

**Personal data**

Lars Johan Bengtsson, born February 1958

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**Degrees**

Professor, University of Gävle, 2004-

Associate Professor, Royal Institute of Technology (KTH), Industrial Economics and Management, 2001.

Doctor of Philosophy (Engineering), Royal Institute of Technology (KTH), Dep. of Work Science, 1993.

Licentiate of Engineering, Royal Institute of Technology (KTH), Dep. of Work Science, 1989.

Master of Science in Engineering, Engineering Physics, Royal Institute of Technology (KTH), 1982.

Upper secondary school, Natural science, Bessemergymnasiet, Sandviken, 1977.

**Employments**

Professor at University of Gävle, 2004-

Associate Professor, Royal Institute of Technology (KTH), 2001-

Senior lecturer at University of Gävle, 1995-2004

Lecturer at the University of Gävle, 1991-1994, part time

Senior researcher at Dep. of Work Science KTH, 1991-1995, part time

Researcher at Dep. of Work Science KTH, 1987-1991

Research assistant at Dep. of Work Science KTH, 1982-1987

Assistent teacher in Mathematics, KTH, 1981-1983

Youth leader, Stockholm, 1982

Teacher in gymnastics, Storvik, Sandviken, 1977-1978

**Commissions**

Manager of Industrial Engineering and Management, University of Gävle, 2000-

Member of the School Board, University of Gävle, 1998-2000.

Member of the Board, Department of Technology, University of Gävle, 1996-1999.

Member of the Board, Tjänsteforum, Söderhamn, 1998-2000

Member of the Board, Department of Work Science, KTH, 1987-1991.

**Supervisor**

Karl-Olov Nylén. PhD student at KTH. Supervisor Prof. Brian Atkin, Hans Rahm and Lars Bengtsson.

Research on Quality costs in major construction buildings, 1994-1999. Doctoral thesis in 1999.

Martin Ljungström, PhD student at Luleå University. Supervisor Bengt Klefsjö and Lars Bengtsson.

Research on Change processes concerning implementation of work oriented TQM. 2002-2004.

Doctoral thesis in 2004.

Mandar Dabhilakar. PhD student at KTH. Supervisor prof. Jan Forslin and Lars Bengtsson. Research on

team-based organisations and management control. 2000-2006. Doctoral thesis in 2006.

Camilla Niss. PhD student at KTH. Supervisor Lars Bengtsson and Matti Kaulio. Research on competence

and team-based work. 1999- ongoing. Licentiate thesis in 2002. Doctoral thesis 2009.

John Lindgren. PhD student at KTH. Supervisor Birger Ljung and Lars Bengtsson. Research on Supply

Chain Management. 2000-2003. Licentiate thesis in 2003.

Stefan Westin, PhD student at Linköping University. Supervisor Christian Berggren and Lars Bengtsson

Research on outsourcing manufacturing. 2002- ongoing.

Susanne Stjernström, PhD student at Linköping University, Research on supplier development. Supervisor Staffan Brege, Anna Öhrvall and Lars Bengtsson. 2002- 2006. Licentiate thesis in 2006.

Robin von Haartman, PhD student at KTH. Supervisor Lars Bengtsson and Matti Kaulio Research on manufacturing strategies and outsourcing. 2005- ongoing. Licentiate thesis in 2007.

Jahn Öberg, PhD student at Umeå University. Supervisor Per Nilsson Umeå and Lars Bengtsson. Research on business network. 2005-ongoing.

Inga-Lill Carlsson, PhD student at Linköpings University. Supervisor Mats Abrahamsson, Håkan Aronsson and Lars Bengtsson. Research on logistics management. 2005-ongoing.

Lars Löfqvist, PhD student at KTH. Supervisor Lars Bengtsson and Jenny Janhager. Research on innovation methodology. 2006-ongoing.

