Template for Industrial PhD project description

Basic information

Project title	Ensuring ethical standards within a multinational pharmaceutical corporation. - An anthropological study of business ethics across global locations within Ferring Pharmaceuticals
Industrial PhD candidate	Anna Johansson Gosovic
Company	Ferring Pharmaceuticals A/S
University, centre/institute	Copenhagen Business School (CBS), Department of Intercultural Communication and Management
Any first third party	To be added during the research, cf. description in section L
Any second third party	None

A. Objectives and success criteria (max. ½ page)

- **The project's objectives**

The aim of this PhD project is to conduct an anthropological analysis of the understanding and practice of business ethics across a global corporation. The purpose of the project is to facilitate improvement of Ferring Pharmaceuticals' efforts to ensure consistency, internalization and compliance with their ethical guidelines, *The Ferring Philosophy* across 65 business units worldwide. The project will contribute to the very limited existing research on implementation of business ethics across different national and cultural contexts. More specifically, the project will contribute by applying qualitative, anthropological methodology to an area almost only researched on a quantitative and aggregated scale. Although the success of - and compliance with - business ethics depends on staff and managers' daily behavior, the majority of business ethics research focuses on external stakeholder aspects and much less on how to actually build an ethical corporation from within. By taking an anthropological and qualitative approach, this project will contribute with an organizational focus and generate insights into how understandings and practices of business ethics differ across global business units, as well as how Ferring Pharmaceuticals can ensure *the Ferring Philosophy* nonetheless. The news value of the study is thus the focus on *internal* organizational stakeholders as well as the anthropological approach to studying the complex task of creating consistency within the understanding and practice of business ethics across different national and cultural contexts.

- **The project's success criteria**

1. A broad group of staff from Ferring has participated in the research (around 35 people); of which Global Ethics Office personnel has been followed over time in their efforts to ensure the Ferring Philosophy, and staff members in different functions within selected business units have been followed over time and studied in their local practices and understandings of these.
2. Ferring has gained more detailed and nuanced insights into how *the Ferring Philosophy* and supporting programs are understood and practiced across different cultural and national contexts; a knowledge on which they can base their future initiatives to ensure compliance with business ethics.
3. A PhD dissertation (monograph) with an academic result that contributes to fill the gap within business ethics research, 1-2 academic journal articles, a final report with insights and recommendations for Ferring Pharmaceuticals and 1-3 articles for Ferring's staff members on the intranet have been completed, as well as insights from the project have been presented at 1-2 international conferences.

B. Commercial potential (max. 1 page)

Since the beginning, Ferring has committed to full legal compliance in all areas of its operations, and also extended the meaning of compliance beyond legal requirements to include Ferring's commitment to be

ethically correct. Ferring's point of departure is that doing the right thing is not only morally and ethically correct; it is also good business – gaining the trust and loyalty of doctors, suppliers, partners and patients.

Despite its noble calling of creating new medicines to treat illnesses, the pharmaceutical industry is challenged – to a larger extent than other industries - by a somewhat tarnished reputation (Kessel 2014:984; Nussbaum 2009) [1]. Moreover, as pharmaceutical companies grow larger and more international, differences between moral and ethical standards in different national jurisdictions can translate into scandals for pharmaceutical companies on an international scale; scandals which can severely damage their reputation and revenue (Kessel 2014:985-986). Likewise, Ferring defines a strong ethical culture as one of its most unique competitive advantages. With the conviction that Ferring's name and brand – and hereby its revenue - rests upon the ethical actions of those who represent it, and knowing that cultural differences influence notions of what is ethically correct, Ferring has invested in creating the Global Ethics Office. The purpose of this office is to implement awareness programs and ensure compliance with Ferring's ethical guidelines, *The Ferring Philosophy,* and the use of the whistle blowing scheme, across the entire multinational corporation, which comprises 65 business units worldwide. Moreover, the aim is to inspire every employee to internalize Ferring's ethical principles; and hereby make right and just decisions during the course of their work, not because they are obliged to, but because they believe it is right.

In Ferring's business plan period 2016-2021, the company will engage in a more de-centralized corporate structure. During this process of decentralization, maintaining Ferring's ethical standards is central to also maintaining its market position and loyalty of central stakeholders. In order for the Global Ethics Office to do so, they need more knowledge on how *The Ferring Philosophy* is practiced and experienced across business units on a global scale and how they can improve and target their efforts to ensure it.

As ethical standards find expression in everyday actions, they must also be explored through such, and anthropological methodology is focused exactly on deriving general tendencies from small scale case studies of practice and perception. This PhD project will thus contribute to realizing Ferring's business plan for 2016-2021 with a more decentralized corporate structure and generate knowledge on how to ensure The Ferring Philosophy nonetheless. Furthermore, over the last two decades, Ferring has experienced double-digit average annual growth rates, and if prospects for future growth come true, Ferring will expand the company to more markets in the future, which consolidates the long term value of this PhD project.

Designing ethics efforts
Through participant observation and interviews with internal stakeholders, the PhD project will contribute with valuable insights on how the Ferring Philosophy is understood and practiced across different staff categories, countries and levels in the value chain. These insights will create an important knowledge base for the Global Ethics Office on which to design their efforts to ensure the Ferring Philosophy during the process of realizing the 2021 strategy and its decentralization of the corporate structure.

Targeting ethics efforts
The PhD candidate will strive to also engage with staff and managers who have only had limited contact with the Global Ethics Office and hereby contribute with knowledge on drivers and inhibitors for different parts of the organization to engage with the Office. This knowledge will assist the Global Ethics Office in targeting their efforts to hitherto unreached staff groups.

