masters program in Entrepreneurial Engineering 2 September and in Copenhagen we have a new bachelors program on "Production Development" in the pipeline.

Publications



Students

	Graduates 2013	Graduates 2012	Graduates 2011	Graduates 2010
BSc in GBE	35	37	29	33
MSc in OIM + GIM	36	59	88	64
MMT (e-MBA)	13	19	7	11
PhD	-	3	3	3



Engagement with other Research Centers

Researchers at CIP are engaged in many different research centers working in areas such as globalization, business modeling, innovation, and enterprise systems, including

- ICI – International Center for Innovation
- CREBS – Center for Research Excellence in Business models
- SDC – Sino Danish Center for Education and Research
- REP – Research Center for Entrepreneurial Processes

Furthermore, we collaborate with a range of other departments at Aalborg University with another primary focus than our own. The research program MADE AAU is a good example on that. MADE AAU is part of the national initiative MADE (Manufacturing Academy Denmark), which involves a number of Danish knowledge institutions as well as the industry.





We want to collaborate with you!

We conduct research based on reality and aim at developing theoretically robust and practically usable knowledge, which will help strengthening the competitive position of Denmark in the future.

For that purpose, we are engaged in various industrial and scientific partnerships involving companies and research institutions both in Denmark and abroad.

Output

Our industrial partners support the research conducted at CIP not only by providing the opportunity for case studies and field experiments, but also by suggesting potential directions for future research relevant to Danish industry.

International partnerships ensure that we are continuously challenged to perform world-class research and in the position to bring the results of top research to Denmark and its industry.

On the following pages you can learn more about some of our previous and present research projects. The projects have been divided into two overall themes, which you can find at the top of each page: "Operations Management" and "Innovation Management".

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Global Operations Networks (GONE)

This international three-year research project is designed to:

- Identify how globalization affects Danish industry - both at industry and at company level
- Develop models and tools enabling companies to successfully respond to these challenges

Special attention is given to developing results that are useful for and applicable by small- and-medium sized enterprises.

Partners

The project was initiated by Center of Industrial Production in 2009 and is funded by the Danish Strategic Research Council. The research has been carried out as a collaborative initiative among four partners: Aalborg University, the University of Southern Denmark, Copenhagen Business School and Chalmers University of Technology (Sweden). Furthermore, a parallel benchmark study took place in Finland, carried out by Alto University.

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Survey Studies

CIP is involved in a range of major international survey studies, including the International Manufacturing Survey (IMSS) and the Continuous Innovation Survey.

International Manufacturing Survey (IMSS)

The IMSS survey was held for the first time in 1992 and every four-five years since. The project allows CIP not only to collaborate intensively with 20-25 major research institutions worldwide, including joint publications in top journals, but also to feed best practices back to Danish industry, in the form of global and national benchmarking reports.

Continuous Innovation Survey

Conducted together with 10-15 research partners, predominantly in Europe, the Continuous Innovation survey was last held in 2003 and will be re-launched in 2013. The survey addresses the challenge faced by many firms, namely to combine strategic, innovation and operations excellence and will produce industry relevant benchmarks as well as ground-breaking theory.

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Management Control Systems (MCS)

The MCS project is an international research project. It is based on an investigation of how larger companies design and employ different management control systems, and in which context these packages are used and effective.

Background and focus

The purpose of MCS is to guide organizations towards desired objectives that are central to top management. The idea of the MCS project is that companies use many different management control systems simultaneously, such as strategic planning, budgeting, financial and non-financial performance measurement, incentive contracts and organizational culture. The assumption is that it is the interaction and relative weight of the bundle of systems in use that determines the effectiveness of the management of an organization.

Partners

Knowledge on how companies design and use bundles of management control systems is very limited. For the first time, universities/business schools have come together to analyze this area at an international level. More than 15 universities/business schools from 12 countries are involved in the project.

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Sourcing Excellence

Sourcing Excellence is a five-year research project designed to identify how companies can excel within procurement and sourcing by developing normative models for sourcing excellence that can be used by the participating companies to increase their capabilities within the area. Furthermore, the ambition is to establish an MBA-program in Sourcing and Strategic Procurement.

Partners

The project was initiated by the Center of Industrial Production in 2011 and is funded by the Danish Industry Foundation. The research is carried out in close cooperation with industrial companies, including Bang & Olufsen, Grundfos, Siemens Wind Power, Sauer-Danfoss, Velux, FLSmidth and Crisplant.