Erik Salo, PhD student at KTH. Supervisor Lars Bengtsson. Research on outsourcing and innovation. 2007-ongoing

### **Faculty opponent and committee member at dissertations**

Klara Palmberg, opponent at the dissertation, Luleå Technical University, 2009-08-21

Daniel Nordigården, opponent at dissertation, Linköping University, 2007-12-14

Sofi Elfving, opponent at dissertation, Mälardalen University, 2007-06-19

Peter Nordell, opponent at dissertation, Chalmers Gothenburg, 2007-02-02

Daniel Olausson, opponent at the licentiate seminar, Linköping University, 2007-01-18

Jelena Zdravkovic, committee member at the dissertation, KTH, Kista, 2006-06-14

Bozena Poksinska, committee member at the dissertation, Linköping University 2006-03-02

Magnus Svensson, committee member at the dissertation, Luleå Technical University, 2004-10-04

Henrik Eriksson, opponent at the dissertation, Luleå Technical University, 2004-02-27

Bozena Poksinska, opponent at the licentiate seminar, Linköping University 2003-08-21

Sten Ekman, opponent at the dissertation, KTH 1998-12-14.

### **International reviewer assignments**

Reviewer of International Journal of Operations and Production Management, IJOPM

Reviewer of Creativity and Innovation Management Journal, CIM

Reviewer of Journal of Purchasing and Supply Management, JPSM

### **Teaching**

Responsible for the subject area Industrial engineering and management at University of Gävle.

Development of master program in Logistics and Innovation Management. Teaching on A, B, C and D level courses in Industrial organisation and Innovation management since 1997, Scientific methodology since 2001 and exam works at undergraduate and master level since 1994.

### **Externally financed research projects during 1999-2009**

KITE. Knowledge integration in transnational enterprises. A research program at Linköping University (LiU) in co-operation with University of Gävle (HiG). Financed by Riksbankens Jubileumsfond, 2007-2010.

Global production and knowledge integration. A research project at University of Gävle (HiG) in co-operation with Prof. Christian Berggren at Linköping University (LiTH) and Prof. Johnny Lind at Stockholm School of Economics (HHS/EFI). Financed by Vinnova, 2007.

Challenges when outsourcing manufacturing and the long-term consequences on innovation and renewal of industrial companies. A research project at University of Gävle (HiG) in co-operation with Linköping University (LiTH) and Stockholm School of Economics (HHS/EFI). Project colleagues: Prof. Christian Berggren at LiTH, Prof. Johnny Lind at HHS. Financed by Vinnova, 2001-2006.

Outsourcing manufacturing. A research project at University of Gävle (HiG) in co-operation with Linköping University. Financed by Lundbergs Research Foundation, 2001-2004.

TQM and Work Development. A research project at University of Gävle (HiG) in co-operation with Luleå University of Technology. Doctoral student Martin Ljungström. Financed by KKS, 2002-2004.

Team-based control. A research project at University of Gävle (HiG) in cooperation with Stockholm School of Economics (HHS/EFI). Project colleagues: Camilla Niss at University of Gävle. Prof. Lars A Samuelson, Prof. Mats Lundeberg, Dr. Johnny Lind, PhD students Martin Andersson, Göran Nilsson and Lars Frimansson at Stockholm School of Economics. 1998-2001. Financed by Swedish Business Development Agency and Vinnova, 1998-2003.

Production teams in process oriented organisations. A research project at University of Gävle (HiG).. Project colleague: Mandar Dabhilkar HiG. Financed by The Swedish Council for Work Life Research (Ralf) and later Vinnova , 1998-2002.