CSR impact – branding and ethical reputation
Corporate ethics and the Ferring Philosophy is one of Ferring's four CSR pillars. Having a scientific basis for its CSR efforts will further contribute to the branding of Ferring as a company that takes ethics seriously. The investment not only in a Global Ethics Office but also in a scientific research on how to improve Ferring's ethics efforts will add to the positive image and reputation of the company.

C. State-of-the-art and theoretical background (max. 1 page excl. references)

Being a study of business ethics, the PhD project inscribes itself into the broad and variegated area of CSR research. As pointed out by Aguinis & Glavas (2012), scholars have studied companies' social concerns for

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[1] http://www.ipsos.com/public-affairs/sites/www.ipsos.com.public-affairs/files/Pharma%20Reputation%20Snapshot%20-%20INTL.pdf

decades, but only recently has the interest in corporate social responsibility (CSR) become more widespread (Ibid. 933). CSR as a field of research is highly fragmented, and numerous definitions of CSR exist (see e.g. Guthey & Morsing 2014; Beal 2014; Dahlsrud 2008; Carroll 1999; Aguinis & Glavas 2012), but as Guthey and Morsing (2014) conclude, there is general agreement that corporate social responsibility is a social concept which connects the activities of the corporation to issues of concern in society at large (Guthey & Morsing 2014:555,566-567). Although companies built around e.g. fair trade products or renewable energy have integrated CSR activities into their product line (see e.g. Koskela & Vehmas 2012; Ketola 2010; Mohan 2009; Lin-Hi & Müller 2013), CSR activities are widely understood as the "doing good" of a company that lies outside of their core profit-making activities (Matten & Moon 2008:405; McWilliams & Siegel 2011:17; Lin-Hi & Müller 2013; Carroll & Shabana 2010:90). In the same vein, most CSR literature focuses exactly on the engagement of companies with society and external stakeholders.

However, business ethics and corporate values *within* companies also belong under the umbrella of CSR research. Likewise, the focus of this PhD project is not primarily the company's CSR engagement with the surrounding society but rather Ferring's CSR engagement directed towards the organization itself.

Within CSR research, organization studies are sparse and primarily represented by studies calculating the economic profit of CSR activities, the (economic) rationales of companies to engage in corporate responsible behavior as well as the impact of CSR activities on employees' engagement at work (Beal 2014:14; Lockett et al. 2006:127,132; Mueller et al. 2012; Blomgren 2011). Within these studies, researchers have identified an economic profitability of CSR activities (See e.g. Rodrigo et al. 2016; Orlitzky et al. 2003; Endrikat et al. 2014), as well as a branding potential of CSR to attract future employees, and a positive effect of CSR on the motivation of current employees (Mory et al. 2016; D'Aprile & Talò 2015; Zhang & Gowan 2012; Rodrigo & Arenas 2008; Kaler 2009). Within a more managerially and psychologically oriented branch of CSR studies, some scholars have identified specific capabilities amongst managers to create corporate values (see e.g. Gitsham 2012; Morsing & Oswald 2009), and others have emphasized the importance of a "fit" between managers' and employees' own values and the corporate values when aiming to ensure their dedication to these (Duarte 2010; Hemingway & Maclagan 2004; Potocan & Nedelko 2015). Thus, under the broad umbrella of CSR research, corporate values and business ethics are also highly heterogeneous research areas.

One trend should be emphasized, however; namely the shift in focus from primarily Western contexts, dominated by US based research, to an increased focus in recent years on emerging markets and cross cultural dimensions of CSR and business ethics (Miska et al. 2016:2; Lund-Thomsen et al. 2016; Noronha et al. 2013; Chan et al. 2010). Within this trend, a branch of literature is concerned with cultural differences in cognitive structures behind ethical reasoning across cultures (Holmquist 2013; Cherry et al. 2003; Thorne & Saunders 2002). These studies conclude in different ways that significant national, cultural traits influence ethical decision making within corporations. A new study of drivers for multinational companies' CSR strategies (Miska et al. 2016) further points towards the external pressures on global corporations to balance global integration of CSR activities with locally responsive CSR and thus to the logic of the integration-responsiveness framework (Miska et al. 2016:3; Bartlett & Goshal 1989), which emphasizes the opposing pressures and expectations of home- and host country for how CSR should be enacted (Miska et al. 2016:4).

However, efforts to implement corporate ethics across cultures and to translate ethical standards into different cultural contexts are sparsely researched, and the vast majority of previous studies are based on quantitative data (Aguinis & Glavas 2012). In their review of CSR research, Aguinis and Glavas (2012) point out a knowledge gap due to the shortage of qualitative and longitudinal studies within in CSR research (Aguinis & Glavas 2012:953-954); a conclusion which is widely supported (see e.g. Søderberg 2015:232; Morgeson 2013:805,812; Gertsen & Zølner 2012:102; Lockett et al. 2006:127,132; Jackson & Artola 1997:16).

Two qualitative studies focusing on cross-cultural corporate value implementation have been identified; one of which, however, focuses more on strategy implementation in general (Søderberg 2015; Gertsen & Zølner 2012). These two studies were part of the same research project and explore local *perceptions* of corporate values but give only little attention to *practices* of these values (Søderberg 2015; Gertsen & Zølner 2012). This is primarily due to the applied methodology, as these studies are based on interviews and limited short term observation of selected informants rather than longitudinal participant observation

(Gertsen & Zølner 2012:108; Søderberg 2015:237). Perceptions and practices often diverge and influence each other in unforeseen ways. Therefore, an understanding of praxis is crucial to understanding how staff and managers enact a company's business ethics in their everyday working lives. No anthropological studies based on a combination of longitudinal participant observation and interviews have been identified within this area of research, and thus, this PhD project will be an important contribution to filling the aforementioned knowledge gap within CSR research in general and business ethics research in particular.