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GLOBAL

The GLOBAL (Global Supply and Value Chains) project is an EU-funded initiative aimed at supporting small and medium sized companies (SMEs) in their efforts to link into global value and supply chains.

Background

Globalization affects Danish SMEs at an unprecedented scale. Whether they are working as suppliers to larger companies or serve finished goods markets, which are increasingly driven by global competition, they are met with the need for optimizing their competitive position in the chain. This often calls for radically redefining the role and scope of these companies' global and, in particular, home-based, operations.

Focus

The project addresses company-specific problems with a systematic process and supports the companies involved with developing and implementing a robust value/ supply chain concept. The Center for Industrial Production has a research team working on the project and supporting companies throughout the development process.

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Advanced Automation Investment Models (AIM)

The project aims to determine the potential for Danish companies to automate and develop their technology systems further and become more advanced.

Output

One of the planned outputs is an interactive benchmarking tool designed to give companies the answers to what they should get out of investing in advanced manufacturing technology – focusing on factors such as earnings, growth, productivity, and flexibility. The ambition is to base the tool on data collected from 500 firms using a questionnaire developed in relation to the project.

Partners

The project is a collaboration between Copenhagen Business School, the Technological Institute, the University of Southern Denmark and Aalborg University, and is supported by the Danish Industry Foundation.

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ManuSkills

The main aim of ManuSkills is to study the use of enhanced ICT-based technologies and training methodologies to facilitate an increase of young talent interest in manufacturing and to support their training of new manufacturing skills.

Focus

The project will experiment with a wide range of innovative delivery mechanisms such as serious games and teaching factory, supported by the use of social media augmented by gamification and leveraging the distribution channels preferred by young talent. In addition, the project will explore the pedagogical frameworks best suited to the personalization of individual learning needs, while taking into account industrial demands.

ManuSkills addresses all three stages of the young talent pipeline (i.e. children, teenagers, young people). In the early stages the focus is on making manufacturing education more attractive to young talent, whilst in the later stages the focus will be on facilitating transformative deep learning of individuals, with reduced time-to-competence.

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MADE AAU

In November 2012, CIP was responsible for the official launch of MADE AAU, where the former Danish Minister for Trade and Investment, Pia Olsen Dyhr, took part in an interesting and contemporary debate.

Background and focus

MADE AAU is part of the national initiative MADE - Manufacturing Academy of Denmark, in which a number of Danish knowledge institutions, companies, and other interested parties are involved.

The overall purpose of MADE is to create a cross-disciplinary collaboration between industry, the GTS-network, and Danish universities, with the aim of expanding Denmark's potential as a leading manufacturing nation of the world.

Partners in MADE AAU

One of the driving universities is Aalborg University (AAU). As a part of MADE, AAU has established the research program named MADE AAU, which involves a number of departments from the Faculty of Engineering and Science, including the Center for Industrial Production.

Output

By engaging in MADE AAU, CIP wants to contribute to improving Denmark's competitive position regarding manufacturing and, thereby, help securing future jobs in the Danish manufacturing industry.

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Center for research in working environment efforts and means (CAVI)

The research center CAVI studies how to create an efficient working environment at society and business level. This is carried out through the development of research-based knowledge on the mechanisms in the enterprises that transform policy instruments into occupational health, safety and, thus, a better working environment.

Background and focus

The project will overcome the current knowledge gap about the relationships between policies at societal level and work in practice in public and private organizations. This is achieved through qualitative business case studies of the transformation of policies into practice.

A special interest is taken in the mechanisms which facilitate a strong effect of the working environment efforts. The project group undertakes specific studies on the organization of the working environment, certified health and safety management systems and working environment efforts in small businesses.



Output

These studies will for the first time help to create an overall understanding on how social policy instruments related to the working environment efforts work. The results provide decision-makers, other actors in the working environment area and in businesses with a more qualified basis for developing effective working environment policies and efforts.

Partners

CAVI is carried out in collaboration between the Center for Industrial Production at Aalborg University, the Department of Management Engineering at the Technical University of Denmark, the Center for Working Life Research at Roskilde University, the Department of Education at Aarhus University and Team Working Life in Copenhagen.