### List of publications for Lars Bengtsson 1998-August 2009

#### *Journal papers*

- Bengtsson, L., von Haartman, R. and Dabhilkar, M. (2009). Low-cost vs. innovation: Contrasting outsourcing and integration strategies in manufacturing. *Creativity and Innovation Management*, 18, 1, 35-47.
- Dabhilkar, M., Bengtsson, L., von Haartman, R. and Åhlström, P. (2009). Supplier selection or collaboration? Determining factors of performance improvement when outsourcing manufacturing, *Journal of Purchasing and Supply Management*, 15, 3, 143-153.
- Haartman, R. von & Bengtsson (2009). Manufacturing competence – the key to successful supplier integration. *International Journal of Manufacturing Technology and Management*, 16, 3, 283-299.
- Bengtsson, L. and Dabhilkar, M. (2009). Manufacturing outsourcing and its effect on plant performance: Lessons for KIBS outsourcing. *Journal of Evolutionary Economics.*, 19, 2, 231-257. (Available on-line <http://dx.doi.org/10.1007/s00191-008-0129-1>)
- Bengtsson, L. and Berggren, C. (2008). The integrator's new advantage - reassessing outsourcing and production competence in a global telecom firm. *European Management Journal*, 26, 314– 324.
- Bengtsson, L. (2008). Outsourcing manufacturing and its effect on engineering firm performance. *International Journal of Technology Management*, 44, 3/4, 373-390.
- Dabhilkar, M. and Bengtsson, L. (2008). Invest or divest? On the relative improvement potential in outsourcing manufacturing. *Production Planning and Control*, 19, 3, 212-228.
- Walldius, Å., Sundblad, Y., Bengtsson, L., Sandblad, B. and Gulliksen, J. (2008). User certification of Workplace Software – Assessing both Artefact and Usage. *Behaviour & Information Technology (BIT)*, 28, 2, 1-20.
- Dabhilkar, M., Bengtsson, L. and Bessant, J. (2007). Convergence or national specificity? Testing the CI maturity model across multiple countries. *Creativity and Innovation Management*, 16, 4, 348–362.
- Dabhilkar, M. & Bengtsson, L. (2007). Continuous improvement capability in the Swedish engineering industry. *International Journal of Technology Management*, Vol. 37, No. 3/4.
- Berggren, C. & Bengtsson, L. (2004). Rethinking outsourcing in manufacturing - A tale of two telecom firms. *European Management Journal*, Volume 22, Issue 2, pp. 211-223.
- Dabhilkar, M. & Bengtsson, L. (2004). Balanced scorecards for strategic and sustainable continuous improvement capability. *Journal of Manufacturing Technology Management*, Vol. 15, No. 4, pp. 350-359.
- Stjernström, S. & Bengtsson, L. (2004). Supplier perspective on business relationships: experiences from six small suppliers. *Journal of Purchasing and Supply Management* 10, 137-146.
- Bengtsson, L. & Ljungström, M. (1998). Total Quality Management and Work Organization: Relationship between TQM and Work Organization in Swedish Industrial Companies. *Human Factors and Ergonomics in Manufacturing*, Vol. 8 (4), pp 351-366.
- Bengtsson, L. (1992). Work organization and occupational qualification in CIM: the case of Swedish NC machine shops. *New Technology, Work and Employment*. No 1, Spring, pp 29-43.

#### *Books and book chapters*

- Bengtsson, L. Berggren, C. och Lind, J. (red.) ( 2005). *Alternativ till outsourcing*. Lund: Liber.

