

FIRST YEAR SUMMARY



Center for Security
& Resilience

2025-2026



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FOREWORD

Since June 2025, the Center for Security and Resilience (CfSR) has grown from an idea to the largest and fastest growing research center at the Stockholm School of Economics. The center now consists of more than 50 researchers from five out of six departments at the school.

Throughout the year, we have hosted multiple high-level meetings where the Nordic Security and Competitiveness Day in November 2025 and the Swedish Security and Competitiveness Summit in May 2026 are two highlights.

From a research perspective the center now has a portfolio of 19 research projects divided into three main research areas: Management and control, supply chain(s) and resilience, and innovation and business models. Combining senior researchers with up-and-coming talents, we secure that we can keep the necessary speed while never compromising academic standards.

When it comes to education, the launch of the Nordic Defense MBA further establishes SSE and CfSR as an important player within defense sector. This program will act as a landmark for future Executive Educational Program and combined with existing Executive Education programs such as the 5-week program “Swedish Armed Forces Development Journey”, CfSR aims to develop not only future generals, but also politicians, general directors and CEOs in the total defense sector.

During our first year, I am also proud that CfSR established SSE Society Lab. By taking inspiration from the SSE Business Lab and applying it to dual-purpose societal transformations, our ambition is to give students, faculty, alumni and partners a new platform for solving civil and military defense problems. In September 2025, the first project was initiated when we launched the municipality and total defense platform together with Stockholm, Linköping, Borlänge and Nykvarn. Through joint workshops and research projects, this platform has already identified critical problems that hamper growth of the Swedish total defense ecosystem, but also demonstrated that local entrepreneurship has the potential to build innovative best practice. During the spring of 2026, SSE Society Lab further launched two new initiatives. In the project “Shelter

as destination”, we bring together key actors from the Swedish total defense and the culture sectors. The ambition is to use art and different forms of cultural expressions to make shelters an attractive place to be in. In a second project, “Gamers as a society resource”, we ask the question – how can e-sport individuals be trained to become drone pilots? Based on a school project from Faruk Pita, a former counter strike professional, SSE Society Lab aims to help both the civil and military defense develop the drone capability of Sweden.

Except for the dedicated work by our faculty and staff, CfSR’s growth would not have been possible without the support from our founding partners: The Swedish Armed Forces and the supreme commander general Michael Claesson, The Swedish Civil Defence and Resilience Agency with general director Mikael Frisell, SAAB with their CEO Micael Johansson, The Swedish Defence Materiel Administration with general director Mikael Granholm and AFRY with head of defense Pär Lundberg. Thank you!

Looking forward, the coming year will consist of both exploration and exploitation. In terms of new initiatives, the Nordic Defense MBA, SSE Society Lab and new partnerships will be central tasks for the center. However, at the same time as we innovate and explore new things, we also need to consolidate the research portfolio with nearly 20 projects and continue to develop the many different events that we are hosting. Without doubt, CfSR with its faculty, staff and partners still have a lot to learn. During 2026/2027, I hope that we will continue to challenge ourselves and perhaps as important, enjoy working together and having fun developing the center.



Stockholm, September 28, 2026

Martin Carlsson-Wall
Center Director
Professor



ABOUT THE CENTER

FOUNDING EVENT: JUNE 10TH 2025



In June 2025 the formal founding of the Center of Security and Resilience (CfSR) took place at the Stockholm School of Economics (SSE). In the presence of Supreme commander of the Swedish Armed Forces Michael Claesson, General Director of the Swedish Civil Defense and Resilience Agency Mikael Frisell, CEO of SAAB Micael Johansson, many other distinguished guests, SSE President and professor Lars Strannegård together with CfSR Director professor Martin Carlsson Wall declared the opening of CfSR and presented the analysis behind creating the center.

The war in Ukraine has changed the Swedish public, policy and political view on the prerequisites of maintaining the 200-year peace that has shaped modern Sweden. Sweden has joined NATO and therefore begun working as an integrated ally in the common defense of the alliance. The Swedish Total defense concept has been reawakened, seeing large resources being pulled towards rebuilding

both military and civil capabilities to better handle a large-scale military invasion as well as various scenarios of smaller scale but grave severity.

Moving from a period of stability and peace into this new era of larger uncertainty and geopolitical risk has created unprecedented investment in the Total defense technology, infrastructure and human capital. This also brings the necessity of SSE to apply our expertise to assist Sweden on this mission. This understanding was the foundation that made CfSR come to be.

“We want to understand how to build societies and organizations that can not only withstand crises but also learn and grow from them,” said Professor Martin Carlsson Wall. The evening then opened with two keynote speeches by Mikael Frisell and Michael Claesson. Both stressed the urgent need for stronger coordination between public and private actors to meet emerging security challenges.

This was followed by two panel discussions:

Panel 1: Supply Chains and Innovation – Where Should We Be by 2030?

Henrik Gaunitz, Head of Strategy and Finance, Swedish Defence Materiel Administration (FMV)

Pär Malmberg, Government-appointed investigator on business sector readiness

Kia Orback Pettersson, Chair, Karl-Adam Bonnier Foundation; former Chair of SVT

Mikael Karlsson, CEO and founder, MW Group

Panel 2: Financing Total Defense - How Can Defense Become a Sustainable Investment?

Adam Kostyál, CEO, Nasdaq Stockholm

Ellen Rova, Chief Financial Officer, Swedish Armed Forces

William Paus, Deputy CEO and Head of Wealth & Asset Management, SEB

Kristin Magnusson Bernard, CEO, AP1

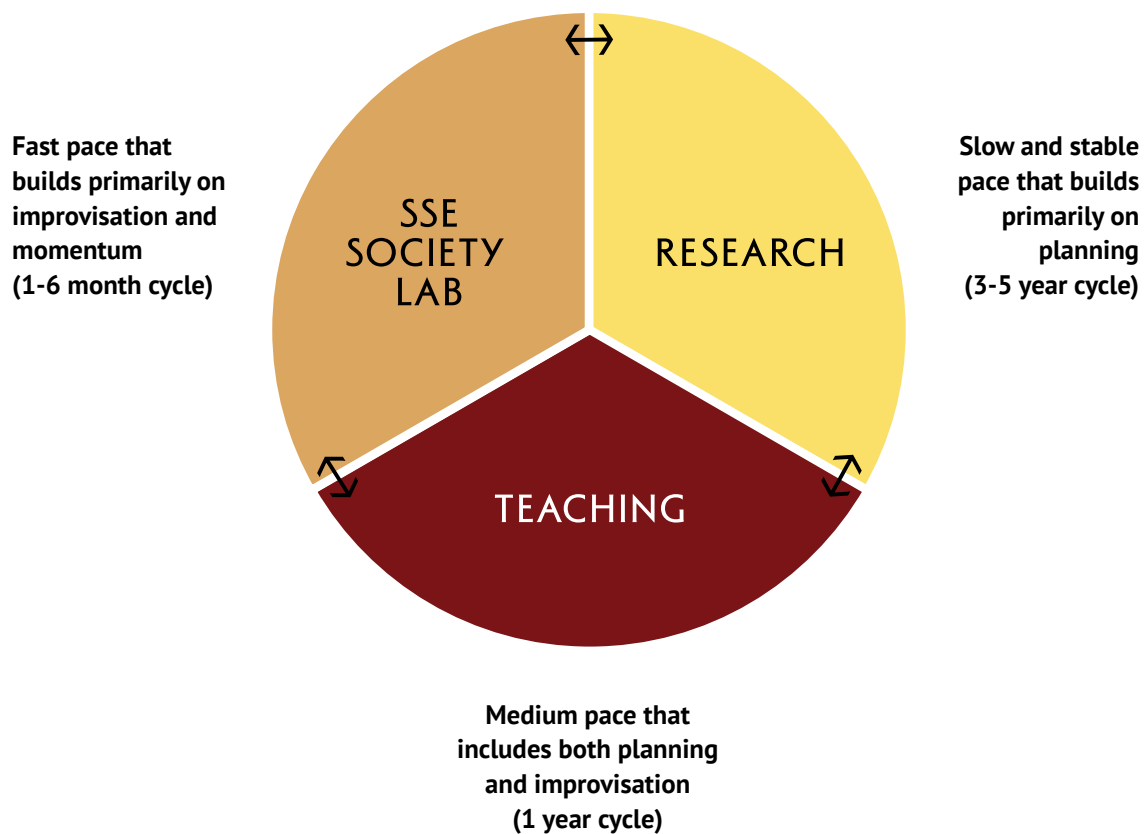
The final part of the program featured insights from a delegation of Ukrainian hospital managers, visiting SSE as part of a leadership training program in hospital management. These professionals have been operating under extreme conditions, facing challenges related to war-related injuries, displaced populations, staff shortages, and direct attacks on hospital infrastructure - all while working to modernize hospital governance and transparency under pressure.

Their reflections offered a powerful reminder of the real-world stakes involved in building resilience - not only in systems and institutions, but in the people who keep them running. As Supreme Commander Michael Claesson stated: “Now, not tomorrow.”



OPERATING MODEL

*Combining academic rigor
and practical relevance*



The Center for Security and Resilience works within a process architecture identifying three main processes that work within three complimentary time horizons. The first core process is world class research with a long-term perspective (3-5 years). The second is Teaching/Executive Education that works with a medium (1 year) time perspective and the third is SSE Society Lab that works with a short-term perspective (1-6 months). Together, these processes create a foundation for strong research

that can readily be communicated to practitioners and students, while also helping to identify issues within the practitioner community and structure them for further problem-solving and scientific analysis.

CENTER MANAGEMENT TEAM AND SENIOR ADVISORS



CfSR consists of an operational core with Center Director and Professor Martin Carlsson-Wall, Research Director Professor Kalle Kraus, Executive Director Staffan Holmberg and Communications manager Johanna Ståhlberg. In addition, six Senior Advisors (Nick Andersson, Karl Engelbrektson, Henrik Friman, Staffan Movin, Klara Palmberg Broryd, and Carl Wangel) are working for the center.



MARTIN CARLSSON-WALL

Professor at the Department of Accounting, Center Director

Educational background

Martin holds a Master and a PhD from the Stockholm School of Economics. He is an alumn of the International Teachers Programme (ITP).

Professional background

Martin is a Professor of Management Accounting and his primary research interest lies in how performance measurement and budgets are used to manage institutional complexity in society. Except for being the director for the Center for Security and Resilience, he is also the director of the Center for Sports and Business where he holds the Linder Chair in Sports and Business. He has published in journals such as *Accounting, Organizations and Society*; *Management Accounting Research*, *European Accounting Review* and *Accounting, Auditing and Accountability Journal*. On a personal note, Martin did his army service in the Swedish paratroopers and has been actively engaged on the board of the Swedish paratrooper's alumni association. He has also been one of the founders of MW Group, a Swedish company focusing on society resilience where he sat on the board between 2012 to 2025.



KALLE KRAUS

Professor at the Department of Accounting, Research Director

Educational background

Kalle holds a master and a PhD from the Stockholm School of Economics. He is an alumn of the International Teachers Programme (ITP).

Professional background

Kalle is a Professor of Management Accounting and his primary research interests are in performance measurement and management control and how accounting connects to emotions and morality. He currently studies the role of management control in navigating scale-up in total defense. Kalle is also Professor (fractional) at Monash University, Australia. He has published in journals such as *The Accounting Review*; *Accounting, Organizations and Society*; *Management Accounting Research*; *European Accounting Review*; and *Financial Accountability & Management*. He holds the SAAB Chair in Business Administration and is Associate Editor of *Management Accounting Research*, and on the editorial boards of *Accounting, Organizations and Society*; *European Accounting Review*; and *Journal of Management Control*. On a personal note, Kalle is a proud year-round cyclist to work, even in the cold Swedish winter.



STAFFAN HOLMBERG

Executive Director

Educational background

Staffan is a Behavioral Scientist focused on organizational and behavioral psychology. He holds an MSc in Educational Leadership from Uppsala University and a BSc in Behavioral Sciences from Umeå University, along with multiple executive education certificates, including a specialization in Organizational Behavior Management from Florida Institute of Technology.

Professional background

Staffan began his career within the Swedish Prison and Probation Service, working in both open and confined settings. After working abroad in the private security sector, he returned to Sweden and worked with juvenile delinquents, developing methods and ISO-standard quality management systems. He also worked as a research assistant connected to the Royal Institute of Technology, researching effective leadership behaviors. In 2015 Staffan joined a professional sports organization, where he and colleagues built a European best-practice case of societal impact through sports, growing it from zero budget and employees to 35 full-time employees and 17Msek annual turnover within four years. Staffan did his military service as a Sub-Arctic Ranger at the K4 regiment in Arvidsjaur and has also served as an active member of the Swedish Home Guard.



JOHANNA STÅHLBERG,

Communication Manager

Educational background

Johanna Ståhlberg holds a Bachelor's degree in Digital Cultures from Lund University, with a focus on digital marketing, strategic communication, and media production.

Professional background

Johanna is Communications Coordinator at the House of Governance and Public Policy (GaPP) at the Stockholm School of Economics. She provides outreach and communications support to GaPP's eight research centers, including CfSR. Her work spans content creation, digital platforms, social media, and event communication, ensuring that research and policy insights reach policymakers, practitioners, students, and the wider public. The role combines hands-on communication with developing structures that strengthen GaPP's visibility and societal impact. Before joining GaPP, Johanna worked as a Marketing Specialist at Geobear and has previous experience in marketing, communications, and event coordination from roles at Life of Svea, Vitamin Well, and Baxter. In her free time, Johanna enjoys horseback riding, sailing, skiing, pilates, cooking, music and reading.