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Process supported working environment interventions rooted in the primary tasks (Pioner project)

The Pioner project is a large participative intervention study conducted in day care institutions in the Copenhagen municipality aiming to improve quality of work and employee well-being and to reduce sickness absence. The implementation is supported by process consultants.

Background and focus

A central idea is that the local manager and employee representatives are trained in conducting cooperative, participative workplace innovations that are rooted in the needs and primary tasks of the institution.

The intervention study is conducted in 64 municipal day-care institutions with children aged 0-6 years. The main inclusion criteria are the average short-term sickness absence and the size of the institution.

The surveys included 1.370 skilled preschool teachers and teaching assistants and 2.644 parents. Qualitative studies will be conducted in four strategically selected institutions. In addition, qualitative and quantitative implementation process studies have been performed with key actors. The main analyses focus on consequences for sickness absence, well-being and service quality, whereas detailed analyses focus on learning and effects of specific initiatives.

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InnoDoors

The InnoDoors project has over the course of two and a half years focused on developing new ways to increase industrial ability to conduct innovation.

Focus

This is in particular done through the integration of user-driven innovation methods and approaches in a value chain perspective, which allows for new ways for industrial networks to collaborate on innovative activities, based on increased understanding of and focus on the shared end-consumers.

Partners

The project takes its outset in the Danish construction material industry, and involves close collaboration with several industrial partners such as e.g. JELD-WEN Door Solutions, Inwido, Dolle, Abson and Henning Larsen Architects. The academic group consists of representatives from the Center for Industrial Production, the Construction Management group at the Department of Mechanical and Manufacturing Engineering, and the Department of Architecture and Design at Aalborg University.

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Mobilizing Institutional Reforms for better R&I Systems/ institutions in Europe (MIRRIS)

CIP is a partner in a new three-year EU project called MIRRIS. The main aim of MIRRIS is to encourage a better exploitation of European research and innovation programs and participation in the European Research Area of the 12 target countries – Denmark (represented by CIP) being one of them.

Focus

Through a process of policy dialogues the 12 partners will seek to understand how innovation systems can better address the participation to the European research and innovation area and enable innovation, competitiveness and openness. To serve this purpose the consortium sets up an approach, which builds on the engagement of a network of key players within R&D&I systems and a work plan designed around the coordination of contributions based on a multilevel approach: ranging from policy makers down to implementation bodies and operational actors.

Partners

The project is led by META Group S and carried out in a consortium including also SEA - Supporting Entrepreneurship at Aalborg University and 11 other European partners. The kick-off meeting was held in Rome on July 1st-2nd 2013.

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SolutionX

The purpose of SolutionX is to combine the best of North Jutland's business community with the latest knowledge from researchers and experts from Aalborg University. SolutionX operates as a non-profit organization, has a professional governing body, and is headed by a strategic managing director.

Focus

SolutionX participates only in development projects that serve to create new knowledge and innovation that benefits both industry and research. The team is committed to generating real and carefully planned results through close and committed partnerships with the business community.

Output

The unique partnership between companies and researchers allows for new and valuable knowledge to be created, and it noticeably improves the competitive strengths of participating companies. Researchers can furthermore build on this knowledge to develop and test new methods in relation to e.g. products, processes, and services. This establishes a truly innovative interaction between theory and practice – industry and academia.

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System clusters as levers for growth

In the winter 2013 CIP kicked off the three-year project "System clusters as levers for growth" with support from the Danish Industry Foundation.

Background

In short, the system cluster is a network that consists of one or more system suppliers, supplemented by a number of competent subcontractors, which makes the system cluster an integrated, high efficiency competence and delivery system capable of dealing with ever-increasing OEM demands.

Focus and output

The idea is that as the system supplier becomes more competent it also opens a strategic window for small-and medium-sized Danish subcontractor companies on their way into the global market. The system cluster will not only contribute to strengthening small-and medium-sized subcontractors, but also improve the system suppliers' global competitiveness.



In relation to the project two system clusters will be developed and facilitated. One cluster is built based on an existing system cluster in the appliance industry, while the other one is built in the food manufacturing industry where the concept is not entrenched to the same extent.

It is hoped that the project will be a catalyst for increasing employment levels, especially for small-and medium-sized subcontractors – and at the same time increase export via the system suppliers.