- Dabhilakar, M. & Bengtsson, L. (2002a). The role of balanced scorecard in manufacturing: A tool for strategically aligned work on continuous improvements in production teams? In: Epstein, M & Manzoni, E. (Eds.) *Performance Measurement and Management Control*, Elsevier Science, Vol. 12, pp. 181-208.
- Bengtsson, L. & Berggren, C. (2001). Produktionens förändrade roll: mager klickfunktion eller kunskapsfabrik? I Backlund m fl (red.) *Lärdilemman i arbetslivet*. Lund: Studentlitteratur, 149-176.
- Bengtsson, L., Lind, J. och Samuelson, L.A. (red.) (2000). *Styrning av team och processer: teoretiska perspektiv och fallstudier*. Stockholm: EFI.
- Berggren, C. & Bengtsson, L. (2000). *Kunskapsfabriken*. Stockholm: Metall.
- Bengtsson, L. (1999). "ABB in Sweden: A New Start at the Old Mecca". In Belanger, J.; Berggren, C.; Björkman, T. & Köhler, C. *Being Local Worldwide: ABB and the Challenge of Global Management*. Ithaca (New York): Cornell University Press, pp. 156-178.
- Bengtsson, L. & Köhler, C. (1999). "Products, Processes and Organizational Change in the Production of Power Transformers". In Belanger, J.; Berggren, C.; Björkman, T. & Köhler, C. *Being Local Worldwide: ABB and the Challenge of Global Management*. Ithaca (New York): Cornell University Press, pp.61-77.
- Bengtsson, L. (1993). *Det nya maskinarbetet. Arbetsorganisation och NC-maskinarbete i datorintegrerad verkstadsproduktion*. Doctoral thesis. Stockholm: Arbetsvetenskap KTH. (In Swedish)
- Bengtsson, L. (1991). "Nya arbetsformer i maskinverkstaden". I: *90-talets industriarbete i Sverige*. En antologi. Stockholm: Carlsson Förlag.
- Bengtsson, L. & Bergman, P. (1991). "Kvalificerat lagarbete som möjlighet och problem". I: *90-talets industriarbete i Sverige*. En antologi. Stockholm: Carlsson Förlag.
- Ullmark, P., Bengtsson, L. & Steen, J. (1990). *Att återvinna initiativet*. Lund: Studentlitteratur.
- Bengtsson, L. (1989). *Integrating divided machine work? The case of NC-machining and computer-integration in the engineering industry*. Licentiate thesis. Stockholm: Inst. för Arbetsvetenskap KTH.
- Bengtsson, L. & Holmgren, A., (1984). "Workers' Control i Storbritannien och paralleller till svensk aktionsforskning". I Gustavsén, B. & Sandberg, Å (red.) *Förändringsprogram i arbetslivet. Några svenska och internationella erfarenheter av forskningssamverkan*. Stockholm: Arbetslivscentrum.

#### Conference paper

- Söderberg, L. and Bengtsson, L. (2009). Supply Chain Maturity and Performance in SME. Proceedings of the 16th International Annual EurOMA Conference, 14-17 June 2009, Göteborg.
- von Haartman, R. . and Bengtsson, L. (2009). Boosting New Product Development Efficiency by Leveraging Firms' Manufacturing Absorptive Capacity. Proceedings of the 16th International Annual EurOMA Conference, 14-17 June 2009, Göteborg.
- Bengtsson, L., Niss, C. and von Haartman, R. (2009). Combining master and apprentice roles: A potential for knowledge integration in distributed manufacturing networks. Paper to 10th International CINet Conference, 4-8 September, 2009, Brisbane.
- IPS team (2009). *A proposal for research in Purchasing and Supply Management*. Proceedings of the 18<sup>th</sup> IPSERA conference in Oestrich-Winkel, Germany, 5 – 8 April.
- Bengtsson, L., von Haartman, R. and Dabhilkar, M. (2008). *Low-cost vs. Innovation: Comparing the outcome of two manufacturing outsourcing strategies*. Proceedings of the 15th International EurOMA Conference, Groningen, 15-18 June, 2008.
- Bengtsson, L. Niss, C. and von Haartman, R. (2008). Being both master and apprentice. Paper to R&D Management Advanced Workshop, Linköping, 15-16 September.
- Bengtsson, L., Dabhilkar, M. and von Haartman, R. (2008). Exploring the outcome of four outsourcing and integration strategies in manufacturing plants. Paper to R&D Management Advanced Workshop, Linköping, 15-16 September.
- von Haartman, R. and Bengtsson, L. (2008). *Boosting new product development efficiency by leveraging firms' manufacturing absorptive capacity*. Proceedings of the 9th International CINet Conference in Valencia, 7-9 September.