D. Project description (max. 4 pages excl. references)

Introduction and research questions

Ferring Pharmaceuticals' knowledge on how their main ethical principles and company values, *The Ferring Philosophy*, are practiced and experienced across business units on a global scale is sparse and fragmented. Ferring needs more systematic and empirically founded knowledge in order to improve and target their efforts to ensure that ethical guidelines and ethical procedures such as e.g. the whistle blowing scheme, are followed within the entire organization. Based on this request, the PhD project will explore:

How is the Ferring Philosophy practiced and experienced by staff and managers in different parts of the organization, and how could Ferring Pharmaceuticals work to successfully ensure the Ferring Philosophy across multiple business units on a global scale?

In order to answer the problem statement above, the project will be guided by the following research questions:

1. How do employees at the Global Ethics Office narrate the Ferring Philosophy, and what is the underlying assumption about business ethics and the channels of influence and impact behind the ways in which they work to ensure them across the global corporation?
2. How do employees at the Global Ethics Office and middle- and senior level management give sense to the Ferring Philosophy, and how is it made sense of, recontextualized and brought into action by staff and managers within the global corporation?
3. Studying through the Ferring Philosophy, what different factors within the organization and beyond shape the understanding and practice of it?
4. Can staff members at different business units be said to share a local (workplace) culture and if so, what is the impact on the extent to which the Ferring Philosophy is internalized and how it is perceived and applied within the everyday work?

Theoretical framework

In the following, the main theoretical approaches that will be applied to answer the problem statement and research questions will be described.

Narrating the Ferring Philosophy

Within organization studies, much has been written about organizational storytelling and narratives (see e.g. Collins & Rainwater 2005). In order to understand how assumptions and understandings of the organization translate into a strategy for ensuring business ethics and how such understandings match and differ, the PhD project will apply a narrative approach (Cf. Boje 1991; Czarniawska 1997; Jordan 1996). Guided by the first research question, the project will explore the narratives of staff members within the Global Ethics Office to gain insight into the perceptions of the Ferring Philosophy as well as the assumptions of how it can be ensured within the corporation. Most of the literature on storytelling and narratives within organizations focuses on the formative capacity of storytelling with regard to organizational culture (Cf. Ibid.). The aim of the first research question, however, is to explore the narratives about the Ferring Philosophy in order to understand what underlying assumptions guide the work of the Global Ethics Office.

Giving sense to business ethics and the Ferring Philosophy as practice

This PhD study will take the point of departure that business ethics is something that people *do* rather than something that a company *has* (See also Søderberg 2015:233), and guided by the problem statement, the project will explore the practices and experiences of the Ferring philosophy across global business units.

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Søderberg (2015) focuses on the difference between the sense-*giving* processes of CEOs when formulating a strategy and laying out a preferred interpretive scheme for it and the sense-*making* processes of local staff and managers when translating a strategy into everyday situations (Ibid. 234,252). Through the second research question and a similar emphasis on the processes of sense-making and sense-giving, this PhD project will explore how the Ferring Philosophy is socially negotiated and reshaped when being introduced into a social space where different internal and external stakeholders engage with, contest, adopt and remould it. Brannen (2004) introduces the concept of recontextualization, referring to the ways in which organizational assets take on new meanings when introduced into different cultural contexts (Brannen 2004:395; see also Søderberg 2015:234). Guided by the second research question, the project will explore the recontextualization of the Ferring Philosophy and the practices resulting from this amongst staff and managers in various parts of the corporation.

Studying through business ethics
Social scientists who work with small scale locations, case studies etc. often struggle with how to analyze what is happening in a particular ethnographic location when it is part of large scale systems of power and processes of change in which multiple actors have great influence (Wright & Reinhold 2011). The analytical and methodological approach to studying such processes proposed by Wright and Reinhold (2011) is highly relevant in the area of business ethics and efforts to ensure these across a global corporation. The authors introduce the concept of *studying through* which is to trace a policy (or, in this case; a set of ethical guidelines) via ongoing discussions that track back and forth between different sites, different people and different means of communication. The authors broaden the objects of studying so that not only people are observed and analyzed but also law texts, newspaper articles, document archives etc. The method of studying through different materials and stakeholder perspectives avoids presuming a hierarchical relation between those who have formulated the ethical guidelines and the strategy for ensuring them, and the governed on whom these guidelines are sought implemented (ibid.).

In a global business context, it will be useful to apply a similar analytical perspective and methodological strategy and study through The Ferring Philosophy, and how it is formulated and approached within official documents, in intranet advertisements, in teaching material as well as by different stakeholders at different levels of the organization. Guided by the third research question and by *studying through* the Ferring Philosophy, this PhD project will explore how the philosophy is contested, negotiated and reshaped in the process of travelling from the Global Ethics Office and middle- and senior level management to other parts of the corporation (cf. Czarniawska & Joerges 1996; Søderberg 2015).

On branch groups and boundaries
During processes of internationalization, global companies are confronted with challenges to remain one company across physical distances and sociocultural contexts (See e.g. Azevedo 2011). When understanding notions of cohesion or difference, the PhD project will turn to an anthropological classic; namely Frederik Barth's famous work on boundary maintenance (1970). Barth argues that neither similarities nor differences are important to community building within a group. What is important is the *significance* associated with certain differences or similarities. Thus, differences will always exist, but the particular differences that are perceived as important within a group constitute the boundaries of that group and thus constitute the group itself. Guided by the fourth research question, the PhD project aims to understand what similarities and differences between different business units in different locations as well as between professional groups are understood as significant and how these might impact the understanding, internalization and practice of the Ferring Philosophy.