Partners

Besides CIP, the project includes a number of other experts from Aalborg University, the Danish Technological Institute, industry and of course the Danish Industry Foundation.

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“ DVI energy – “Dansk Varmepumpe Industri” (Danish heat pump manufacturer) has been involved in the GLOBAL project at CIP during spring 2013 – and the process has fully lived up to our expectations. The professional team behind GLOBAL has given us a better understanding of the diversity of different cultures in our organization, be that on organizational level or on personal level. Thanks to this new knowledge, we are now in the process of implementing a common cultural understanding across the organization as well as designing a growth strategy for the coming 3 years. The GLOBAL project has aided us in developing DVI energy from being a large smithy to now being an industrialized organization with a strong competitive position internationally. As such, DVI energy strongly recommends other companies, small as large, to collaborate with CIP.

”

– Ib Neustrup Simonsen
Commercial Director, DVI energy
Dansk Varmepumpe Industri A/S



“ My cooperation with CIP regarding Manufacturing 2025 and the GONE project has been an inspiring and learning process, where I have been able to influence future visions for manufacturing companies in Denmark. The cooperation has given me great insight into the world of research at Aalborg University as well as the world of practice in the other companies that participated in the projects. Furthermore, I have gained a lot by receiving constructive input to our daily challenges at Danfoss and that is priceless. Thus, it is absolutely a win-win situation for both CIP and us. ”

– Lars Vorm
*Vice President Supply Chain, Danfoss
Electrical Heating Systems, DEVI*





Education

The researchers at CIP are involved in a range of engineering degree programs in Aalborg and Copenhagen. You can learn more about them on the following pages.

Bachelor

Bachelor of Science in Engineering in Global Business Engineering (offered in Danish only)

The program unites and combines knowledge from a wide range of engineering and management disciplines related to developing business systems in real-life organizations operating in an increasingly globalizing world.

Bachelor of Science in Information Technologies (offered in Danish only)

The program prepares students for a career in digital business development, new media and software development.



Master

Master of Science in Engineering in Operations and Innovation Management

The objective of Operations and Innovation Management is to offer a study that will give students more extensive theoretical and methodical knowledge on the challenges related to operations, innovation and technology management in an international perspective.

Specializations in Operations and Innovation Management

Global Business Development – Aalborg

This specialization focuses on the development, operation and maintenance of business systems and aims at giving the students a balanced analytical, systemic and managerial understanding of Global Business Development. The program gives a Master of Science in Engineering degree.

Media Management - Copenhagen

By studying this program students gain skills in the technological development and strategic development of media firms. The program gives a Master of Science and Technology degree.

Global Management – Copenhagen

This program deals with the management of technological change in a global context. It is available in two versions: 1) as a Master of Science in Engineering for candidates with a bachelor degree in engineering, and 2) as a Master of Science and Technology for candidates with a non-engineering background.



Master of Science in Global Innovation Management

The program offers students the opportunity to study at two European universities, Aalborg University and the University of Strathclyde (United Kingdom) or the Technical University of Hamburg-Harburg (Germany). Focused on innovation in a global context, the program offers great depth of learning, industrial engagement and a rich cultural experience to students enrolled from all over the world.

Master of Science and Technology in Entrepreneurial Engineering

This program was launched on September 2, 2013 and combines expertise across engineering, social sciences and humanities for business innovation. The program is primarily offered to holders of a technical bachelor degree (including engineering and non-engineering). Overall, the program develops a mind-set and skills to create new value for people and organizations by combining technical skills in a creative way with business know-how. The last two semesters the program offers you the possibility to work on establishing your own business.

www.studyguide.aau.dk

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“ Studying Operations and Innovation Management has been a great decision and the education truly gives you the opportunity to understand the complexity of leading and managing in today's business environment. ”