- Bengtsson, L. and von Haartman, R. (2007). *Balancing innovation and cost imperatives in manufacturing: Comparing the outcomes of two outsourcing strategies*. Proceedings of the 8th International CINet Conference in Gothenburg, 7-11 September.
- Bengtsson, L. (2007). *Comparing innovation outcomes of two outsourcing strategies: The significance of integrating design and manufacturing*. Paper to Swedish Production Symposium in Gothenburg, 28-30 August.
- Haartman, R. von & Bengtsson (2007). Manufacturing competence and external integration: Absorptive capacity in a first tier supplier. Proceedings of the 14th Euroma Conference in Ankara, 17-20 June.
- Walldius, Å., Sundblad, Y., Bengtsson, L., Sandblad, B. and Lind, T. (2007). The User Certified Method for Workplace IT Quality Assurance. Paper to be presented at WWCS, Work with Computing Systems, conference in Stockholm, 21-24 May, 2007.
- Bengtsson, L. and Berggren, C. (2006). *Innovation and outsourcing: The significance of production competence in the telecom industry*. Proceedings of the 7<sup>th</sup> International CINet Conference in Lucca, Italy, 10-12 September.
- Borg, H., Dabhilkar, M. and Bengtsson, L. (2006). *An empirical examination of Bessant's evolutionary model of continuous improvement behaviour*. Proceedings of the 7<sup>th</sup> International CINet Conference in Lucca, Italy, 10-12 September.
- Berggren, C. and Bengtsson, L. (2006). *The integrator's new advantage - reassessing outsourcing and production competence in the global telecom industry*. Proceedings of Radma 2006, R&D Management Conference, Windermere, Cumbria, 5-7 July.
- Haartman, R. von and Bengtsson, L. (2006). Internal and external integration and its effect on manufacturing firms competitiveness. Proceedings of Euroma Conference 2006 in Glasgow, June, 2006, and at the 7<sup>th</sup> International CINet Conference in Lucca, Italy, 10-12 September.
- Dabhilkar, M & Bengtsson, L. (2006). Invest or divest? On the relative improvement potential in outsourcing manufacturing. Proceedings of the 17th meeting of the Production and Operations Management Society: Managing a world of uncertainties, April 28-May 1, 2006, Boston.
- Bengtsson, L. & Haartman, R von. (2005). *Outsourcing manufacturing and its effect on firm performance*. Proceedings of 6<sup>th</sup> International CINet Conference in Brighton, 4-7 September.
- Haartman, R. von & Bengtsson (2005). *Manufacturing competence – the key to successful customer integration*. Proceedings of 6<sup>th</sup> International CINet Conference in Brighton, 4-7 September.
- Dabhilkar, M. & Bengtsson, L. (2005). Lean Manufacturing in Sweden: Reinforcement of Taylorism or Basis for Sustainable Work Systems? In Demeter, K. (Ed.) *Operations and Global Competitiveness*. Proceedings of the International Euroma conference in Budapest, Hungary, June 19-22, 2005, pp 1602-1611.
- Haartman, R. von & Bengtsson (2005). Manufacturing competence – the key to successful supplier integration. In Demeter, K. (Ed.) *Operations and Global Competitiveness*. Proceedings of the International Euroma conference in Budapest, Hungary, June 19-22, 2005, pp. p 1650-1659.
- Dabhilkar, M. & Bengtsson, L. (2004). *Continuous improvement capability in the Swedish engineering industry: Results from the 2nd international CI survey*. Proceedings of the 5<sup>th</sup> International CINet Conference 2004, September 22-25, Sydney, pp. 114-126.
- Walldius, Å., Sundblad, Y., Bengtsson, L., Lind, T. & Sandblad, B. (2004). *User-driven quality certification of workplace software, the UsersAward experience*. Paper to the 7th International Conference on Work With Computing Systems, June 29 - July 2, 2004, Kuala Lumpur, Malaysia.
- Westin, S. & Bengtsson, L. (2003). *The significance of manufacturing – an analysis of outsourcing strategies in three companies*. Proceedings of EuromaPoms 2003, June 16-18, Como, Italy, Vol. I, p. 323-332.
- Stjernström, S. & Bengtsson, L. (2003). *Prerequisites for mutual learning in business relationships from a supplier's perspective – an analysis of six companies*. Proceedings of Euroma-Poms 2003, June 16-18, Como, Italy, Vol. III, p. 827-836.
- Bengtsson, L., Niss, C. Stjernström, S. & Westin, S. (2002). *The challenge of maintaining new product manufacturability capability when outsourcing volume manufacturing: Analysis of a telecom*