Research methods and empirical setting
The main empirical setting for the PhD project is one of Ferring Pharmaceuticals' R&D facilities, the International PharmaScience Center (IPC), in Ørestad, Denmark, where the Global Ethics Office is located. The main task of the Global Ethics Office is to create company-wide awareness and ensure the adherence to The Ferring Philosophy across Ferring's many business units.
The empirical data will be generated through interviews and anthropological fieldwork; methodologies differentiating themselves from quantitative methods by exploring practices as well as subjective

experiences and understandings. During the fieldwork, the anthropologist engages with the people targeted by the research by participating in their daily working lives as well as through interviews and conversations (Dewalt & Dewalt 2002:1-2). This methodology is particularly useful in order to answer the problem statement and research questions of the present PhD study, as values and ethics are rather subjective and inherent perceptions that find expression in everyday actions and thus need to be explored through such. Moreover, within a cross-cultural context, although words and concepts might be shared, they often contain different meaning, depending on the cultural setting; something which has long been studied within semantics (See e.g. Brannen 2004). The fieldwork will be conducted throughout most of the project period but intensified particularly during the second, third and fourth semester, where the PhD candidate will endeavour to explore practices and experiences of the Ferring Philosophy within different continents and different parts of the value chain. Besides the Global Ethics Office and the Danish R&D centre, the PhD candidate will conduct fieldwork within the Corporate Headquarter in Switzerland, as well as in a sales unit within the Asia-Pacific (APAC) region, and within a Latin American manufacturing site.

The Ferring Philosophy and official definitions

In order to explore how the Ferring Philosophy is narrated and given sense to by headquarter management and Ethics Office personnel, the PhD candidate will begin by conducting fieldwork within the Global Ethics Office in Denmark and later spend 3 weeks within the corporate headquarters in Switzerland; access to which will be facilitated by the head of the Global Ethics Office. At headquarters, Ferring's CSR taskforce and the Ferring Issues Taskforce (FIT) are based. The head of the Global Ethics Office is a member of FIT, which focuses on developing appropriate responses to critical inquiry; responses that correspond with the Ferring Philosophy. At first, unstructured interviews will be conducted, where the PhD candidate merely has topics for the interviews but only exerts little control over the interaction (DeWalt & DeWalt 2002:122). The purpose of conducting unstructured interviews early in the fieldwork is to gain a general understanding of the terminology of the field and central subjects of concern around which to design interview guides and strategies for participant observation. Later, when trust has been established with a number of central employees and managers, semi-structured interviews will be conducted with an interview guide containing more focused questions and prompts in order to be able to analyze the interview data in a structured manner afterwards (Kvale 1994:134). The purpose of conducting these semi-structured interviews is to gain an understanding of the intended meaning and practice of the Ferring Philosophy and its supporting programs, such as e.g. the intended use of the whistle blowing scheme (cf. Spradley 1979:65, 85-86; Madden 2010:67-74).

As part of their work, the Global Ethics Office maintains and develops an extensive site on the Ferring intranet, containing guides, tutorial films and stories, facilitation toolkit for ethics workshops etc.

After having conducted initial interviews, this digital content will be used both as a source of data about official definitions of the Philosophy as well as a point of departure for later interviews.

The Global Ethics Office and its ethics implementation efforts

During the entire project, the PhD candidate will be placed organizationally within the Global Ethics Office and hereby have access to material, informants and activities to participate in and study. Like other anthropologists in business settings before, and as part of the participant methodology, the candidate will participate, however on a limited basis, in the daily work of the Global Ethics Office in order to gain an understanding of its challenges and logics (see e.g. Krause-Jensen 2010). Moreover, this will create a natural platform for the candidate from which to recruit participants and interviewees for the research. The use of participant observation thus entails the PhD candidate following and engaging with colleagues in their work to translate the Ferring Philosophy into different contexts across global units. Participant observation is an invaluable method to gain insight into practices and discourses as well as possible gaps between actions and articulated intentions. Using this method, the candidate will participate in the field of study in order to comprehend through her own experience how the Ferring Philosophy is sought ensured. At the same time, however, she keeps an analytical distance in order to analyze the insights she has gained (Dewalt & Dewalt 2002). As Alvesson (2003) points towards, doing ethnography within a work setting, the researcher might sometimes be more of an "observing participant" and conduct *self-ethnography* which is to utilize one's position within e.g. a work setting for research purposes (Alvesson 2003:174-176).

Moreover, being a fieldworker in a business setting requires flexibility in the method (cf. Czarniawska 2007; Gusterson 1997; Krause-Jensen 2010), and the PhD candidate is expected to oscillate on a continuum between observation and participation (See Madden 2010:77-84; DeWalt & DeWalt 2002:19-20).

Amongst other tasks, the work of the Global Ethics Office consists of conducting workshops and capacity building training of local staff and managers within Ferring's business units worldwide. Besides the daily work of the Global Ethics Office in Denmark, the PhD candidate will participate in some of these workshops and trainings abroad and explore how they are received and made sense of by local staff and managers. In order to gain further knowledge into local understandings of the efforts to ensure the company values, participant observation will be supplemented with semi-structured interviewing of workshop facilitators as well as local staff and managers.