– **Jens Ulrik Paludan**
*Operations and Innovation
Management*

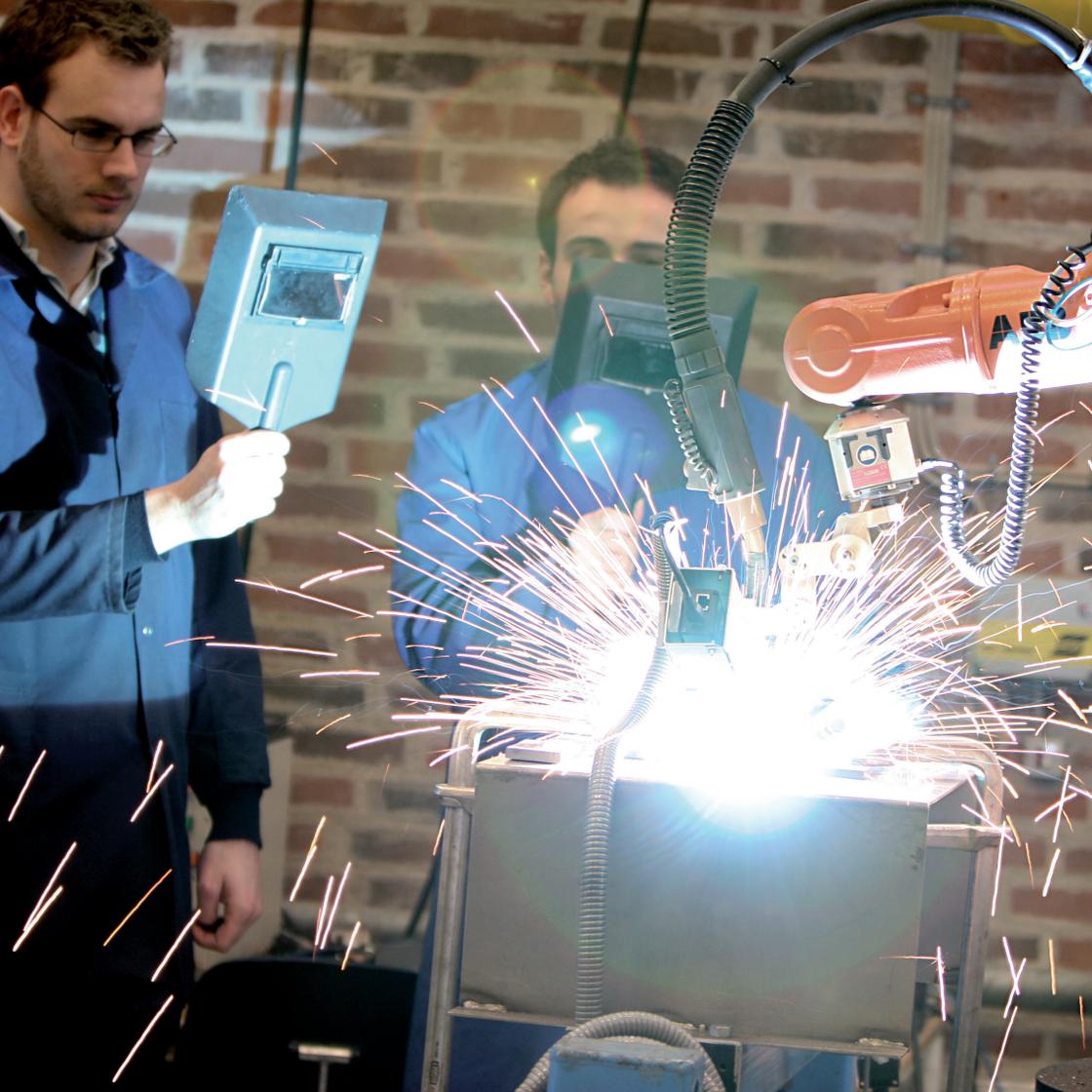


“ Real life relevance of semester projects, strong social relations, and truly global experiences were the keywords for my time as student at CIP. My Master's thesis deals with improving Grundfos' core competence in developing customized pump solutions. After graduation I was employed by Grundfos to contribute to their endeavors within global process management and business development. ”



– Terese Otte Andersen
*International Technology
Management*





Doctoral studies

PhD

CIP provides a rich and stimulating environment for students wishing to continue their education beyond the master's level and pursue a PhD degree.

Every doctoral student gets two senior advisors who are experts in the student's area of interest. The students are actively involved in every aspect of their project, from the preliminary research and project design, through participation in discussions and arrangements with the host organization, to conducting the research, collecting and analyzing the data, and presenting the results in the form of their doctoral thesis. Furthermore, the students are expected to publish and present their research findings in academic and professional publications and at international conferences.

As part of the program, students attend compulsory and elective courses from a number of departments within the university as well as those arranged and hosted by CIP.