NICK ANDERSSON

Director Strategic Initiatives at SSE, Senior Advisor at CfSR

Educational Background

Nick holds a BSc in Mathematics from Stockholm University. He has also studied Chinese and mathematics at Tsinghua University in Beijing.

Professional Background

Nick has worked with internationalization, corporate relations and strategic initiatives at SSE since 2019. He now leads strategic initiatives at the President's Office which include major funding campaigns, strategic partnerships with other universities and the start of new research centers. At the Center for Security and Resilience, Nick works with the leadership team on aligning the center's activities with the other strategic initiatives at SSE.



KARL ENGELBREKTSON

Senior Advisor

Educational background

Karl has 7.5 years of formal military education in Sweden, including studies at the National Defence University, he is a graduate at Geneva Centre for Security Policy (1999–2000) and at the Royal College of Defence Studies in London (2009).

Professional background

Karl L. E. Engelbrektson runs Generalship AB, providing consulting, executive education, coaching, and keynote speaking. He is a retired Major General with 42 years of service in the Swedish Army, promoted to Major General in 2005 and serving as Chief of the Swedish Army from 2016 until his retirement in 2023. He has represented Sweden to both the EU and NATO. Karl is an experienced board member and senior business advisor, currently serving as Chairman of Sparc Group AB, Board Member of Wallenstam AB, and Senior Advisor to Volvo Defence, Ramudden Global, and chairing the advisory board of Finserve Global Security Fund. He is a Member of the Royal Swedish Academy of War Sciences, the Swedish Foreign Policy Society, and a Senior Fellow of New Westminster College, Canada. He has received decorations from France, the United States, Germany, Finland, Norway, and Ukraine, and is co-author of “In Business and Battle: Strategic Leadership in the Civilian and Military Spheres.”



HENRIK FRIMAN

Associate Professor and Senior Advisor

Educational Background

Associate Professor (Docent) in Innovation Management with a PhD from Stockholm University, Stockholm Business School. Fellow of the Swedish Royal Academy of Engineering Sciences (IVA), Department of Research Education, and Fellow of the Swedish Royal Academy of War Sciences (KKrVA), Department of Defence Technologies.

Professional Background

Henrik’s professional experience includes roles as Research Director at FOI, Development Manager at FHS, and member of the ISP Technical Council. In these positions, he has worked nationally and internationally with military research and development projects. As a Guest Professor at the US Naval Postgraduate School’s Center for Experimentation and Innovation and a Visiting Fellow at Cranfield University in the UK, Henrik has contributed to several internationally recognized projects, including work for EU, NATO, the US Marine Corps, the US Office of Force Transformation and Operation Strong Angel. He later moved from government service to the private sector when he was commissioned to build Vattenfall’s crisis management capability. Henrik has also contributed to education programs at several Swedish universities and served as Rector of IHM Business School.



STAFFAN MOVIN

Senior Advisor

Educational background

Staffan has an academic background in business administration from Uppsala University and a Master in communication from Stockholm University.

Professional background

Staffan focuses on the intersection of public procurement, security, and resilience in complex industrial and socio-technical systems. He is Managing Director of the Market Technology Center Foundation (MTC), where he has led multiple research and innovation projects in close collaboration with industry, academia, and public actors, including initiatives on customer value, supply chains, and industrial ecosystems. Since 2015, he has also served as Program Director for executive education with emphasis on strategic procurement, digital transformation, AI, and system transitions.



KLARA PALMBERG BRORYD
Senior Advisor

Educational background

Klara holds a Master of Science in Engineering and PhD in Quality Management from Luleå University of Technology.

Professional background

Klara wrote her PhD thesis on organizations as complex adaptive systems, and since then she has developed both theory and practice on how we best work and create change in complex systems. Today, Klara is an Affiliated Researcher and Senior Advisor at CfSR and a consultant in her own company. Before that, she was Head of the Department for state-owned companies at the Government Offices, and she was previously Director of Strategy and Innovation in Nacka Municipality. She is the author of the book “Komplexitet – enklare navigerat, bättre hanterat” (Complexity – Easier to Navigate, Better Managed, Volante 2021). When she is not managing complexity, Klara skis, surfs and enjoys outdoor life both in winter and summer.



CARL WANGEL
Senior Advisor

Educational background

Carl holds a Master of Political Science (Pol. Mag.) in Spatial Planning and Human Geography from Umeå University.

Professional background

Carl is a communications and public affairs advisor with extensive experience from both the private and public sectors. With a background in human geography and regional planning, and expertise in strategic communication and public affairs, he works on complex projects involving multiple stakeholders and interests where effective public-private collaboration is required. He is also a total defense expert. As a consultant, much of his work focuses on industrial development, energy and infrastructure in the context of broader societal transformations. In addition to his role at the CfSR, he holds several board and advisory positions. Outside of work, Carl enjoys outdoor activities, especially hunting and skiing. He also enjoys working out and serves as a platoon commander in the Swedish Home Guard, part of the Swedish Armed Forces.



RESEARCH



The Swedish total defense is undergoing rapid growth. As stated in the National Strategy for Supply Preparedness: “The pace needs to increase, and the focus needs to be on taking measures that strengthen the overall capability during the current defence decision period.” This entails both strategic opportunities and risks. The research at Center for Security and Resilience conducts world-class research aimed at contributing knowledge about how total defence can navigate a “rapid but responsible growth.” Responsible growth is an organizational condition in which three dimensions must be coordinated: (1) Tempo (the rhythm and speed at which the organization(s) act), (2) Interpretation (how this change is experienced and understood by actors), and (3) Morality (how decisions are justified in relation to ethics, responsibility, and legitimacy).

These three dimensions are not given, but are shaped through practices, governance systems, and collaboration between actors. Our contribution lies in showing how they can be analysed together – and how the interplay between them determines whether growth becomes sustainable, meaningful, and legitimate under pressured conditions. CfSR research covers both the civil and the military defence, which enables synergies between the different studies. It is a strength that the centre has funders from both civil and military defence.

Some of the centre’s research projects will be more clearly connected to civil defence, others to military defence, and still others will have relevance for both civil and military defence.

This cross-disciplinary approach is unique and is made possible by faculty from the Stockholm School of Economics’ (SSE) different departments together with other national and international researchers collaborating in this initiative. All actors within total defence will need to move from talk to concrete collaborations in order to meet the growth, enable knowledge exchange, and find new ways of working and new points of contact in this new era of strong growth. Here, CfSR’s research and experience of collaboration between public and private actors will be an important building block.

The center conducts research within three main research areas: Management and Control; Supply Chains and Resilience; Innovation and Business Models. Currently there are 19 research projects in the center. Here below you find a description of the three research areas, the research projects and the involved researchers.

RESEARCH AREA

MANAGEMENT AND CONTROL

How are management and control systems coordinated to manage the pace of change and legitimacy in defense organizations that are growing rapidly? Research that sheds light on this will, in addition to academic relevance, also result in evidence-based policy recommendations regarding, for example: a) which models for organizational governance the government, agencies, and private and public organizations use to lead, steer, and develop civil and military defence; b) how values such as efficiency, regulatory compliance, competence supply, and sound financial management can be ensured in times of rapid capability development, as well as during crisis or war; c) what changes are needed in government agencies' approach to collaboration with industry and academia, especially as technological development for the civilian and defense sectors has merged into one ecosystem?;

d) How can research improve understanding of how to aggregate different types of information to support well-informed decision-making from a risk perspective?; e) How can research increase knowledge about how to create incentives for behavioral change? Many in the defense sector are used to a culture shaped by continuous downsizing and budget cuts. Operational effectiveness has often been secondary to staying within budget. It is a challenge to guide organizations through growth, and also to shift budgeting behavior where efficiency still matters—but with a new definition of what efficiency means.

In order to answer these and related questions, CfSR currently has seven ongoing research projects within the research area Management and Control.



Management and Control

RESEARCH PROJECTS



Research Project 1

NAVIGATING THE TOTAL DEFENCE SCALING-UP JOURNEY THROUGH MANAGEMENT CONTROL SYSTEMS

This project aims to investigate how to navigate the total defence scaling-up journey through management control systems (MCS). The role of MCS to manage tensions during the scaling-up journey will be studied in two main ways: MCS within individual organizations connected to Total Defence (e.g., private companies, government agencies, municipalities), and MCS in interorganizational relationships with, for instance, private companies and government agencies. The research project will contribute to a better understanding of how organizations connected to Total Defence can manage the tensions involved in the scaling-up journey.

Scaling-up is not the same as ‘normal’ growth, and we view scaling as a dynamic capability, involving the replicating, expanding and synchronising of resources and practices to grow exponentially. This means that scaling-up involves the management of tensions, especially between stability and change pertaining to people, organizational structure, and processes. Hence, research shows the need for an internal transformation during scaling. The research project will study the role of MCS in enabling such transformations.

Responsible faculty: Professor Martin Carlsson-Wall, Professor Lukas Goretzki, Professor Kalle Kraus, Professor Johnny Lind, Affiliated Researcher Fanny Almersson



Research Project 2

PRAGMATIC BUREAUCRACY FOR ADMINISTRATIVE RESILIENCE

In times of growing complexity and uncertainty, a strong focus on planning, box-ticking, and rule-following is an understandable way of trying to “do the right thing.” But it is also a cause for concern, what is “right” under normal circumstances may well turn out to be counterproductive in extraordinary situations. The tradition of planning and adhering to established structures and processes certainly has its merits, but it can also result in administrative rigidity and inertia that may pose a direct threat to the resilience of our society. This applies both to handling everyday complexity and, even more so, to responding to unexpected and extraordinary events that demand rapid adaptation.

This project asks a critical question: How resilient are the support functions within Swedish public administration? That is, how strong is their judgment, courage, and capacity to adapt rules, methods, and systems when needed? Will we be supported by enabling controllers, legal experts, IT professionals, and HR specialists in times of uncertainty and crisis, when we need them the most? Or will we face devastating inaction or rigid adherence to rules?

Responsible faculty: Associate Professor Susanna Alexius, Associate Professor Janet Vähämäki, Affiliated Researcher Maria Lindskog



Research Project 3

CONFIGURING MANAGEMENT CONTROL SYSTEMS FOR RESILIENCE

This research project investigates how management control systems (MCSs) can be designed to ensure resilience in social services and primary care during wartime, with a focus on Ukraine’s Sumy region. Through collaboration with Jönköping International Business School (JIBS) and local authorities in Ukraine, the research explores how public organizations configure cultural, administrative, cybernetic, strategic, and reward-based controls to maintain service delivery under extreme crisis. Drawing on over 60 interviews with frontline managers and staff across five municipalities, the project provides rare real-time insights from a war-affected setting.

The study is divided into three work packages, examining social services, primary care, and the development of a practical guide for Swedish municipalities. By analyzing patterns of control system use through both qualitative and fuzzy-set comparative analysis, the project aims to deliver actionable strategies for crisis preparedness, continuity, and resilience in essential services. This research directly contributes to international crisis management knowledge and will result in academic publications, a practitioner-oriented guide, and applied training in partnership with Swedish public agencies.

Responsible faculty: Professor Timur Uman, Affiliated Researcher Joshua Maine



Research Project 4

ENHANCING MUNICIPAL CAPABILITIES IN THE SHADOW OF THE WAR IN UKRAINE

Russia's war against Ukraine clearly highlights the critical importance of civil defense in ensuring societal resilience. In Sweden, much of this responsibility rests with the municipalities: securing access to water and electricity, protecting vulnerable populations, maintaining core welfare services, and safeguarding the supply chains they are accountable for. Existing research, public inquiries, guidelines, and recommendations address the capabilities municipalities need to build, and how to do it. However, only rarely do they examine why municipalities act at different speeds or make different priorities.

The starting point of this project is simple: without decisions, there is no capability development. We need to generate new knowledge about how experiences, information, and recommendations are, or are not, translated into actual decisions to enhance civil defense capabilities. The aim is to better understand the decision-making processes and to identify which factors and actors within and around municipalities are critical to such decisions. This understanding can help create new models for developing and steering civil defense capabilities across Sweden.

Responsible faculty: Affiliated Researcher Torbjörn Einarsson



Research Project 5

CONTROL MODELS AND STRATEGIC CONTROL IN THE SWEDISH ARMED FORCES

The Swedish Armed Forces are undergoing extensive changes in their management and organizational structure in order to better respond to ever-increasing demands for growth and capability development. A decentralized control system, which the Armed Forces currently uses, enables operational decision-making and adaptation to local changes and needs. At the same time, there is a risk that operational activities are not in line with strategic objectives and that overall goals are not met. This study examines the decentralized control system in a time of rapid growth and, in particular, how the monitoring of operations is organized to ensure that overall objectives are met.

The study draws on research on control frameworks and systems in transition, and experiences of decentralized control systems from both the public sector and the business community. Particular attention is paid to how control systems can be mobilized to enable adaptation and adjustment in response to frequently changing circumstances in a complex setting, while simultaneously serving as a frame that enables decentralized actions and decisions to remain oriented towards overarching organizational objectives. This dual function of control systems gives rise to several tensions that call for careful managing: the need to balance decentral autonomy with strategic coherence; the challenge of reconciling short-term responsiveness with long-term orientation; and the interplay between formal control mechanisms and the situated interpretations and judgments through which these mechanisms are enacted in practice.