Ethics abroad – The Ferring Philosophy away from the Global Ethics Office
In order to explore practices of the Ferring Philosophy, how it is recontextualized amongst staff and managers elsewhere in the corporation and what impact local culture might have on the company values, the PhD candidate will also conduct fieldwork abroad on her own, detached from the workshop and training settings of the Global Ethics Office. More specifically, she will spend the aforementioned 3 weeks in the global headquarter in Switzerland as well as 3 weeks in one of Ferring's manufacturing sites in Latin America and 3 weeks with a sales unit in the APAC region, where the Global Ethics Office has trained a number of local ethics trainers. The access to studying these business units will be facilitated by the head of the Global Ethics Office. Participation with local APAC trainers has a dual aim; firstly to explore how staff and managers are being trained in the company values by local trainers outside of the Global Ethics Office, and secondly, it will serve as a platform for recruiting participants for further research in the sales unit.

When conducting fieldwork abroad, neither skills nor position allows the PhD candidate to participate and e.g. do other people's manufacturing or sales tasks (cf. Gusterson 1997). In these situations, the PhD candidate will conduct what has been termed *shadowing*; a technique specifically for settings where the fieldworker follows selected people in the course of their work (Czarniawska 2007). Shadowing and participant observation will be supplemented by semi-structured interviewing as well as a group interview with the local APAC ethics trainers about their understandings of the Ferring Philosophy.

Positioning in the field
Being organizationally affiliated with the Global Ethics Office, one primary ethnographic concern is not to be confused with an ethics "auditor" or another type of compliance officer, as it might be an inhibitor to staff and managers' willingness to participate in the research. The social role of the ethnographer holds great significance for the access to the field and its people (Hasse 1995), and the PhD candidate will maintain focus throughout the fieldwork on positioning herself exactly as a PhD fellow and emphasize her research ethics, including the anonymization of research participants. Although the anthropologist is always obliged to respect anonymization as a premise of the fieldwork, it is particularly pronounced when doing research in places where people have careers at stake (Cf. Gusterson 1997).

On coding, analysis and ethnographic validity
Central to qualitative data production are the field notes written by the researcher (See e.g. Sanjek 1990; Sanjek & Tratner 2016). Throughout the fieldwork, thorough field notes will be written, and interviews will be recorded and transcribed by the PhD candidate. Field notes and interview transcriptions will be coded with the use of a qualitative data analysis software such as e.g. NVivo or ATLAS.ti. The PhD candidate will begin the coding process with *first cycle coding* where the qualitative data is merely ordered according to emergent themes (Saldaña 2009:45). Later, during *second cycle coding*, the initial codes will be grouped into thematic areas which will form the basis of the analysis along with research literature and theoretical concepts (Saldaña 2009:149). As Madden (2010) points out, coding is a dual exercise of both ethnographic facts and the ethnographer's choice. Thus, coding qualitative data is a matter of indexing concrete events in the field as well as organizing the interpretive and hypothetical aspects of the primary data (Madden 2010:141; see also Kouritzin 2002). Exactly because of the influence of the researcher, validity is a central concern within qualitative research. As Sanjek (1990) writes, validity lies at the core of evaluating the quality of ethnography, and ethnographic validity is reached through transparency in how the ethnographic

data was gathered, recorded and analyzed (Sanjek 1990:395-404). In this PhD project, validity will be reached through exactly such theoretical and methodological transparency as well as through triangulation of methods, theoretical perspectives and sources of information.

E. Publication plan (max. ½ page)

Proposed title and date of publication	Proposals for one or more acknowledged research journals as desired place of publication
2 conference papers (August 2018, June/July 2019)	Please see the list of attended conferences in section F
Ensuring corporate values across the MNC – a review of existing research on global, corporate value integration *(Spring 2017)*	*Business Ethics Quarterly* (Peer reviewed)
Adding cultural sensitivity to ethics - Anthropological insights into corporate ethics implementation across a global corporation (Fall 2018, based on conference paper)	*International Journal of Cross Cultural Management; Journal of Business Ethics;* or *Strategic Management Journal* (All are peer reviewed)
PhD dissertation, monograph (January 2020)	-

Non-academic publications
One article in Ferring Pharmaceuticals employee newsletter (Fall 2017)
Two articles on the Ferring global intranet (Fall 2018 and 2019)

F. Courses, conferences and stays abroad (max. ½ page)
- **PhD courses**
The PhD candidate will attend relevant thematic, theoretical and methodological courses at CBS and as a visiting scholar abroad. The total amount of attended courses will comprise 30 ECTS. At CBS, the PhD candidate plans to participate in the following PhD courses: 1) Perspectives on Communication, Organization, and Culture, 5 ECTS. 2) Methodology in Organization and Management Analyses, 5 ECTS. 3) Using semi-structured interviews in international and cross cultural contexts, 5 ECTS. 4) The Use of Concepts: Choosing and Unfolding Concepts in PhD Theses, 5 ECTS.

- **Conferences, seminars**

Conference name	When and where	Role and purpose
Annual Conference of the Society for Business Ethics[2]	August 2018, location to be determined.	The candidate will contribute with a so called Emerging Scholar Submission; an opportunity for PhD fellows to submit preliminary work and discuss it with a panel of senior researchers within the field of business ethics.
Annual conference of the Academy of International Business[3]	June/July 2019, location to be determined.	The candidate will present her research at the so called Doctoral Student Consortium; an opportunity for PhD fellows in the dissertation stage of their programs.

- **Stays abroad**
A three month stay as a visiting scholar at the Centre for Responsible Business at University of California Berkeley, Haas School of Business is planned. The Executive Director of this research centre is Robert Strand, who served as Assistant Professor of Leadership & Sustainability at the Department of Intercultural Communication and Management (ICM) at CBS, where he also completed his PhD within the field of CSR. Strong ties thus remain between ICM and the University of California Berkeley, Haas School of Business.