- company. In Smeds, R. (ed). Proceedings CINet 2002 4th International CINet Conference, September 15-18, Espoo, Finland, pp. 47-58.
- Bengtsson, L. & Berggren, C. (2002b). *Horizontally integrated or vertically divided? A comparison of outsourcing strategies at Ericsson and Nokia*. Working paper. Gävle: Högskolan i Gävle.
- Dabhilkar, M. & Bengtsson L. (2002b). *Towards excellence with Balanced Scorecard: Findings from a case study on continuous improvements in Sweden*. Proceedings of the 5<sup>th</sup> International QMOD Conference, October 29-31, 2002, Pusan, Korea, pp. 375-384.
- Dabhilkar, M. & Bengtsson L. (2002c). *Balanced Scorecards for a strategic and sustainable continuous improvement capability*. In Smeds, R. (ed). Proceedings CINet 2002 4th International CINet Conference, September 15-18, Espoo, Finland, pp. 209-220.
- Bengtsson, L. (2001). *Outsourcing Manufacturing - An analysis of a learning dilemma*. Proceedings of the 4th International QMOD Conference, 12-14 September, 2001, Linköping, Sweden, 424-433.
- Bengtsson, L. & Dabhilkar, M. (2001). *The role of Balanced Scorecard in manufacturing for strategically aligned work on continuous improvements in production teams*. Proceedings of the 4th International QMOD Conference, 12-14 September, 2001, Linköping, Sweden, 373-381.
- Dabhilkar, M. & Bengtsson, L. (2001). *The role of Balanced Scorecard in manufacturing for strategically aligned work on continuous improvements in production teams*. Workshop on Performance Measurement and Management Control, October 4-5, 2001, EDHEC, Nice, 286-302.
- Zhao, M., Dabhilkar, M. & Bengtsson, L. (2001). *Multivariate analysis methods for organizational performance data*. Proceedings of the 4th International QMOD Conference, 12-14 September, 2001, Linköping, Sweden, 388-398.
- Bengtsson, L. & Niss, C. (2000). *Control in team-based organisations: A case study*. Paper presented at Haamaha 2000, Krakow, August 27-30
- Bengtsson, L., Niss, C. & Dabhilkar, M. (2000). *Production teams, control methods and performance: Results of a survey*. Paper presented at Haamaha 2000, Krakow, August 27-30.
- Bengtsson, L. (1999). *Team-based control in process organisations*. Proceedings of the International Conference on TQM and Human Factors, June 15-17, 1999, Linköping University, pp. 203-209.
- Bengtsson, L. & Berggren, C., 1989. NC machine work and computer integration. In Kopacek, P., Moritz, M. & Genser, R. (eds.). *Skill Based Automated Production*. Preprints. IFAC Symposium 15-17 November. Vienna: Austrian Center for Productivity and Efficiency.
- Bengtsson, L. & Berggren, C., 1987. *Workers' Future Role in the Computerized Engineering Industry*. In Brödner (ed.). *Skill Based Automated Manufacturing*. IFAC Workshop i Karlsruhe Sept 3-5 1986, Pergamon Press.

#### *Working papers*

- Sundblad, Y., Walldius, Å., Lind, T., Sandblad, B., Gulliksen, J., Löfberg, M., Bengtsson, L., Ljungström, M. & Ilar, T. (2002). *ITQ – Kvalitetssäkring av IT-stöd för det utvecklande arbetet. Slutrapport*. TRITA-NA-D0202, CID-170. Stockholm: KTH CID
- Walldius, Å. Ljungström, M. & Bengtsson, L. (2002). *Umeverkens IT-brygga. Webbstöd för överblick och dialog kring arbetsplatsens systemintegration. Sammanfattning av intervjuundersökning och prototyputveckling. Teknisk rapport, TRITA-NA-D0201, CID-169, Stockholm: KTH .*
- Bengtsson, L. & Ljungström, M. (2001). *Implementering av Movex: Motor eller broms i arbets- och affärsutveckling?* Working paper. Gävle: University of Gävle.