Responsible faculty: Professor Martin Carlsson-Wall, Professor Lukas Goretzki, Professor Kalle Kraus, Professor Johnny Lind, Affiliated Researcher Cecilia Fredriksson, PhD student Gustav von Schmalensee



Research Project 6

GOVERNING MUNICIPAL COMPANIES

This project explores how municipalities govern their companies – primarily through ownership directives and ownership structures – and how that governance affects the companies’ ability to handle crises. We look beyond formal boardmember perspectives and examine the full governance chain: from municipalities and holding companies that develop and revise directives, to boards and CEOs who are expected to interpret and implement them. Our empirical focus is on decision makers who shape, translate, and operationalize these expectations.

We also study the processes that support or hinder this work – such as how risk levels are set, how warning systems and decision-making routines are organized, how owners follow up on operations, and how directives are updated after disruptions or near-misses. By comparing municipalities of different sizes and companies in three sensitive sectors – energy, waste, and water – we aim to develop theory on how ownership governance influences companies’ crisis preparedness. We focus on three key aspects: how companies detect risks, how they maintain operations during disruptions, and whether they have reserves to draw on.

Responsible faculty: Professor Timur Uman, Affiliated Researcher Joshua Maine

Research Project 7

ENTREPRENEURIAL PREPAREDNESS IN THE LIVING COUNTRYSIDE: PLAYBOOK AND DIGITAL SELF-ASSESSMENT FOR RURAL SMES

Rural small and medium-sized enterprises (SMEs) keep communities alive. In many places, they are among the few locally trusted actors with the reach, equipment, and practical capacity to act when disruptions occur. They move goods, maintain essential services, employ people, and know the roads, suppliers, and workarounds that matter every day. In this sense, rural SMEs are part of the local institutional fabric, not only businesses. The risk picture has sharpened. Europe faces war and hybrid threats, foreign interference, supply and price shocks, cyber incidents, and climate-related events. Swedish analyses likewise highlight supply-chain dependencies and vulnerability among industry and trade—including many SMEs—underscoring the need for practical preparedness (Tillväxtverket, 2025).

Rural firms feel these shocks strongly because they operate with lean staff and margins, rely on a handful of suppliers and customers, and sit far from centralized support. When disruptions hit, these firms are often the first—and sometimes the only—actors that keep essential activities running and people connected. For a living countryside, entrepreneurial preparedness in rural SMEs is therefore a cornerstone, not a luxury. Evidence indicates that preparedness—financial, organizational, and cultural—shapes SMEs’ strategic responses during crises (retrench, persevere, or innovate), yet adoption of continuity routines remains uneven among small firms. The practical problem is clear. Many small firms say “we should be prepared,” but lack simple, usable routines to turn that intention into everyday practice. Generic continuity templates are often too complex or urban-centric. At the same time, municipal and regional business services, producer associations, and other support organizations want to help but need easy-to-deliver materials and a clear follow-up logic they can sustain over time. This creates an implementation gap between knowing and doing, with high stakes for jobs, service continuity, local well-being, and environmental stewardship.

Responsible faculty: Professor Timur Uman

Management and Control

RESEARCHERS

**LUKAS GORETZKI**

Professor and Head of Department of Accounting

(Research Area facilitator)

Educational background

Lukas holds a doctorate from WHU – Otto Beisheim School of Management, Institute of Management Accounting and Control, Germany. He is an alumn of the International Teachers Programme (ITP).

Professional Background

Before joining SSE, Lukas served on the faculty at the University of Innsbruck. Over the last years, he was a visiting professor at WHU, the University of Sydney, the University of Innsbruck, the University of Luxembourg, and the Turku School of Economics. He is an associate editor of the *European Accounting Review* and *The British Accounting Review*. He also serves on the editorial boards of *Accounting, Organizations and Society*; *Management Accounting Research*; *Accounting and Business Research*; *Financial Accountability & Management*; and the *Journal of Management Accounting Research*, and was an editor of *Qualitative Research in Accounting and Management* until 2026. Lukas is also the Head of Department of Accounting at SSE.

**KATJA EINOLA**

Associate Professor at the Department of Management and Organization

(Research Area facilitator)

Educational background

Katja holds a master's degree from HEC Montreal, Canada and a PhD from the University of Turku, Finland.

Professional background

Before entering academia, Katja held various expert, advisory and leadership roles in both small enterprises and large multinational firms. Katja's research and teaching focuses on teams, virtual work and resilience, leadership, HRM, artificial intelligence and technology in organizations. Her work has been published in leading journals such as *Organization Studies*, *Leadership*, *The Leadership Quarterly*, *Human Resource Management*, *Applied Psychology*, *British Journal of Sociology*, and *Human Relations*. During her life and career Katja has lived on three continents, and she speaks six languages fluently.

**SUSANNA ALEXIUS**

Affiliated researcher at CfSR

Educational background

Susanna holds a master and a PhD from the Stockholm School of Economics and is an Associate Professor in business administration at Stockholm University.

Professional Background

Susanna is a senior researcher at Score (Stockholm Centre for Research on Public Sector) at Stockholm University. Her research focuses on modern governance ideals and organizations' relationships to their institutional environment, including the rule- and control-oriented society, value conflicts, complexity, hybridity, and trust. With colleagues, she researches pragmatic bureaucracy for administrative resilience in the public sector, currently studying support staff in the Swedish Armed Forces during rapid growth. Other projects concern trust in development aid, organizing around societal challenges, and leadership at the intersection of societal spheres. Susanna also leads leadership programs for executives and elected leaders in the public and nonprofit sectors at the Stockholm School of Economics' Executive Education, and is a frequent speaker passionate about inspiring leaders toward wise, research-based decisions.



FANNY ALMERSSON

Affiliated Researcher at CfSR

Educational background

Fanny holds a bachelor and master from the Stockholm School of Economics. She defended her PhD thesis in June 2026.

Professional background

Fanny's doctoral research focuses on accounting and gender justice, examining issues of redistribution, recognition, and representation through the case of women's football. More broadly, she is interested in how accounting practices shape questions of justice and gender across different organizational and societal contexts. She is also involved in research examining the role of long-term financing in large-scale defense projects. Her interest in sports goes beyond academia, and outside of work she likes to spend her time running, skiing, and watching football.



FREDRIK W ANDERSSON

Research Director at Entreprenörskapsforum, Affiliated researcher at CfSR

Educational background

Fredrik holds a PhD from the School of Business, Economics and Law at the University of Gothenburg.

Professional background

Fredrik's research examines entrepreneurship, knowledge spillovers, and technology diffusion in high-technology industries and has been published in journals such as *Journal of Economic Behavior & Organization*, *Small Business Economics*, *International Small Business Journal*, *Urban Studies*, *International Journal of Manpower*, *Constitutional Political Economy*, *International Journal of Entrepreneurship and Small Business*, *Journal of Socio-Economics*, and *PLOS ONE*. Empirically, his research primarily relies on extensive register data combined with interviews. On a personal note, his most recent trip took him to Marrakech.



MARTIN CARLSSON-WALL

Professor at the Department of Accounting, Center Director at CfSR

Martin's educational and professional background is already described in the Section 'Center management team and senior advisors'



TORBJÖRN EINARSSON

Affiliated Researcher at CfSR and Stockholm Center for Civil Society Studies (SCCSS)

Educational background

Torbjörn holds master's degrees in business administration as well as computer science from Lund University and a PhD from the Stockholm School of Economics.

Professional background

Torbjörn has one foot in academia and one in practice. His research has focused on democratic governance of civil society organizations and the significance of civil society, including in welfare provision. At present, Torbjörn is conducting research on municipal preparedness, the role of civil society in crisis management, and how resilient rural communities can be built through collaboration with civil society. He has published in journals such as *Politics and Policy*; *Nonprofit and Voluntary Sector Quarterly*; and *Nonprofit Policy Forum*. In practice, Torbjörn contributes to societal resilience both as a municipal politician and through his involvement in the organizations *Leader Upplandsbyggd* and *Companion Roslagen & Norrort*, aiming to build resilient local communities consisting of small businesses, cooperatives, and associations that collaborate for purposes such as local food production.



KATA FREDHEIM

Vice President for Strategy and Partnerships at the Stockholm School of Economics in Riga. Affiliated researcher at CfSR

Educational background

Kata is a fellow at Kozminski University (Poland) and the Stockholm School of Economics (Sweden), holds several board positions, and has a white-label data science consultancy, focused on social media intelligence, harm detection, and experiments.

Professional background

Kata Fredheim is Vice President for Strategy and Partnerships at the Stockholm School of Economics in Riga. Her work sits at the intersection of higher education, public policy, and international cooperation. Her main areas of focus include migration and labour markets, resilience, capacity building in EU accession countries, and disinformation research.

She works extensively on building partnerships between universities, governments, companies, and international organizations, with a particular focus on the Nordic-Baltic Eight region and EU accession countries, including Ukraine and Moldova. Her work combines research, programme development, and policy engagement, often aimed at strengthening institutional capacity and supporting countries navigating geopolitical change.



CECILIA FREDRIKSSON

Researcher at the Swedish Defence Research Agency (FOI). Affiliated researcher at CfSR

Educational background

Cecilia holds a PhD in Business Administration (Management and Organization) from the Stockholm School of Economics.

Professional background

Cecilia is a researcher in Defence Economics at the Swedish Defence Research Agency (Totalförsvarets forskningsinstitut, FOI). Her research interests focus on defence innovation and the defence industry, as well as systemic threats (such as crimes against the welfare system). Through her work at the Swedish Armed Forces and together with scholars from CfSR, Cecilia conducts research on the management system in the Swedish Armed Forces in a time of rapid growth.



NATHALIE ILOGA BALEP
Post doc at Helmut Schmidt University in Hamburg.
Affiliated researcher at CfSR

Educational background

Nathalie holds an M.A. in Cultural and Literary Studies from the Technical University of Dortmund, an M.A. in Entrepreneurship and Management from the Leuphana University Lüneburg and a PhD from the Helmut-Schmidt-University / University of the Federal Armed Forces in Hamburg.

Professional background

Nathalie is a postdoctoral researcher and lecturer in the Department of Management Accounting and Control at Helmut Schmidt University in Hamburg. Her current research focuses on performance and risk measurement in preventive work, including military upscaling and civil preparedness processes, prison work and violence prevention in schools, and the relationship of accounting to concepts of (organizational) hope and vulnerability. As part of the international research project 'Quantification, Administrative Capacity and Democracy' (QUAD), she examined the adoption and application of performance measurement across the public sector, particularly in prisons, hospitals and universities. Her doctoral research and subsequent publications explore how calculative practices in German prisons embody multiple, and sometimes conflicting, values.



MARKUS HÄLLGREN
Professor at Umeå University.
Affiliated researcher at CfSR

Educational background

Markus holds a master and a PhD from Umeå University.

Professional Background

Markus Hällgren is a Professor of Management at Umeå University, where he leads the TripleED research program. His research focuses on organizational routines, leadership, sensemaking, and team dynamics in extreme contexts, drawing on ethnographic fieldwork in settings ranging from mountaineering expeditions and hospital emergency departments to police operations, military command centers, and construction. He founded Extreme Environments – Everyday Decisions and co-founded the Organizing Extreme Contexts network, bringing together over 700 scholars. Since 2019, he has led Competence Forum Region North, a platform for discussions with organizations like the police and military on societal resilience. Hällgren has co-developed influential approaches including Projects-as-Practice (2005), Extreme Contexts (2014), and Extreme Fiction (2019). He was a visiting researcher at Stanford University 2011-2013, has secured funding from major Swedish research agencies, and received awards including Best Paper from the Academy of Management Annals. His work has been featured in outlets like the Financial Times and published in journals including Academy of Management Annals and Journal of Management Studies.



KATARINA KAARBØE
Professor at the Norwegian School of Economics (NHH).
Affiliated researcher at CfSR

Educational background

Katarina holds a PhD in business administration from Umeå University.

Professional background

Katarina is Professor of Management Control at the Department of Accounting, Auditing and Law at the Norwegian School of Economics (NHH) and Director of the initiative for Security and Resilience. Her research focuses on management control in large organizations. In recent years, she has particularly studied contemporary management control practices such as dynamic management control systems. Her current research explores how digitalization is transforming accounting practices and the role of accountants in different types of organizations. In addition, she studies preparedness in health care sector. She has published in journals such as Management Accounting Research; European Accounting Review; Financial Accountability & Management; British Accounting Review, Journal of Accounting, Auditing and Accountability, Critical Perspective on Accounting. She has been a visiting scholar at Scancor, Stanford Universities three times. On her private time, she enjoys being in the mountain cabin both winter and summer.



DAN-RICHARD KNUDSEN

Associate Professor at the Norwegian School of Economics (NHH). Affiliated researcher at CfSR

Educational background

Dan-Richard holds a master and a PhD from the Norwegian School of Economics (NHH).

Professional background

Dan-Richard Knudsen is an Associate Professor of Management Control at the Norwegian School of Economics and Research Director at the Security and Resilience Initiative. His primary research interest lies in the mutual relationship between digital technologies and management control. He currently studies the role of management control in orchestrating collective action amid the scale-up of total defense. Dan-Richard is also Associate Professor II at Nord University in Bodø, Norway. He has published in journals such as *Critical Perspectives on Accounting*; *Accounting, Auditing & Accountability Journal*; *Qualitative Research in Accounting & Management* & *International Journal of Accounting Information Systems*. He serves as the Project Manager of the research project “Management of Data-Driven Organizations” (MaDDO) at NHH, and he is also a member of the editorial board of *Accounting Forum*. On a personal note, Dan-Richard has a deep passion for football, currently best reflected in his role as a boys’ team coach.