Part-time PhD - ensure your status as an expert

CIP recognizes that it can be difficult to combine working in industry with a work full-time PhD study. This is one of the main reasons why CIP, together with the other departments of the Faculty of Engineering and Science, offers a part-time PhD program in Innovation & Technology Management to practitioners working in product and/or process research, development and engineering, with a master's degree in a relevant discipline.

The program provides you with an opportunity to reflect and establish a platform for your future career. It involves carrying out research related to innovation and technology development and management in practice under guidance of internationally renowned university supervisors and supported by relevant PhD courses.

By joining the part-time PhD program you have the chance to improve your professional skills, refresh your knowledge and thereby ensuring your status as an expert in your field, your status as an expert in your field.

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[http://www.phd.teknat.aau.dk/part-
time-phd/](http://www.phd.teknat.aau.dk/part-time-phd/)



“ I won an Erasmus Mundus scholarship for my Master’s degree in Global Innovation Management at CIP. My time at CIP was challenging and exciting. Because of the fulfilling time I had at CIP, I didn’t let go and decided to advance my career with a PhD that impacts society, industry and academia. With this, my interest matches CIP’s research strategy and I was privileged to be considered for a Sino-Danish Center for Education and Research project within my domain of interest – Globalization and Innovation Management. The focus of my PhD is to unravel mechanisms of coordinating the development of global manufacturing configurations. I hope to work in a research institute or an educational institution after my PhD, to conduct collaborative research and to make significant contributions to the research/academic community.

”



– Oluseyi Afolabi Adeyemi
PhD student at CIP



“ I have a bachelor's degree in Biomedical Engineering and decided to study for a Master's degree in International Technology Management at CIP, because I wanted to supplement my technical background with knowledge on strategy formulation, organization and innovation management. After I completed my Master's degree I started working at Vestas, where we just recently agreed that I should start an industrial PhD in collaboration with CIP. This gives me the opportunity to focus on relevant and concrete issues at Vestas, solved through use of forefront knowledge. I am specifically going to work on exploring how Vestas can learn to understand network-based business models and manage them in practice. Most of all it is important for me to work within a field that challenges me – and this is definitely possible with my industrial PhD studies. ”



– Anders Hvashøj
*Senior Specialist
Global Sales Management, Vestas
and Industrial PhD student at CIP*



“ A year after I finished my MSc in 2008 from CIP, I started looking for new learning programs to satisfy my curiosity. As soon as I saw the option for doing a part-time PhD program last year, I started mobilizing stakeholders within LEGO (my current employer) who, together with Professor Harry Boer, helped define a PhD topic that overlaps with LEGO's needs as well as my job role as an internal consultant. After 6 months the topic of 'servitization' was defined, and I officially started my PhD in March 2012. The part-time PhD is a perfect opportunity for me to maximize my learning in my current role at LEGO through action research as well as creating new knowledge. ”



– Stine Hendler Pedersen
*Business Process Manager
Operations Development, LEGO
and part-time PhD student at CIP*





MBA - manage

improve your ability to technology

CIP has made significant contributions to the establishment of Aalborg University's Master in Management of Technology (MMT) program, which was the first MMT program in Denmark.

The Master in Management of Technology (MMT) is an Executive MBA program that focuses on managing the balance between business, organization and technology. It is a two-year part-time program where the participants are working on individual company projects of strategic importance for their organizations. All participants have a management position and normally between 4-15 years of managerial experience before entering the program.

The MMT program is a ticket to a lifelong network within the MMT Alumni Association – MMT3000.

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“ The MMT program has equipped me with methodological tools which have helped me in gaining a holistic understanding of a given organization and the present situation. The tools have strengthened my analytical skills, which in turn have made it possible for me to concretize, clarify, and solve the specific challenges we face at OPLOG. The key criterion for me has been to acquire new skills, no matter the direction – and that I’ve definitely gained. ”



– Tommy Pedersen

*Branch Chief Logistic and Supply at
OPLOG Frederikshavn
and former MMT student at CIP*