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[2] http://sbeonline.org/?page_id=2040
[3] https://aib.msu.edu/events/annualmeetings.asp

G. Dissemination plan (max. ½ page)

Knowledge dissemination for Ferring Pharmaceuticals		
Dissemination type	**Time**	**Hours spent**
Annual reports for Ferring Pharmaceuticals; 2 of which contain preliminary findings and one which contains final recommendations.	Winter 2017, Winter 2018, Winter 2019.	150 hours
Presentations for Ferring Pharmaceuticals' 1) Ethics Committee, 2) Group General Council and 3) staff members at staff meetings.	Continuous; beginning in Summer 2017	120 hours
Articles for the Ferring intranet, in newsletters etc.	Beginning in Spring 2017	40 hours
Academic knowledge dissemination		
Dissemination type	**Time**	**Hours spent**
Academic articles (cf. publication plan)	Spring 2017, Fall 2018	200 hours
Conference papers and (cf. conference attendance list)	Summer 2018, Summer 2019	100 hours
Teaching CBS students (e.g. qualitative methods)	Fall 2018	150 hours
Guest lectures at CBS about final results	Winter 2019/2020	80 hours
Total amount		**840 hours**

H. Structure and time schedule (max. 1 page)

Year	Spring semester work package	Fall semester work package
2017	**Planning and introduction** (Primary workplace: CBS) • Literature search • Initial contact to relevant stakeholders within Ferring Pharmaceuticals • Writing literature review article • Participating in the Annual conference of the European Group for Organization Studies (EGOS) in Copenhagen (July).	**Fieldwork** (Primary workplace: Ferring Denmark) • Qualitative data collection through fieldwork based in Denmark • Writing annual progress report for Ferring • Transcribing and primary coding of empirical data.
	Milestone • Overview of the working methods and work program of the Global Ethics Office • Overview of relevant literature on global ethics implementation **Output and success criteria** • Final project plan and research design • Interview guides and strategies for participant observation • Literature review article for Business Ethics Quarterly	**Milestone** • Empirical data collection with a focus on the work and implementation strategies of the Global Ethics Office. **Output and success criteria** • Empirical data including interviews and field notes from participant observation • Annual progress report for Ferring: Focusing on efficiency and quality of ethics efforts (cf. section B) • Article for the Ferring employee newsletter • Presentation for Ferring's Ethics Committee
2018	**Data processing and fieldwork** (Primary workplace: Ferring Denmark) • Fieldwork in Denmark and Switzerland • Participating in the Annual Conference of the Society for Business Ethics (August) • Transscribing, coding and analysis of empirical data.	**Fieldwork and knowledge dissemination** (Time divided 50/50 between Ferring and CBS) • Fieldwork in Ferring Denmark, the APAC region and Latin America. • Teaching CBS students in applied qualitative methods • Writing article for the International Journal of Cross Cultural Management
	Milestone • Empirical data collection. • Coding and analyzing empirical data. • Disseminating methodological and empirical knowledge through a conference paper and participation in the Annual Conference of the Society for Business Ethics **Output and success criteria** • Conference paper • Presentations for Ferring's ethics committee, group general council and staff members	**Milestone** • Disseminating knowledge through article; e.g. for the International Journal of Cross Cultural Management • Disseminating knowledge through teaching of CBS' students **Output and success criteria** • Annual report for Ferring: Focusing on widening the scope of the Global Ethics Office (cf. section B) • Article for the Ferring Intranet • Article for the International Journal of Cross Cultural Management

2019	**Data processing and analysis abroad** (Time divided 50/50 between Ferring and Berkeley) • Visiting scholar at the Centre for Responsible Business at University of California, Berkeley. • Completing fieldwork with Ferring Denmark • Participating in the annual conference for the Academy of International Business (June/July)	**Dissertation** (Primary workplace: CBS) • Finishing dissertation • Writing final report for Ferring • Writing article for the Ferring intranet • Guest lecturing at CBS
	Milestone • Disseminating methodological and empirical knowledge through a conference paper and participation in the annual conference for the Academy of International Business • Transsscribing, coding and analysis of empirical data in collaboration with researchers from the Centre for Responsible Business at Berkeley. **Output and success criteria** • Conference paper.	**Milestone** • Disseminating knowledge through guest lectures at CBS **Output and success criteria** • Final report for Ferring: Focusing on final recommendations • Presentation for Ferring's Ethics Committee, Group General Council and at staff meetings. • Article for the Ferring Intranet • PhD dissertation (monograph)

Please find a supplementary Gantt chart in the appendix.

I. Time allocation

Allocation of the Industrial PhD candidate's time	in months	in % of project time
In Danish division of host company	15	42 %
In non-Danish divisions of host company	3	8 %
At other companies or organisations	0	0 %
At the host university	15	42 %
At other universities and research institutions	3	8 %

J. Company (max. 2 pages)

- **The company and its activities**

History and company profile

Ferring Pharmaceuticals was founded in 1950 in Malmö, Sweden, as Nordiska Hormon Laboratoriet, by Dr. Frederik Paulsen. In 1954, he changed the name to Ferring Pharmaceuticals, which through the years has grown as a business, developing and selling pharmaceutical products based upon natural, pituitary-produced peptide hormones. The products are targeted towards five main therapeutic areas; reproductive health, urology, gastroenterology, endocrinology and orthopaedics and thus focus on the treatment of conditions that can severely lower the quality of life of those suffering from it.