KALLE KRAUS

Professor at the Department of Accounting, Research Director at CfSR

Kalle’s educational and professional background is already described in the Section ‘Center management team and senior advisors.’



JOHNNY LIND

Professor at the Department of Accounting

Educational background

Johnny holds a master and a PhD from Uppsala University.

Professional background

Johnny’s primary research interests concern performance measurement, management control, and the role of accounting in inter organizational relationships, spanning both private and public sector organizations. He is currently studying the role of management control in navigating scale up within total defense. Johnny is also a fractional Professor at the Norwegian University of Science and Technology (NTNU) in Trondheim. His work has been published in journals such as *Accounting, Organizations and Society*; *Management Accounting Research*; *European Accounting Review*; *Accounting, Auditing & Accountability Journal*; and the *Journal of Business Research*.



MARIA LINDSKOG

Affiliated researcher at CfSR

Educational background

Maria is a Lic. Psychologist working as an organizational psychologist. She holds a master's degree from Stockholm University.

Professional background

Maria Lindskog recently entered the research field adding requested psychological perspectives on management together with practical interview technique's important to research methods. Maria has a background working within the Swedish Total Defence. As part of a research team with Susanna Alexius and Janet Vähämäki she studies how pragmatic bureaucracy and administrative judgement capabilities are fostered within public administration. Currently working with a case in Swedish preparedness work with studies on support staff functions in Swedish Armed Forces and Swedish municipalities. Collaborating with Maria means hearing her humming, since music and choir song is a necessity in her life.



MALIN LUND

PhD student at the Department of Accounting

Educational background

Malin holds a master in business administration from the Stockholm School of Economics.

Professional background

Malin investigates management accounting practices in the public sector services. More specifically she is interested in the use of performance measures of various kinds, especially in public sector areas which has implemented market oriented solutions, such as the freedom of choice in the educational field. She has also conducted research on digitalisation in the public sector and use of accounting talk during organizational change processes.



JOSHUA MAINE

Postdoctoral Researcher at Mälardalen University. Affiliated researcher at CfSR

Educational background

Joshua holds an MSc in Business Administration (International Business) from Kristianstad University and a Doctor of Business Administration (Management Accounting) from Jönköping International Business School.

Professional background

Joshua Maine wrote his PhD on organizational control in public hybrid organizations, exploring implications for accountability and performance. This research examines how ownership arrangements and governance structures enacted at the strategic apex shape accountability and performance. His current work concentrates on organizational responses to security and resilience challenges in the municipal sphere. Joshua has published in peer-reviewed journals such as The British Accounting Review, Accounting, Auditing & Accountability Journal, and International Public Management Review.



PAOLO QUATTRONE

Professor of Accounting, Governance and Society, Alliance Manchester Business School. Affiliated researcher at CfSR

Educational background

Paolo holds a PhD from the University of Catania, Italy.

Professional background

Paolo is interested in the governance, practices and tools which facilitate or obstruct effective decision-making in situations of ambiguity and radical uncertainty. His works have appeared in journals such as *Accounting, Organizations and Society*, *Contemporary Accounting Research*, *Organization Studies*, and *Administrative Science Quarterly*. He teaches on the Major Programme Leadership Academy, co-organised by the National Infrastructure and Service Transformation Agency (NISTA) and Saïd Business School, Oxford. In 2022-23, he served as a member of the 'Cost estimation and control' panel reporting to the UK Secretary of State of the Ministry of Defence and sits on the Board of the School for Advanced Defence Studies of the Italian Ministry of Defence. He is the 5th recipient of the EIASM Interdisciplinary Thought Leader Award and served as co-Editor-in-Chief of *Organization Studies*.



TOBIAS SCHEYTT

Professor of Management Accounting and Control, Helmut-Schmidt-University – University of the Federal Armed Forces Germany. Affiliated researcher at CfSR

Educational background

Tobias holds a PhD from University Witten/Herdecke, Germany, and got his habilitation (postdoctoral lecturing qualification) from Innsbruck University, Austria.

Professional background

Tobias is interested in issues of strategic organizational control, particularly the governance of risk, quality and security in private, public and third-sector organizations. His work has been published in outlets like *Organization Studies*, *Organizational Research Methods*, *Management Accounting Research*, or *European Accounting Review*. Apart from his life as a professor, he acts as the Chairman of the Centre for Postgraduate Education at Helmut-Schmidt-University that offers master programs to professionals from the security and defense sector as well as from civil agencies and international (humanitarian) organizations.



GUSTAV VON SCHMALENSEE

PhD student at the Department of Accounting, Officer in the Royal Swedish Navy

Educational background

Gustav studied the Officers' Program at the Swedish Defence University, followed by master's-level studies in Business Administration at Stockholm University. He has also studied the Joint Advanced Command and Staff Program at the Swedish Defence University and holds an Executive MBA from the Stockholm School of Economics.

Professional background

Gustav has worked for several years as a naval officer in the Royal Swedish Navy, where he has held a range of positions, from Navigations Officer to, most recently, Chief Financial Officer of the Royal Swedish Navy.



PETER SKÆRBÆK

Professor at Copenhagen Business School. Affiliated researcher at CfSR

Educational background

Peter holds a master's and a PhD from Copenhagen Business School

Professional background

Peter Skærbæk is a Professor of Management Accounting, and his primary research interests are in management accounting and how accounting plays a role in organizational and strategic change. He is currently studying the roles of management accounting and consultancies in the claimed optimisation (or scaling down) of the Armed Forces in Norway and Denmark, which took place until recently. Peter is also a Professor (fractional) at the University of Inland Norway. He has published in journals such as *Accounting, Organizations and Society*; *Contemporary Accounting Research*; *Management Accounting Research*; *Accounting, Auditing and Accountability Journal*; *European Accounting Review* and *Financial Accountability & Management*. He is on the editorial boards of *Accounting, Organizations and Society* and *Financial Accountability and Management*. On a personal note, Peter is an avid outdoors person who walks many trips with Pint, a 7-year-old Labrador.



KJELL TRYGGESTAD

Professor at Inland School of Business and Social Sciences, Norway. Affiliated researcher at CfSR

Educational background

Kjell is professor in management accounting and control at the Department of Business Administration, University of Inland Norway and professor (fractional) at Copenhagen Business School.

Professional background

Kjell's current research is about the role of consultancy cost saving calculations in negotiating the capabilities and capacities of the armed forces. He has edited and published in books and in peer reviewed journals within accounting, management and organization studies. His theoretical-methodological approach is based on actor-network theory, supported by case studies of empirical processes. On a private note, Kjell is dividing his time between cross-country and alpine skiing and deep dives into the archives of Norwegian military history to better understand our present times by reconstructing how his grandfather, a Norwegian officer and a gentleman, ended up in a nazi prison camp outside Berlin during WWII.



TIMUR UMAN

Professor at Jönköping University. Affiliated researcher at CfSR

Educational background

Timur holds a PhD in Corporate Governance from Lund University.

Professional background

Timur's research focuses on corporate governance, boards, ownership, and decision-making in organizations, with particular interest in how governance arrangements shape managerial discretion, accountability, and resilience in both private and public-sector settings. He currently leads the project *Configuring Management Control Systems for Resilience: Exploring Social Services and Primary Care During War*, which examines how local governments adapt management control systems to maintain service provision readiness under extreme disruption. His work has been published in journals such as *Management Science*, *The British Accounting Review*, *Academy of Management Perspectives*, *Journal of World Business*, *Public Management Review*, *Long Range Planning*, *Accounting, Auditing & Accountability Journal*, and *Corporate Governance: An International Review*. On a personal note, in his youth Timur competed in competitive ballroom and Latin dancing, but these days he primarily cheers for his kids competing in football and handball.



JANET VÄHÄMÄKI

Affiliated Researcher at CfSR

Educational background

Janet holds a master in comparative education from Stockholm University and a PhD in accounting from Stockholm Business School.

Professional background

Janet is a Senior Researcher at Stockholm Environment Institute and affiliated researcher to the Center for Security and Resilience at Stockholm School of Economics. Together with Susanna Alexius and Maria Lindskog she studies how pragmatic bureaucracy and administrative judgment capabilities are fostered within public administration. They are currently working with a case in Swedish preparedness work with studies on support staff functions in Swedish Armed Forces and Swedish municipalities. Janet has a long background from the development cooperation sector, both as a civil servant at Sida and Ministry for Foreign Affairs, but also from researching the sector. On a personal note, Janet is dedicated to meditation and mindfulness, she organizes retreats and meditation classes.

RESEARCH AREA

SUPPLY CHAINS AND RESILIENCE



How do time pressure and value conflicts affect the flow, prioritisation, and interpretation of resources in preparedness systems? Research that sheds light on this will, in addition to academic relevance, also result in evidence-based policy recommendations regarding, for example: a) the conditions for maintaining supply chains to, from, and within the country; b) how capabilities can be created to compensate for disruptions and interruptions in supply flows; c) how capabilities can be created to prioritise critical flows and critical needs in situations of shortage; d) how markets have been affected by

regulations that complicate defense supply, and what strategies could support new solutions. In order to answer these and related questions, CfSR currently has six ongoing research projects within the research area Supply Chains and Resilience.

Supply Chains and Resilience

RESEARCH PROJECTS



Research Project 8

INTERNATIONAL SUPPLY CHAIN RESILIENCE UNDER GEOPOLITICAL THREATS

In the wake of ongoing military conflicts in the world, an increasing number of nations are prioritizing security over economic prosperity in international supply chains. Conflicts and political pressure can undermine the ability to maintain supply flows to, from, and within countries. The total defense capacities of nations depend on access to resources that enable the continuation of business operations on a broad scale. During geopolitical crises, private firms play important roles in ensuring the availability of critical resources. Companies are therefore facing growing pressure to develop strategies, collaborations, and procedures that strengthen the resilience of their supply chains. Building supply chain resilience may involve redesigning supply chains, developing routines to address sudden geopolitical shifts, and exploring new sourcing options.

While increasing attention, from a total defense perspective, is directed toward the ability of domestic industries to deliver products and

services under challenging conditions, we still lack knowledge about how geopolitical tensions spill over into international supply chain strategies and shape firm-level capabilities to adapt to shifting requirements. Firms, especially those from smaller nations such as Sweden, will inevitably remain exposed to international dependencies. However, firms can minimize the risks that such dependencies lead to severe disruptions. This can be achieved through supply chain strategies that take into consideration the geopolitical risks linked to international dependencies. In this study, we investigate how supply chain strategies change when the focus shifts from cost optimization toward greater consideration of security, preparedness, and resilience.

Responsible faculty: Assistant Professor Daniel Tolstoy, Affiliated researcher Sara Melén-Hånell



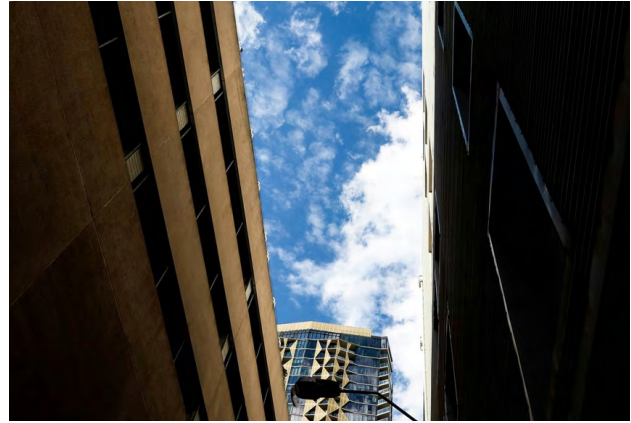
Research Project 9

THE ROLE OF PUBLIC PROCUREMENT IN STRENGTHENING PREPAREDNESS, SUPPLY SECURITY AND SUSTAINABLE SUPPLY CHAINS

This project proposal is grounded in the area of military and civil supply chains, and focuses specifically on public procurement. There are several needs and challenges facing the defense sector. These include how legal frameworks should be shaped to ensure secure supply flows for the military and other actors during crises and conflicts, how to safeguard access to supply flows involving both domestic and international suppliers, and how to manage supply chains in military as well as civil contexts.

There is a need to develop strategies for securing access to critical raw materials, as well as clarifying who should bear the costs of this strategic shift and enhanced supply security. One important question is whether supplier markets have been adjusted to governance models and routines that may in fact complicate the procurement of defense materials—and if so, how to address that. Examples can be questions related to inventory and stockpiling.

Responsible faculty: Professor Per Andersson, Affiliated researcher Katarina Arbin, Senior Advisor Staffan Movin



Research Project 10

THE DEVELOPMENT OF CIVIL SOCIETY IN TIMES OF INCREASED DISTRESS: ENHANCED CAPACITY BUILDING TO BOUNCE BACK BETTER AND FORWARD

This research builds on the results and findings from earlier studies, e.g. *Styrning och kontroll i civilsamhället* (Riksbankens Jubileumsfond, P15-0377-1) and *Idéburen kraft för ett starkare samhälle* (MSB 2021-04337). The current study will however go deeper and beyond what we did in the other studies, with the explicit aim to identify a handful of significant cases in the participating organizations to study in detail. The selected cases will illustrate forms of organizational learning in the organizations during and between significant crisis situations.