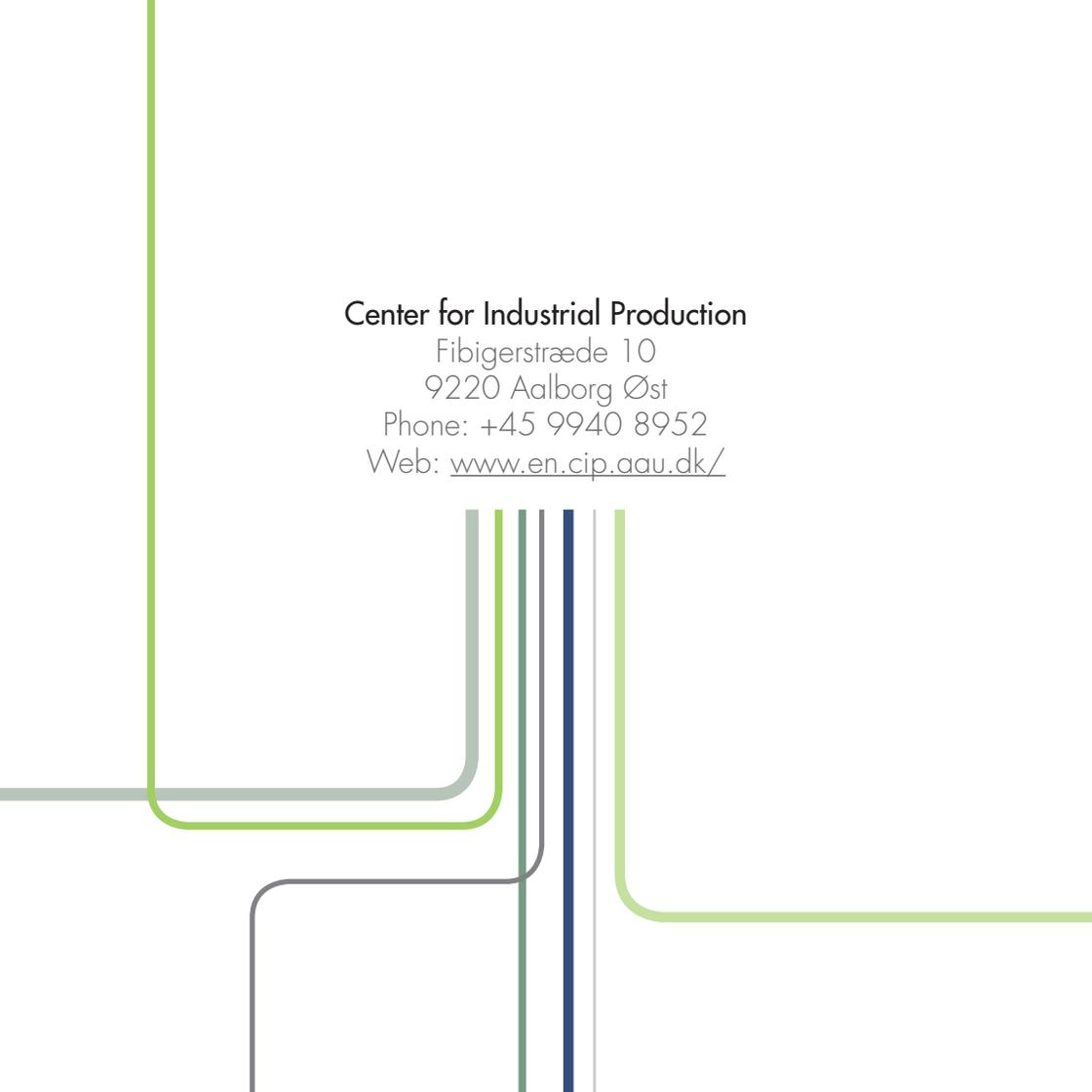


“ In my former job as a manager I was asked to find a candidate for the MMT Program at Center for Industrial Production. As I saw a great opportunity I appointed myself. The MMT program has given me a razor sharp insight into the practical use of theory and frameworks in managerial contexts and because of this I decided to become a management consultant and then later on starting a new consulting company. Today I create bottom line results in organizations by looking into the greater connections across departments. In addition, I am chairwoman of the MMT Alumni Association – MMT3000. Being a chairwoman keeps me updated on the latest knowledge at Aalborg University and simultaneously I get to have a large network. For me the outcome of the MMT Program is immeasurable and participating in the MMT program has been my best decision ever. ”



– Henriette Von Platen
*Partner & Business Coach at
KPIBUSINESS
and former MMT student at CIP*





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