Currently, Ferring has 65 global business units with more than 5800 employees; 500 of which are located in Denmark. These units cover the entire value chain, spanning from R&D activities to manufacturing, packaging, distribution and sales. Since beginning, Ferring has experienced unique growth, and for the past decades, Ferring has had double-digit average annual growth rates, which only seem to increase in the future. The 2015 revenue was 1.8 billion Euros.

Product focus areas

Ferring focuses on the development of new medicines within the aforementioned five therapeutic areas, and has three key areas of interest in their work. Firstly, Ferring has the world's largest portfolio of peptide-based medicine, and peptide based drugs are at the centre of Ferring's R&D activities. Secondly, Ferring is specialized in researching and developing biotechnology derived medicines, such as recombinant proteins and other biologics. Thirdly, Ferring works to improve methods of so called drug delivery, referring to the ways in which the medicine enters the body, in order to make medicine as patient-friendly as possible.

Research and development

Ferring is a highly science driven company, which invests heavily in the process of creating new medicines. It does so within its own research and development centres and through research collaboration with scientific institutes as well as biotechnology and pharmaceutical companies throughout the world. Thus, Ferring has a long tradition for engaging in collaborative projects with academia and is thus an experienced partner company in the industrial PhD project. Moreover, initial meetings between the company supervisor, university supervisor and the PhD candidate have been held in the phase of writing the project description, in order to match expectations and agree on objectives of the research from the outset.

Ferring's four CSR pillars

Ferring focuses its CSR activities within four pillars; People, Environment, Community and Business Ethics.

As a CSR pillar, *People* refers to the ways in which Ferring strives to put the patients who use Ferring's products as well as their families and healthcare professionals at the centre of their work. Furthermore, *People* also refers to the importance of Ferring's employees, their development, safety and wellbeing.

Environment refers to how Ferring as a global business strives to improve the environmental footprint of their activities throughout the supply chain, and *Community* refers to Ferring's CSR activities of more philanthropic character that lie outside of their core profit making area.

Business ethics as a CSR pillar refers to the standards that define the company's legal obligations and ethical conduct. It also covers Ferring's approach towards other stakeholders such as suppliers and business partners as well as those working in the supply chain; ranging from responsible sourcing to responsible marketing of products. A central guideline for this pillar of Ferring's CSR activity is the Ferring Philosophy, and this PhD project will thus support a central part of Ferring's CSR activities.

Ferring's global locations

Over the past few decades, Ferring has developed a strong international profile, with 65 local product development, marketing and sales companies worldwide. Moreover, Ferring distributes its products in more than 110 countries. Ferring has nine development sites around the world that include six product development laboratories in Copenhagen (Denmark), Parsippany (US), Glasgow (Scotland), Be'er Tuvia (Israel), Basel (Switzerland) and Mumbai (India). The main pharmaceutical development hub is located in Copenhagen. In-house production is carried out in Argentina, China, the Czech Republic, Germany, India, Israel, Mexico, Scotland, Switzerland and the USA. The global headquarter is located in Saint-Prex, Switzerland. Thus, Ferring is a highly international company, spread across continents, countries and cultures, into which the work with the aforementioned four CSR pillars needs to be recontextualized. Within this complex, international organizational reality, this PhD project will contribute with knowledge on how Ferring can improve and target their efforts within the CSR pillar of Business Ethics and ensure that ethical guidelines are followed across countries, cultures and levels in the value chain.

- **The candidate's placement in the company**

The Global Ethics Office

The Global Ethics Office is the corporate business unit assigned to work with corporate ethics by carrying out the directions given by the Ethics and Compliance Committee under the Board of Directors, to which the head of the Global Ethics Office reports directly. The Global Ethics Office has the overall objective to create awareness about the Ferring Philosophy and to support and monitor the application of ethical guidelines and procedures throughout the organization. The head of the Global Ethics Office participates in meetings in the Ethics and Compliance Committee under the Board of Directors and will thus be a central source of information for the PhD candidate about the work and purpose of The Global Ethics Office.

Organizationally, the Global Ethics Office is part of the Compliance, Ethics and Legal Team (CELT); a corporate unit consisting of 65 people. Physically, the Global Ethics Office is located within Ferring's premises in Ørestad, Denmark. The PhD candidate will be part of – and share an office space with - the Global Ethics Office here. The main company supervisor, Susanne Korsgaard, is currently head of the Global Ethics Office and has built up the Office from the beginning, including all its activities and projects such as e.g. the whistle blowing scheme. Later in 2016, she will entrust the position as head of the office to the co-supervisor, Jade Shields, but continues as part of - and advisory consultant to - the Global Ethics Office and

with the important task of supervising this PhD project. Hereby, the PhD candidate will have access to daily sparring with the supervisor as well as other Global Ethics Office personnel. The co-supervisor, Jade Shields, is currently head of the Compliance and Ethics office in the USA but will soon be relocated to the corporate headquarters in Switzerland, from where he will lead the Global Ethics Office. He will thus make out a central access point for the PhD candidate to access research participants at headquarters. Besides the IPC in Denmark, the PhD candidate will also follow Global Ethics Office personnel in their work to ensure the Ferring Philosophy abroad, as well as conduct studies of her own. During these studies abroad, the company supervisor will ensure that an office space is arranged and a local contact person is appointed in order to facilitate the PhD candidate's access to relevant information and research participants.

- **Any exit strategy**

Ferring Pharmaceuticals is a well-founded company of 5800 employees within 65 countries, as well as with steady and increasing growth rates, and thus with strong finances to fund the PhD project throughout the project period. Moreover, Ferring has a strong dedication to their business ethics; the Ferring Philosophy. Bearing this in mind, the need for an exit strategy is deemed highly unlikely. Should the project, for any unforeseen reason, need an exit strategy, a broad range of multinational companies share the challenge of ensuring business ethics and corporate values across the entire corporation. Continuing the study with similar objectives in a different company is therefore considered possible. Particularly when bearing in mind the strong network of companies and organizations maintained by CBS and the university supervisor.