Three topics of particular interest have been identified already in earlier research, which will be the core of the planned study: (1) New or changed internal routines or processes (including coordination and governance); (2) New methods or models being developed and implemented; and, finally (3) New external cooperation and networks being established or activated (with other CSOs or government actors – municipal, regional, state – and with for-profit corporations. For all these three topics we will use the same type of broader two-pronged research question: What types of critical change have been institutionalized in the CSOs following from your efforts and experiences during earlier crisis and how did this implementation happen?

Responsible faculty: Associate Professor Filip Wijkström



Research Project 11

MITIGATING KEY VULNERABILITIES IN EUROPEAN DEFENCE SUPPLY CHAINS THROUGH START-UP CONTRIBUTIONS

European defence supply chains are critical to NATO and EU security, particularly in the context of heightened geopolitical tensions or potential rapid escalation on NATO's eastern flank. Recent events, including the war in Ukraine and hybrid-warfare activities that Europe is facing, highlight potential vulnerabilities in defence logistics, such as reliance on non-EU suppliers, fragmented production, and limited rapid supply increase capabilities. Understanding these vulnerabilities is essential for policymakers and industry leaders to enhance resilience and ensure operational readiness.

Defence start-ups, with their agility, innovation, and ability to address niche challenges, offer untapped potential to strengthen European defence supply chains. This research aims to identify key vulnerabilities and explore how start-ups can mitigate them, focusing on enhancing resilience in the defence supply chain context. The study will leverage theoretical frameworks such as Complex Adaptive Systems (CAS) and Resource Dependence Theory (RDT) to provide a robust analytical lens and propose actionable recommendations. Moreover, the study will provide actionable strategies to integrate start-ups into European NATO countries' industrial defence ecosystems, informing industrial policy and bolstering defence supply chains' resilience.

Responsible faculty: Affiliated researcher Lukasz Bednarski, Professor Constantin Blome



Research Project 12

WEAPONIZATION OF GLOBAL SUPPLY CHAINS IN STRATEGIC HIGH-TECH INDUSTRIES: STATE-LEVEL BENEFITS AND SUPPLY CHAIN-LEVEL IMPACTS

The concept of supply chain weaponisation refers to the active use of global supply chains and economic dependencies by nation-states as competitive tools to achieve political, security, or geopolitical objectives, often leading to significant disruption for businesses. Supply chains increasingly become tools of diplomatic statecraft. Nation-states are leveraging their supply chains, particularly in strategic dual-use high-tech industries such as semiconductors, space, and advanced materials, as competitive weapons to achieve their geopolitical objectives and thereby influence the global balance of power. However, weaponization introduces trade-offs, disrupting globalised supply chains' operational and economic efficiency.

This project integrates Supply Chain Management (SCM) theories, which focus on operational efficiency and resilience, with International Relations (IR) theories, which analyse states' struggles for power and motives, to examine the benefits states derive from weaponizing supply chains and the impacts of weaponisation on supply chain operations, efficiency, and design, on the example of the space and semiconductor industries. Current SCM literature generally overlooks a geopolitical perspective, while IR scholarship rarely addresses supply chains' operational challenges.

Responsible faculty: Affiliated researcher Lukasz Bednarski, Professor Constantin Blome



Research Project 13

MUNICIPALITY PREPAREDNESS: INSIGHTS FROM FOUR MUNICIPALITIES OF DIFFERENT SIZE

This project investigates how municipalities can strengthen their preparedness and resilience as part of Sweden's total defence. In recent years, municipalities' responsibility for societal preparedness has increased alongside a growing recognition of the importance of local resilience. The project involves four municipalities of different sizes and characteristics. By bringing together municipalities that collectively reflect the diversity of Swedish local government – from small rural municipalities to large urban centres – the project provides a platform for shared learning and the development, testing and dissemination of practical methods and governance approaches that enhance local capacity to prepare for and respond to disruptions, crises and ultimately situations of war.

Drawing on semi structured interviews and collaborative discussions with municipal representatives, the project examines issues such as financing and reporting preparedness, cooperation with state, private and civil society actors, internal routines and processes, and communication. The project aims to generate knowledge on how municipalities can establish a common foundation for preparedness and demonstrate how strengthening local capabilities can contribute to national resilience.

Responsible faculty: Executive Director Staffan Holmberg, Research analyst Olivia Gardell, Research analyst Olof Larsson

Supply Chains and Resilience

RESEARCHERS

**CONSTANTIN BLOME**

Professor at the Department of Entrepreneurship, Technology and Innovation

(Research Area facilitator)

Educational background

Constantin holds an MSc and a PhD from Technical University of Berlin as well as a habilitation from European Business School, Germany.

Professional Background

Constantin is a researcher in supply chain management. At SSE he heads the Center for Transformative Innovation and co-leads research on supply chain resilience in the Center for Security and Resilience. He previously served as Dean/Rektor of Lancaster University Leipzig, Germany; Associate Dean at University of Sussex, UK; Endowed Chair Professor at UCLouvain, Belgium; and Assistant Professor at EBS Business School, Germany. He has also held visiting positions at M.I.T., Michigan State University, IIM Bangalore, Vlerick, EDHEC, and Xi'an Jiaotong. In industry, Constantin is involved in two start-ups: n-side (Belgium), a hidden champion for sustainable decision-making, and Procurement (Poland), a leading global procurement portal provider. He was Co-Editor of the International Journal of Operations & Production Management for seven years and still serves as its Consulting Editor.

**DANIEL TOLSTOY**

Assistant Professor at the Department of Marketing and Strategy

(Research Area facilitator)

Educational background

Daniel received his Ph.D. from Stockholm School of Economics in 2010, with a thesis in international business and entrepreneurship.

Professional background

Daniel previously served as Associate Professor at Uppsala University between 2019 and 2021. Since 2023, he is Cohort Program Director for the SSE MBA Executive format. He teaches at bachelor's, master's, and PhD levels and conducts research in the field of international business, focusing on how firms manage cross-border supply chains and market channels.

**PER ANDERSSON**

Professor at the Department of Marketing and Strategy

Educational background

Per took his PhD at Stockholm School of Economics in 1996 and became an Associate Professor there in 2003. In 2008 he became Professor in marketing at SSE.

Professional background

Since the early 2000s, Per's research has focused on digital transformation processes, and since 2018 it includes the impact of artificial intelligence (AI). A recent AI project examined the effects of AI implementation across different types of operations, investigating business consequences and challenges with a focus on business strategy, business models, organization and work, and how they connect. The research centers on outcomes for effectiveness, customer value, and organizational and operational efficiency and profitability. More recent projects study public procurement, most centrally its role in strengthening preparedness, supply security, and sustainable supply chains. Beside research, Per has also been involved in courses and programs at SSE, including the MSc program Master in Business Management (MBM) and its Business Creation and Development course.



KATARINA ARBIN

Affiliated Researcher at CfSR and at the Department of Marketing and Strategy

Educational background

Katarina holds a master and a PhD from the Stockholm School of Economics.

Professional background

Katarina's primary research interests are procurement, supply chain management, sustainability, technology adoption and use, preferably combined. She currently studies the role of procurement to achieve preparedness and defense, and the role of public government procurement in shaping supplier markets. She also has a project running about AI and purchasing in the retail sector. Katarina teaches procurement and sustainability at master's level and has published in journals such as Business Ethics, Journal of Public Procurement, Scandinavian Journal of Management, Safety Science, Human Systems Management and more. From working several years outside academia Katarina is skilled in sustainability, procurement, market research, business intelligence, business development and management. She is also involved in the MTC procurement center, a foundation focusing on and contributing to the procurement field.



ŁUKASZ BEDNARSKI

Affiliated Researcher at CfSR and at the Department of Entrepreneurship, Innovation and Technology at CfSR

Educational background

Łukasz Bednarski holds a PhD from the University of Sussex.

Professional background

Łukasz research examines how geopolitical disruptions affect global supply chains, with a particular focus on high-technology industries. Using an interdisciplinary approach, he integrates insights from Supply Chain Management, International Relations, and Political Science to analyze how state-driven strategies and disruptions influence supply chain design, operational performance, and resilience. Drawing on more than a decade of operational and commercial experience in supply chain management, his work bridges theory and practice, offering new perspectives on the evolving relationship between geopolitics and global supply chain dynamics. He has published in Production Planning and Control and International Journal of Operations & Production Management.



RICKARD BJÖRNEMALM

PhD Student at Department of Management and Engineering, Business Administration Division at Linköping University. Affiliated researcher at CfSR

Educational background

Rickard holds a Master in Economic History from Stockholm University.

Professional background

Rickard is a PhD student in Strategy, and his primary research interest concerns historical, political, social and institutional aspects of strategy, often referred to as "non-market" strategy research. In his dissertation, Rickard studies the historical evolution of non-market strategic capabilities in Swedish defense industrial enterprise. His master thesis, "Strategy in Swedish state-owned enterprises: Managing market-orientation in energy, post, and telecommunications, 1980–1988" won the 2024 Håkan Lindgren Price for best Bachelor or Master's thesis of the year in Economic History in Sweden. Rickard has also published work on strategy in state-owned banks, the behavior of government agencies and how firm's political connections and capabilities led to innovation policy failure. On a personal note, Rickard plays goalie for the Linköping University Ice Hockey team called HKL Make Believes.



OLIVIA GARDELL

Research Analyst

Educational background

Olivia holds a bachelor in Public Law with a specialization in EU Law and a master in Public Administration from Södertörn University.

Professional background

Olivia is primarily involved in the project Kommunal utveckling för ett starkt totalförsvar, which aims to develop and test practical approaches that strengthen municipalities' ability to act during disruptions, crises, and ultimately war. More broadly, she is interested in questions related to governance, public sector organization and transnational administration. She has previously worked as a research assistant on a research project involving Lund University, the University of Gothenburg, and Södertörn University, examining how popular movements historically shaped Sweden's democratization. She has also co-authored a report for the Expert Group for Aid Studies (EBA) examining Swedish international development assistance, including aid to and through civil society organizations, which will be published 2026.



OLOF LARSSON

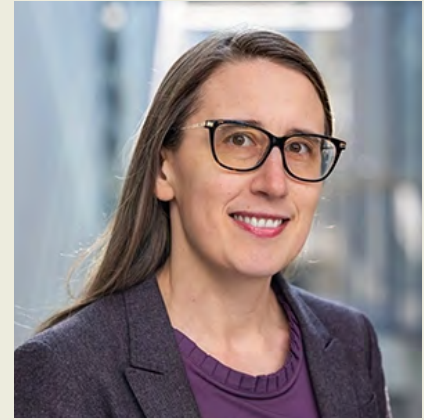
Research Analyst

Educational background

Olof holds two bachelor's degrees in political science and history, from Stockholm University and Södertörns University respectively, as well as a Master of Public Administration from Södertörn University.

Professional background

Olof's professional background includes working as a research assistant at Södertörn University, the University of Gothenburg, and Lund University. He is also credit as a co-author in a forthcoming study for Södertörn University and the Expert Group for Aid Studies examining Swedish foreign aid policy related to civil society organizations. At a broader level, he's interested in how the relationship between the private and public sectors is shaped by policy development and societal change. He's currently involved in research on municipal resilience and preparedness, as well as how Sweden's overall civil and military preparedness can be strengthened, with a special focus on municipal preparedness.



SARA MELÉN HÅNELL

Assistant Professor (Docent) at Mälardalen University, Affiliated researcher at CfSR

Educational background

Sara holds a PhD from the Stockholm School of Economics.

Professional background

Sara's primary research interests are in international business and entrepreneurship, and how Small and Medium-sized Enterprises (SMEs) and Multinational Enterprises (MNEs) conduct international business. Her research currently focuses on the area of international supply chain resilience. Sara has published in journals such as Journal of World Business, Journal of International Marketing and Entrepreneurship and Regional Development.



RASMUS NYKVIST

Senior Lecturer at the Department of Management and Engineering at Linköping University, Affiliated researcher at CfSR

Educational background

Rasmus holds a PhD from Örebro University.

Professional background

Rasmus research lies at the intersection of business history, organization, and strategy, with a particular focus on Swedish financial history and market regulation. He has published in journals such as *Organization Studies*, *Business History*, *Management Learning*, and *Technological Forecasting and Social Change*. Currently, he draws on his background in the study of State-Owned Enterprises to understand their role in the Swedish “total defence” during the Cold War. On a personal note, Rasmus has a university degree in Philosophy, and still works on such issues when given a chance.



SVEN-ANDERS STEGARE

Affiliated researcher at CfSR

Educational background

Sven-Anders holds a Master of Science in Industrial Economics and Management from KTH Royal Institute of Technology, Stockholm. He defended his PhD thesis at SSE in June 2026.

Professional background

Sven-Anders’ research focuses on procurement and sustainability. His academic interests include social sustainability, organizational tensions, and the role of procurement in complex supply networks. He has a professional background in senior procurement roles within industry, finance, and technology, including positions at IBM, Ericsson, Gam-bro, IBX, and SEB. Alongside his doctoral studies, he is involved in research and executive education activities at the Stockholm School of Economics, primarily through the MTC Procurement Research Center, contributing to applied research projects and course development. Sven-Anders values working at the interface between research, education, and practice in an academic environment.



FILIP WIJKSTRÖM

Associate Professor at the Department of Management and Organization

Educational background

Filip holds a master and a PhD from Stockholm School of Economics.

Professional background

Filip is Associate Professor at the Department of Management and Organization and Center Director at Stockholm Center for Civil Society Studies (SCCSS). His primary research interests range from governance and management of large and complex organizations and international comparisons of nonprofit sector development, to field-level analysis across various fields in society, and of civil society’s role in the ongoing renegotiation of Sweden’s social contract (samhällskontraktet). Over the years, he has published in journals like *The International Journal of Management Reviews*, *Nonprofit Management and Leadership*, *American Behavioral Scientist*, and *Non-profit and Voluntary Sector Quarterly*. Important outlets of his research are also a number of books, both monographies and edited volumes for a Swedish as well as international audiences. Filip has also throughout his career been successful in competing for and securing external research grants and regularly participates in Executive Education programs and forms of teaching and lecturing, primarily targeting civil society as well as public sector authorities.



PÄR ÅHLSTRÖM

Professor at the Department of Entrepreneurship, Technology and Innovation

Educational background

Pär holds an MSc and a PhD degree from Stockholm School of Economics. His PhD focused on the adoption of lean production, with a particular focus on how manufacturing companies make the transition.

Professional background

Pär is the holder of the Torsten and Ragnar Söderberg Chair in Business Administration, with a particular focus on Operations Management, at the House of Innovation. He also serves as Vice President Degree Programs at Stockholm School of Economics. He is a board member of Stockholm School of Entrepreneurship and Institute for Management of Innovation and Technology. He is also a member of the Royal Academy of Engineering Sciences (IVA).

RESEARCH AREA

INNOVATION AND BUSINESS MODELS



How are efficiency, learning and ethical responsibility balanced in the development of new business models, technical solutions and forms of collaboration? Research that illuminates this will, in addition to academic relevance, also result in evidence-based policy recommendations regarding, for example: a) how Sweden's total defence can develop its innovation capacity; b) how the public and private sectors can cooperate in peacetime and during heightened preparedness and war to effectively encourage, manage and implement innovations that strengthen total defence; c) how can business models be

designed to promote collaboration among the total defense system, industry, and private actors? In order to answer these and related questions, CfSR currently has six ongoing research projects within the research area Innovation and Business Models.

Innovation and Business Models

RESEARCH PROJECTS

**Research Project 14****RAPID INNOVATION IN RIGID STRUCTURES – AN EXPLORATORY STUDY FOCUSED ON METHOD DEVELOPMENT**

This research project aims to identify keys for accelerating capability development and innovation. The project addresses two overarching questions: Why is it so slow? How can it be faster? The project aims to: In the short term, contribute to ongoing innovation efforts within the Air Force's priority areas: methods, leadership, and organization. In the long term, support the development of an innovation culture that promotes speed, both within the Air Force and the Swedish total defense as a whole. The project also aims to generate new knowledge and concepts in innovation and leadership to enable shifts in tempo within established organizational structures.

Responsible faculty: Affiliated researcher Mattias Axelsson, Affiliated researcher Pernilla Petrelius-Karlberg

Research Project 15**SWEDEN'S CYBERSECURITY AT CROSSROADS: GOVERNANCE, TECHNOLOGY AND GEOPOLITICS, 2000-2040**

Cybersecurity, innovation in strategic technologies, and geopolitical uncertainty are three issues of great concern. Separately, each issue is among the top worries of decision-makers globally, and at every level of European society. Together, as a nexus of issues, the combined risk poses an even bigger challenge that demands immediate action. In particular, cybersecurity is increasingly shaped by the sophistication and evolving strategies of adversaries as well as the geopolitical realities of AI, computing power (including semiconductors), and 5G communication technologies, which jointly define the capabilities and vulnerabilities of digital infrastructures. Sweden cannot afford for this cluster of digital technologies to be her Achilles' heel. Not since the late 1930s, and again in early 1950s, have the uncertainties – and the need for careful analysis – been greater.

This project builds on a comparative, interdisciplinary analysis of this cybersecurity/strategic technology nexus, focusing on the evolution of continuities and discontinuities in Sweden's historical paths, as well as on the sources of variation between different states. Building on those perspectives, the study aims at explaining how, if at all, Sweden can develop policies to pivot her current approaches to the nexus while more effectively grappling with the domestic and geopolitical challenges defining this space.

Responsible faculty: Associate Professor Henrik Glimstedt; Affiliated researcher Annika Andreasson



Research Project 16

BUSINESS MODELS FOR LONG-TERM AND COMPLEX CAPABILITIES IN STRATEGIC DEFENSE PROJECTS – INSIGHTS FROM THE BUSINESS COMMUNITY

For companies, business value is primarily defined as profitability, growth, and returns to owners. They operate in competitive markets where risk is taken in relation to return, and where incentives are created for efficiency and innovation. The perspective is often short-term and measurable in financial results. For the state, business value instead means societal value. In strategic defense procurements, goals such as security of supply, technological sovereignty, and national security are prioritized over economic profitability. The state may accept costs and risks that are not economically viable from a market perspective, as freedom of action and long-term preparedness take precedence. Ownership structure also affects business value. Wholly state-owned companies can ensure control but risk inefficiency. Co-ownership and public-private partnerships can promote innovation but also lead to goal conflicts between national security interests and corporate profit motives. If the state is only a customer to international suppliers, value depends on contracts and political relations. In summary, the state's concept of business value is multidimensional and long-term, where value is measured in security and societal benefit rather than financial return. Traditional business model theories cannot be fully applied in this context. However, within the procurement domain, there are several theories that can be wholly or partially applied to the acquisition of complex defense systems.

This research project aims to analyze business models in large-scale and strategic defense projects. Key questions are: How do different total defense industries function as markets, and in what way do its business models, logic, and incentives

shape the relationship with the state in strategic procurements of defense systems? How can the state use and adapt business models in strategic defense procurements to navigate value, risks, and incentives, given different supply solutions and ownership structures?

Responsible faculty: Professor Martin Carlsson-Wall, Associate Professor Henrik Glimstedt, Senior Advisor Henrik Friman, Affiliated researcher Fanny Almersson, PhD Student Nicholas Nikander



Research Project 17

DISINFORMATION AND THE BUSINESS MODELS OF TECH COMPANIES

The European Union has identified disinformation as a threat to both society and democracy. However, both Sweden and the EU face a major challenge: disinformation is profitable, for large platforms and individual actors alike. Big platforms profit from disinformation because it is often designed to trigger strong emotional responses. This keeps users engaged, increasing clicks and advertising revenue. As a result, platforms are reluctant to regulate disinformation in ways that could disrupt their revenue streams. This, in turn, enables actors, such as those connected to Russia, to continue spreading disinformation and undermining democratic societies. At the same time, the structure of global advertising networks allows technically skilled individuals to create disinformation websites and earn money through ads, often without advertisers even knowing their ads are being shown on these sites. This means efforts to fight disinformation face an uphill battle against powerful commercial interests, as tech companies' business models are part of the problem (Diaz Ruiz, 2023). The first part of this research project aims to explore this symbiotic relationship and build a deeper understanding of it. The goal is to provide insights into how these business models may need to change or be regulated. The project expands on previous research by not only investigating how advertising finances disinformation, but also whether advertising increases the credibility of disinformation.

Through experiments, we will test whether the presence of advertising, especially from well-known brands, makes disinformation appear more trustworthy. If this is the case, the studies will offer new insights into how tech companies' revenue models unintentionally promote the spread of disinforma-

tion. These insights could help guide policy and reform, an issue that is crucial for the civil defense of Sweden and the EU. Some tech companies have made attempts to flag or otherwise mark content as disinformation or misinformation. Independent fact-checking organizations are also involved in this work. The second part of the project, however, aims to investigate whether disinformation can still influence users even when they know it is false. Through experimental studies, we will test whether people's opinions on key issues can be affected by disinformation, even when it is clearly labeled as false. If so, the implications are clear: disinformation must be stopped before it reaches users. Once it has been seen, it may influence people's thinking regardless of whether they know it's wrong. Taken together, the two parts of the project aim to increase understanding of how people react to disinformation, and how the business models of major tech companies contribute to its spread. This knowledge can inform both companies and regulators on how to reduce disinformation in society, helping to strengthen our civil defense.

Responsible faculty: Associate Professor Jonas Colliander

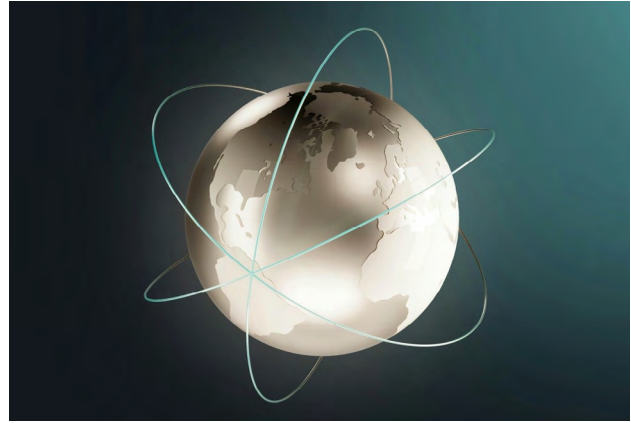


Research Project 18

GEOPOLITICAL AFFINITY AND MARKET COMMITMENT

This project examines how geopolitical affinity shapes firms' market commitments. Using longitudinal data from 1980 to 2022 covering more than 30,000 wind farms, each linked to its turbine suppliers and country-level characteristics, we analyze how changes in geopolitical alignment influence firms' decisions to sustain or reduce their presence in specific markets. We argue that when a firm's geopolitical alignment with a host country weakens, its commitment to that market declines due to heightened perceptions of political and operational risk. Reduced affinity can undermine confidence in contract stability, financing, and regulatory support. We also consider the geopolitical positions of competitors, proposing that the entry or expansion of more aligned rivals amplifies the disadvantages faced by less aligned firms by reinforcing both competitive and institutional pressures. The project advances the idea of geopolitical affinity as a strategic resource that shapes firms' ability to sustain market positions and compete effectively in politically sensitive environments.

Responsible faculty: Associate Professor Holmer Kok



Research Project 19

GEOPOLITICAL SHOCKS AND TECHNOLOGICAL ADAPTATION

This project investigates how geopolitical shocks that disrupt access to critical materials influence firms' technology sourcing and design strategies. We have collected data on all turbine models marketed by major suppliers, along with their global patent portfolios, and are assembling data on their component sourcing networks to trace input dependencies. We argue that firms with greater technological and market flexibility prior to such shocks can adapt more quickly and effectively, adjusting their sourcing and innovation activities to sustain competitiveness. Firms with more rigid technological paths or narrowly defined markets, in contrast, face higher adjustment costs and slower strategic realignment. The project contributes by explaining how firms' pre-shock strategic configurations shape their ability to adapt and remain resilient in an increasingly fragmented geopolitical landscape.

Responsible faculty: Associate Professor Holmer Kok

Innovation and Business Models

RESEARCHERS

**STEFAN HAEFLIGER**

Professor at the Department of Entrepreneurship, Technology and Innovation

(Research Area facilitator)

Educational background

Stefan studied economics and finance and holds a doctorate degree in management from the University of St Gallen and a Habilitation from ETH Zurich, with visiting periods at MIT, Hitotsubashi, and Politecnico di Milano.

Professional Background

Stefan's research on human-machine interaction focuses on automated feedback and the learning of professionals about how to work with and give autonomy to machines, in some cases allowing new ways of using information technology to redefine professional standards and practice. His research in technology strategy helps define optimal levels of modularity in product development and the role that machines and machine learning play in innovation management. Stefan's research agenda spans the intersection of strategy and information systems and the role new technologies play in changing the workplace, from the making and breaking of rules to the digital infrastructure underpinning platforms, organizing, and digital resilience.

**HOLMER KOK**

Associate Professor at the Department of Entrepreneurship, Technology and Innovation

(Research Area facilitator)

Educational background

Holmer studied international economics and business and holds a doctorate degree from the University of Groningen, with a visiting period at EPFL.

Professional background

Holmer teaches strategy, innovation, and operations management from BSc to Executive levels, and supervises PhD students at the House of Innovation. His research examines technology value appropriation, the performance effects of external knowledge sourcing like alliances and M&A, and public research funding allocation, with publications in journals including Journal of Management, Research Policy, and Journal of Business Research. His PhD thesis won the Dissertation Award from the University of Groningen and was a TIM Best Dissertation Award finalist. His article on recombinant lag and technological value of inventions won the EBS SITE Best-Paper Award in Innovation Management (2019). He serves as Associate Editor at Industry and Innovation.

**ANNIKA ANDREASSON**

Affiliated researcher at CfSR and the Department of Entrepreneurship, Innovation and Technology

Educational background

Annika holds a B.A. in English and an M.Sc. in Computer and Systems Science from Stockholm University and a PhD in Human-Computer Interaction from KTH Royal Institute of Technology.

Professional background

Annika's primary research interests are in organizational cybersecurity and cyber situation awareness: how people know "what's going on" in the cyber domain. She currently studies the evolution of cybersecurity policy in a national context. Her work is published in journals such as International Journal of Information Security and Cognition, Technology & Work. Annika's research has also been presented at conferences such as the International Conference on Information Systems for Crisis Response and Management (ISCRAM) and the International Conference on Business Informatics Research (BIR).



MATTIAS AXELSSON

Affiliated researcher at CfSR

Educational background

Mattias holds a PhD from the Stockholm School of Economics, as well as BSc from Stockholm University and a MSc from Umeå University.