K. University (max. 1 page)

- **Description of the university and centre / institute**

The Department of Intercultural Communication and Management (ICM) is part of Copenhagen Business School (CBS). ICM conducts international research and constitutes the organizational framework of a number of higher education degrees from BA to PhD level. The department employs 223 academic staff members; of whom 64 are permanent academic staff and 36 are PhD fellows. ICM's academic staff is international and drawn from a wide range of fields and disciplines. They conduct their research by means of multiple methodologies, including e.g. in-depth interviews, focus groups, participant observation and document analyses. Thus, methodologically, the department contains a broad knowledge base within qualitative research and provides ample opportunity for the PhD candidate to discuss methodology.

Focusing on a number of distinct but connected challenges and fields, ICM researchers aim to explore how globalization changes and challenges the conditions of managing and organizing. The uniting elements of ICM's research are 1) *relations* between a business and its stakeholders at home and abroad, and 2) *Communication and Culture* – looking into the creation, mediation and interpretation of meaning in and around contemporary organizational life[4]. Being a study of cultural understanding and practices of the Ferring Philosophy as well as of negotiated meaning and relations between Ferring's staff members worldwide and the Global Ethics Office, this PhD study places itself within the main focus- and research area of ICM. Moreover, one of ICM's primary internal research groups is the CBS Centre for Corporate Social Responsibility (cbsCSR). cbsCSR is one of Europe's top research centers on CSR and has become an internationally recognized knowledge hub for CSR research, teaching and outreach activities that are relevant for both researchers, students and business practitioners[5]. Focusing on organizational and cross cultural aspects of CSR, the PhD project will be anchored in cbsCSR and thus within a large research environment with ample opportunity for knowledge sharing.

The PhD candidate will be enrolled in the Doctoral School of Organisation and Management Studies (OMS), which is linked with the academic environments at the Department of Management, Politics and Philosophy, the Department of Organization, the Department of Intercultural Communication and Management, and the Department of Business and Politics; all of which are part of CBS. The aim of OMS is

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[4] http://www.cbs.dk/en/research/departments-and-centres/department-of-intercultural-communication-and-management/about-us
[5] http://www.cbs.dk/en/research/departments-and-centres/department-of-intercultural-communication-and-management/centre-corporate-social-responsibility

to create an active national and international research environment at CBS for doctoral students, who deal with organization and management in a theoretical and empirical manner.

As the PhD project focuses on organizational and cross cultural aspects of business ethics, Professor Anne-Marie Søderberg has been assigned as the main university supervisor. She focuses on cultures, cross cultural management as well as cultural constructions and learning, and has thorough experience with qualitative methodology. Søderberg has been involved in a number of longitudinal case studies of socio-cultural integration processes and has written extensively about how managers and employees make sense of and give sense to complex organizational matters. She was director of the strategic research program "Cultural Intelligence as a Strategic Resource" (2008-2011), which focused on intercultural learning processes among managers and employees in globalizing Danish companies, as well as the organizational conditions for developing cultural awareness and sensitivity. Thus, Søderberg is founded within the subject area as well as within the theoretical and methodological approach of the PhD study. Søderberg has previously been the main supervisor of 12 PhD projects; 6 of which were industrial PhDs, and all of which have resulted in the candidate obtaining the PhD degree. Moreover, she has been on the assessment committee for 26 PhD projects and thus has thorough experience with successfully supervising and assessing PhD projects. Søderberg is member of a number of scientific committees and advisory boards and has been member of numerous external and internal assessment committees for professorships and PhD scholarships. Moreover, from her research collaborations with various companies, Søderberg has thorough experience with communicating academic knowledge into a business setting; something which will be particularly useful when supervising an industrial PhD candidate.

L. Third parties (max. 1 page per third party)

- **Description of any third party**

During the PhD project, a secondary university supervisor from CBS will be assigned. The purpose of the secondary supervisor is to add skills and knowledge to the PhD project that lie outside of the field of specialization of the primary supervisor. For that reason, the secondary supervisor is assigned later in the project period when such needs and shortcomings in relation to the development of the PhD project have been identified. One possibility already identified, however, is Esben Rahbek Pedersen who was head of the CBS assessment committee which approved the relevance and academic quality of this PhD project. Esben Rahbek Pedersen is a professor within the field of CSR as well as the director of the Centre for Corporate Social Responsibility (cbsCSR) at CBS.

M. Literature

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Appendix 1: Gantt Chart

Tasks/time	2017		2018		2019	
	Spring semester	Fall semester	Spring semester	Fall semester	Spring semester	Fall semester
Making the research design	██	██	░			
Fieldwork		██	██	██	▓	
Fieldwork in Denmark		██	██	██	░	
Fieldwork abroad			██	██		
Analysis		▓	██	██	██	▓
Coding, transcribing and analyzing		▓	██	██	██	▓
Analysis abroad as a visiting scholar					██	
Knowledge dissemination						
Annual reports for Ferring		██		██		██
Writing/publishing articles for academic journals	██			██		
Conference attendance	██					
Conference papers				██	██	
Teaching and guest lecturing				██		██
Presentations for Ferring's ethics committee, group general council and staff members		██	██			██
Writing articles on Ferring's intranet, newsletters etc.		██		██		██
Writing PhD dissertation	██	██	██	██	██	██
PhD courses	██	██	██	██	██	██