Professional background

Mattias focuses on building new business beyond the core—spin-offs, partnerships, and ecosystem-driven innovation. An author and advisor, he integrates research with hands-on work for firms and public agencies. At CfSR, Mattias helps leaders structure ventures, govern collaborations, and convert uncertainty into opportunity—accelerating innovation that is both profitable and resilience-enhancing, including sustainability-oriented transformations.



IEVA BIRKA

Lead Researcher University of Latvia, Visiting Faculty Stockholm School of Economics in Riga, Affiliated researcher at CfSR

Educational background

Ieva holds a PhD from the University of Latvia.

Professional background

Ieva is interested in how individuals perceive, prepare for, and respond to emerging risks and hybrid threats within whole-of-society approaches to security. Her work has appeared in journals such as Central European Journal of International and Security Studies, Space and Polity, The Hague Journal of Diplomacy, Journal of Ethnic and Migration Studies, Journal of Baltic Studies, and Diaspora Studies. She leads three active research projects in the Baltic Sea region, including the Baltic Individual Crisis Preparedness Barometer - an annual, multi-country survey tracking threat perception and preparedness levels across ten countries - and Hybrid Threats Awareness in the Baltic States, examining citizens' ability to recognise and report suspicious activities related to hybrid attacks and critical infrastructure vulnerabilities. She has held postdoctoral fellowships at Yale University and the University of Lucerne.



JONAS COLLIANDER

Associate Professor at the Department of Marketing and Strategy

Educational background

Jonas holds a master and a PhD from the Stockholm School of Economics.

Professional background

Jonas researches responses to communication in digital media. He currently studies the role of platform business models in the spread of and response to disinformation. He has published in journals such as the Journal of Advertising, Journal of Advertising Research, Psychology & Marketing, and Computers in Human Behavior, among others. He is the Acting Professor of the Bonnier Chair in Business Administration, especially Media, and is Associate Editor of the Journal of Advertising Research, and on the editorial board of the Journal of Advertising.



HENRIK GLIMSTEDT

Associate Professor at the Department of Marketing and Strategy

Educational background

Henrik is trained as a business historian and has a PhD from the University of Gothenburg.

Professional background

Henrik is Associate Professor of International Business and Technology Strategy and Distinguished Strategic Technology Research Partner at the Berkeley Roundtable on the International Economy (BRIE), University of California, Berkeley. He is an internationally recognized business historian with a strong interdisciplinary focus. His research examines how firm-level technology strategies interact with public policy, institutional arrangements, and multi-level governance to shape technological change, innovation systems, and the integration and fragmentation of global markets. Empirically, his research focuses on wireless telecommunications (5G/6G), cybersecurity, semiconductors, platforms, and AI, with particular emphasis on US–China–Europe dynamics and global standards competition. His recent work analyzes how cybersecurity policy and geopolitical rivalry are reshaping future communication technology markets and critical technology ecosystems. Henrik has held visiting positions at leading international institutions, including The Wharton School, Wissen-schaftszentrum Berlin (WZB), Institut Mines-Télécom Business School, and the University of Wisconsin–Madison.



ARNE KELLER

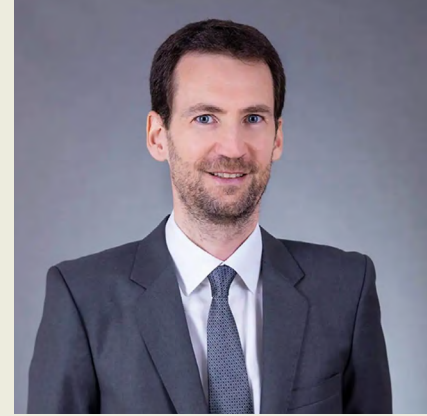
Assistant Professor at the Vienna University of Technology, Affiliated researcher at CfSR

Educational background

Arne holds a doctorate in Business Administration from the Free University of Berlin.

Professional background

Arne is currently an Assistant Professor at the Vienna University of Technology and the Johannes Kepler University Linz. During his academic career, he has been a visiting scholar at Bocconi University in Milan (Italy), IESE Business School in Barcelona (Spain), and the Krannert School of Management at Purdue University (USA). Arne's research interests lie primarily in the areas of organizational competencies (genesis, evolution, and reconfiguration), forms and process dynamics of ambidexterity, organizational rigidity and inertia, and the governance of strategic alliances. He has published major articles in leading journals such as *Organization Science* and *Strategic Organization*. In addition, he collaborates in various research projects with well-known companies such as Bayer, Leica Camera, Siemens, KTM, and Rosenbauer. These collaborations allow him to apply his research results in practice and generate valuable insights for companies.



FABRICE LUMINEAU

Professor in Strategic Management at HKU Business School, The University of Hong Kong, Affiliated researcher at CfSR

Educational background

Fabrice holds a PhD from HEC Paris.

Professional background

Fabrice's research examines inter-organizational partnerships, the interplay of contracts and trust in collaborative strategies, and blockchain governance. He has over 60 publications, including in top management journals such as *Academy of Management Annals*, *Academy of Management Journal*, and *Strategic Management Journal*. He has delivered over 250 presentations and ranks in Clarivate's ESI top 1% most-cited scholars worldwide. Fabrice serves as an associate editor at the *Journal of Management* and on the editorial board of *Strategic Management Journal*, *Organization Science*, and *Strategic Organization*. He has held elected leadership roles with the AOM STR Executive Committee and chaired the Cooperative Strategies Interest Group at the Strategic Management Society. He has held visiting appointments at INSEAD, Cambridge, and Toronto, and serves as an External Advisory Board Member at the Center of Trust Studies (University of Arizona). An award-winning educator, he was named by Poets & Quants as one of the "40 Under 40 Most Outstanding Business School Professors." A former project manager in insurance and investment banking, he has lived in France, the USA, Germany, Canada, Switzerland, Australia, and China.



MAGNUS MÄHRING

Professor at the Department of Entrepreneurship, Innovation and Technology

Educational background

Magnus holds a Master's degree and a PhD from the Stockholm School of Economics.

Professional background

Magnus is the Erling Persson Professor of Entrepreneurship and Digital Innovation, a Fellow at Cambridge Digital Innovation (Hughes Hall and Cambridge Judge Business School), Co-director of the Swedish Center for Digital Innovation, and a member of the Swedish Government's Digitalization Council. His research focuses on digital innovation, particularly organizational decision-making, transformation processes, and work practices. He regularly contributes to international conferences, has co-edited five books, and publishes in journals such as MIS Quarterly, Information Systems Research, Organization Studies, Human Relations, and Decision Sciences. He has served as Senior Editor for Journal of the Association for Information Systems and Information Systems Journal, and currently is an Associate Editor at Information Systems Research and International Advisory Board member at California Management Review. Magnus has extensive teaching and consulting experience, including assignments for large commercial organizations, public healthcare organizations, NGOs, and the Swedish Government.



PERNILLA PETRELIUS KARLBERG

Affiliated researcher at CfSR

Educational background

Pernilla holds a master and a PhD from the Stockholm School of Economics, as well as a bachelor's degree in political science from Stockholm University.

Professional background

Pernilla is a researcher and lecturer. Her primary research interest lies in how societal transformations give rise to changing expectations of leaders and leadership practices. She currently examines the role of management and leadership in facilitating rapid innovation within rigid organizational structures, using the Swedish Armed Forces as a case study. In addition, Pernilla serves as Program Director at SSE Executive Education and has extensive experience in designing and delivering a broad portfolio of executive programs. These include the Executive MBA Program (Executive Format), the Management Program for the Public Sector, the Executive Leadership Program, and customized programs for the defense sector. She also has a strong pedagogical interest in learning methods and in creating high-quality, excellence-driven learning environments.



CARIN VALENTIN REHNCRONA

Postdoctoral researcher at Center for Retailing, SSE and Affiliated researcher at CfSR

Educational background

Carin holds a PhD in Service studies and a MSc in Economics from Lund University, Sweden.

Professional background

Carin takes an interest in how market infrastructures and devices interdependently shape consumer behaviour and policy, specifically in the case of payments. Her work has been published in International Journal of Retail & Distribution Management and International Journal of Quality and Service Sciences. She currently studies the role and value of friction in retail payments in collaboration with the Riksbank, exploring how different types of friction relate to security, control, financial awareness, and resilience in payment infrastructures. She has previously worked as a researcher on safe retail environments in vulnerable urban areas, and has professional experience as an analyst at the Southern Swedish Chamber of Commerce. She serves as a peer reviewer for the International Review of Retail, Distribution and Consumer Research and the Journal for Advancement of Marketing Education.



RIKARD WESTERBERG

Director, Center for Statecraft and Strategic Communication, Stockholm School of Economics, Affiliated researcher at CfSR

Educational background

Rikard holds a master and a PhD from the Stockholm School of Economics.

Professional background

Rikard is the Director of the Center for Statecraft and Strategic Communication at the Stockholm School of Economics and a founding advisor to the Ax:son Johnson Institute for Statecraft and Diplomacy. His research broadly explores business–state relations, political advocacy, and strategic communication from historical perspectives. His latest project investigates the close cooperation between military intelligence and organized business in Sweden during the Cold War. Westerberg is also active in public discourse, contributing essays, lectures, and commentary on Sweden’s economic and political development to outlets such as Engelsberg Ideas and various Swedish publications. He is currently working on a biography of Thede Palm, Sweden’s chief of secret military intelligence from 1946 to 1965. He has previously worked as an editorial writer, political advisor, and communications consultant.

ACADEMIC PUBLICATIONS AND WORKING PAPERS

Researchers at the Center for Security and Resilience have published 57 academic articles and books during 2025, many in leading and highly prestigious academic journals.



ACADEMIC PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL/PUBLISHER	DOI (IF APPLICABLE)
Alexius, S., & Petrelius Karlberg, P.	Byråkratpoesi	Handelshögskolan i Stockholm	Link
Andersson, P., Arbin, K., & Rosenqvist, C.	Assessing the value of artificial intelligence (AI) in governmental public procurement	Journal of Public Procurement	Link
Andersson, P., Arbin, K., & Kjellberg, H.	Market shaping through public government procurement: Challenges and tensions	IPSERA	
Andersson, P., & Arbin, K.	Best practice and strategies for green public procurement of infrastructure projects	NordCLIMPACT	
Andersson, P., Arbin, K., & Kjellberg, H.	Den offentliga affären som verktyg för marknadsutveckling: En förstudie	TRV 2023/33733	
Andreasson, A.	Cyber situation awareness and common operational pictures: Studies of the Swedish public sector	KTH Royal Institute of Technology	ISBN: 978-91-8106-241-0
Andreasson, A., Artman, H., Brynielsson, J., & Franke, U.	Cyber situation awareness during an emerging cyberthreat: a case study	International Journal of Information Security	Link
Andreasson, A., & Lindquist, S.	Envisioning cyber situation awareness through participatory video prototyping	ISCRAM	Link
Arbin, K.	Sustainable purchasing and supplier responsibilities	Eds. Borglund och Sweet, CSR and Sustainable Business (3rd ed)	

AUTHOR(S)	TITLE	JOURNAL/PUBLISHER	DOI (IF APPLICABLE)
Bednarski, L., Subramanian, N., Roscoe, S., & Blome, C.	Geopolitical Disruptions and Global Supply Chains: Laying Theoretical Foundations and Building Conceptual Framework	International Journal of Operations & Production Management	Link
Bednarski, L., Subramanian, N., Roscoe, S., & Blome, C.	Geopolitical rivalry over strategically important industries: understanding the effects on global supply chain design	Production Planning & Control	Link
Billinger, S., & Björnemalm, R.	Managing to compete: the Swedish state-owned banks and competition, 1960–1985	Scandinavian Economic History Review	Link
Essuman, D., Essien, A., Roehrich, J.K., Lam, H.K.S., Schleper, M.C., & Blome, C.	Continental shift: operations and supply chain management research from an African perspective	International Journal of Operations & Production Management	Link
Eugene Cheng-Xi Aw, Ali Anjomshoe, Blome, C... Garry Wei-Han Tan	Future research directions of generative AI in marketing and logistics	Asia Pacific Journal of Marketing and Logistics	Link
Paulraj, A., Barbieri, P., Blome, C., Rajkumar, C., & Prasanna, S. R.	Could the double-edged nature of innovation partnership with suppliers invoke the “other sides” of trust and interdependence?	Journal of Purchasing and Supply Management	Link
Paulraj, A., Subramanian, N., Jayaram, J., & Blome, C.	The dark and bright sides of dependence relationships and their effect on buyer-supplier unethical behavior	International Journal of Production Research	Link
Paulraj, A., Anjum, N., & Blome, C.	Joint information sharing governance in buyer-supplier relationships: The role of partnership and monitoring in acquiring useful supplier innovations	International Journal of Production Economics	Link
Anjum, N., Paulraj, A., Blome, C., & Rajkumar, C.	Environmental process design and performance: Understanding the key role of learning by doing and employee empowerment	International Journal of Production Economics	Link
Aslam, H., Blome, C., & Schleper, M.C.	Investigating the supply chain agility – innovation link: The role of organizational context.	European Management Journal	Link

AUTHOR(S)	TITLE	JOURNAL/PUBLISHER	DOI (IF APPLICABLE)
Zhang, T., Jia, F., Chen, L., Blome, C., & Ball, P.	From platformization to ecosystem: How do third-party supply chain finance platforms develop an ecosystem? An inter-organizational network perspective	International Journal of Production Economics	Link
Anjomshoe, A., Banomyong, R., Azadnia, A. H., Kunz, N., & Blome, C.	Sustainable Humanitarian Supply Chains: A Systematic Literature Review and Research Proposition	Production Planning & Control	Link
Gao, L., Marder, B., Lacka, E., & Colliander, J.	Assessing the effectiveness of prosocial activism within sponsored influencer posts on product promotion	Psychology & Marketing	Link
den Hond, F., Einola, K., Khoreva, V., Malik, A., Moisander, J., & Ogbonnaya, C.	Rethinking Humanness: Human Relations in the age of AI and Technological Transformation	Human Relations	Link
Kostis, A., Holmström, J., & Haeffliger, S.	Digital Resilience as a Process of Relational Resourcing	MIS Quarterly	
Grattarola, A., Gond, J. P., & Haeffliger, S.	Grand Challenges as a Phenomenology of Deliberation: Joining Decision-Making, Moral Thought, and Collective Action	Journal of Management Studies	
Brunswicker, S., & Haeffliger, S.	Is there collaboration in open collaboration? The role of producers and corporate users in Open Source software development	Technovation	Link
Franco, P., & Haeffliger, S.	Competition of regulatory ecosystems in approving medicines: Policy implications in the case of Europe	Drug Discovery Today	Link
Martinez Martin, D., de Leeuw, T., & Haeffliger, S.	Two dimensions of product modularity and innovation: The case of R&D teams	Industrial and Corporate Change	Link
Knudsen, D-R., Catasús, B., & Kaarbøe, K.	Epistemic control: A case study on managing relevance in a data-driven organization	Critical Perspectives on Accounting	Link

AUTHOR(S)	TITLE	JOURNAL/PUBLISHER	DOI (IF APPLICABLE)
Kornberger, M., Schott, C. R. M., Knudsen, D. R., & Andvik, C.	Mapping data-driven management in accounting: the premise and promise of the debate and how to move beyond	Qualitative Research in Accounting & Management	Link
Kok, H., Monroe, J., & Kappen, P.	Trajectory integration and the impact of inventions	Journal of Business Research	Link
Chua, W.F., Graaf, J., & Kraus, K	“What is this thing called controllability?” A field study of the integration of the controllability principle in the redesign of a performance measurement system	The Accounting Review	Link
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Lumineau, F., Wang, W., & Schilke, O.	Reframing Blockchain’s Promise: A Commentary on Gregory, Beck, Henfridsson, and Yaraghi’s ‘Cooperation Among Strangers’	Academy of Management Review	Link
Lumineau, F., & Malhotra, A.	Digital Transformation and Collaborative Strategy: A Research Agenda for Strategic Management	Strategic Management Review	
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Lumineau, F., Kong, T., & Dries, N.	A Roadmap for Navigating Phenomenon-Based Research in Management	Journal of Management	Link

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Schilke, O., & Lumineau, F.	How Organizational Is Interorganizational Trust?	Academy of Management Review	Link
Maine, J.	Municipal corporations in national and disciplinary contexts: A systematic literature review and future research agenda	International Public Management Journal	Link
Lakomaa, E., & Nykvist, R.	Monopolists for Competition? Incumbent Action by Telecom Operators and Financial Exchanges 1980–1990.	Business History	Link
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Vu, U., & Tolstoy, D.	Examining the complementary roles of market-driven and market-driving orientations in the geographical diversification strategies of e-commerce SMEs	Journal of Business Research	Link
Eriksson, M., Protsiv, S., Sölvell, Ö., & Tolstoy, D.	The MNE versus the local firm: MNE relative location flexibility as a foreign firm advantage	Multinational Business Review	Link
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Pirveli, E., Uman, T., & Partsvaniya, V.	Russia's politically motivated foreign ownership and its impact on sustainability disclosure	Journal of Accounting in Emerging Economies	Link
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Westerberg, R.	The Firm, the Bank, and the Family: Military Intelligence and the Wallenbergs in Sweden's Cold War	Enterprise & Society	Link
Reuter, M., Henrekson, E., & Wijkström, F.	Back to the Mission. Revisiting Slack in Nonprofits and Introducing Tappable Slack	Nonprofit Management and Leadership	Link

WORKING PAPERS

Below are some of the working papers that researchers at the Center for Security and Resilience are currently working on.

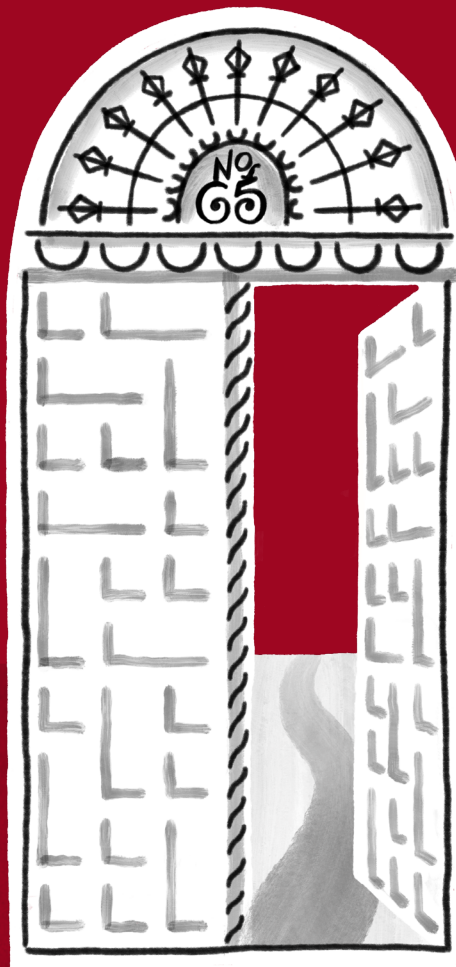
AUTHOR(S)	TITLE
Andersson, P., & Arbin, K.	Market shaping through public governmental procurement
Nadeem, H., Andersson, P., & Sherstylo, L.	Socialising AI in Procurement: A Sociotechnical Exploration of AI Agent Implementation and Human–Machine Collaboration to achieve AI human centricity”, working paper accepted for presentation at the IPSERA 2026 Conference, Helsinki, April 2026
Andersson, P., Arbin, K., & Rosenqvist, C.	Implementing Artificial Intelligence (AI) in Retail Purchasing Processes: An investigation into internal and external stakeholder effects, working paper for ITS Conference 2026, Tokyo, June 2026
Andersson, P., & Arbin, K.	Market shaping through public government procurement, working paper for IMP Conference 2026, Ancona, Sep 2026
Andersson, P., & Toth, Z.	AI and Effects on Temporality in Strategic Decision Making
Andersson, P., & Arbin, K.	Preparedness in Public Procurement Processes
Andersson, P., & Arbin, K.	Public affairs as a tool for market development
Andersson, A., & Arbin, K.	Resilience at the Frontline of Defense Supply: A study about the configuration and application of resilience strategies by Swedish Defense Suppliers and their ability to shape the Swedish Defense Market
Andersson, P., Arbin, K., & Stegare S-A.	Understanding and manoeuvring knotted tensions in the transition towards sustainable procurement
Andreasson, A., Artman, H., Brynielsson, J., & Franke, U.	Four personas in search of cyber situation awareness
Arbin, K., Andersson, P., Andersson, M., Rosengren, S., & Rosenqvist, C.	Implementing Artificial Intelligence (AI) in Retail Purchasing Processes: An investigation into internal and external stakeholder effects

AUTHOR(S)	TITLE
Arbin, K. and Andersson, P.	Contracts for increased preparedness in the public sector: A literature review
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den Hond, F., Einola, K., Khoreva, V., Malik, A., Moisander, J., & Ogbonnaya, C.	Rethinking humanness: human relations in the age of AI and technological transformation
Einola, K., & Rozhdestvensky, A.	Experiences of transitioning from civil to military roles in times of crisis
Einola, K., Khoreva, V., & Myllymäki, D.	Boundary Work, Anyone? Exploring Everyday Encounters Between Winnie the Bot and Humans Around It.
Glimstedt, H.	Making and re-making an industry: governance of innovation under geopolitical integration and fragmentation, 1970-2025.
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Wiegmann, L., Kunzl F., & Goretzki, L.	Forecasting and anticipatory control
Gunjal, R., Goretzki, L., & Löhlein, L.	Between promise and pressure: automating accounting work in shared service centers
Wiegmann, L., Wagner, M., & Goretzki, L.	The role of intermediary-level controllers' brokerage work in orchestrating inter-unit support under tight budgetary regimes
Goretzki, L., & Mahlendorf, M.	GenAI for Qualitative Management Accounting Research
Melen Hånell, S., & Tolstoy, D.	A literature review capturing the wider lens of geopolitical stress and international supply-chain resilience

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M, Brandl, BC, Mitzinneck, H, Kok., & J, Oehmichen.	Can Something Good Come From Being Bad? Green Innovation and Environmental Regulatory Sanctions
C, Esposito., H, Kok., B, Szatmari., J, Sitruk., & N, Wijnberg.	Competitor Similarity, Scientific Orientation and Alliance Partner Selection: A Choice-based Conjoint Experiment
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Maine, J., & Gil, M.	Control and Discretion in Municipal Corporations: Evidence from the Levers of Control Framework
Maine, J.	Preparedness and Accountability in Municipal Corporations: The Role of Owner Directives
Zicari, A., Quattrone, P., Caglio, A., & Gehman, J.	The lacuna in stakeholder theory: A disciplined inquiry into missing stakeholders
Giovannoni, E., & Quattrone, P.	Who wants transparency when you can have magic? Magic numbers, figures and digits'
Quattrone, P., Monfardini, P., & Ruggiero, P.	When numbers meet religion: Italian elites and the mystery of a common good that was not very common",

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Uman, T., Gil, M., & Ots, M.	Management control in retail - Empirical
Gil, M., & Uman, T.	Capital Budgeting in Family Firms
Rautainen, M., Konsti-Laasko, S., & Uman, T.	Ownership strategies in Hybrids
Malki, B., Gil, M., & Uman, T.	Audit Teams: Review and Research Agenda
Gil, M., Jansson, A., Olaison Larsson, U., & Uman, T.	Professional discretion of Pakistani Auditors
Henriksen, E., Uman, T., Elmonznino Laufer, M., & Wennberg, K.	Managerial Discretion of School Principals
Chirullina, M., Algurin, M., & Uman, T.	Leadership in Municipal Service Organizations
Gil, M., Ots, M., & Uman, T.	Current Trends and Future Research in Management Control for Sustainability in Retail – accepted for publication at Business Strategy and the Environment
Nahum, N., Uman, T., & Achtenchagen, L.	Governance for Resilience: Case of Israel Kibutzim
Malki, B., Naldi, L., & Uman, T.	Interpreting Uncertainty: Configurational Pathways to Financial Resourcefulness in Immigrant Entrepreneurship
Vähämäki, J., Söderbaum, F., Hilgert, A., & Alexius, S.	At peace with results: Navigating Results in Swedish Peacebuilding Support
Vähämäki, J., Hilgert, A., Wolf, K., & Bruder, M.	No need to wait for reporting: Examining learning from results-based management practices in development cooperation

TEACHING



As previously described, the Center for Security and Resilience works within a process architecture with three complimentary time horizons: World-class research (3-5 years), Teaching/Executive Education (1 year) and SSE Society Lab (1-6 months). With respect to teaching, there are a number of key initiatives related to the Center for Security and Resilience.

FÖRSVARETS FÖRÄNDRINGSRESA I TILLVÄXT

The Stockholm School of Economics, in collaboration with the Swedish Armed Forces, has developed the program *Försvarets förändringsresa i tillväxt*. The program, which can form part of the SSE MBA Executive Format, is aimed at senior executives as well as SSE MBA participants working within the defense sector (the Swedish Armed Forces, other agencies within the defense family, and companies from the defense industry). The program aims to strengthen managers in their mission to lead and develop defense capability during rapid organizational growth. The program is 25 days and divided across five week-long modules:

1. Leading in growth

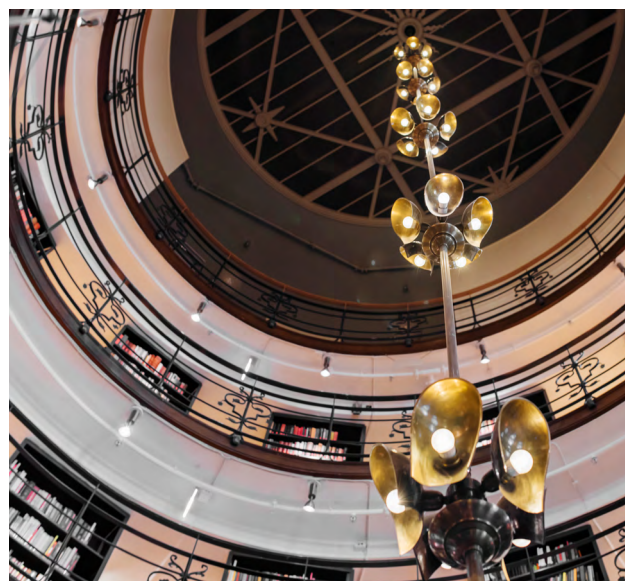
This module covers financial analysis and management, focusing on public finance and the government budget process. Participants develop an understanding of financial language, financial reports, and strategic management control, particularly during growth. It concludes with theories and tools for financial communication and dialogue in the role of purchaser.

2. Leading change in growth

Based on the Swedish Armed Forces' ongoing changes, this module covers strategic leadership, change management, and communication in complex organizations. Participants work with theories, models, and tools for culture-building and performance, and apply their knowledge in their own project work.

3. Working smarter in growth

The focus is on strategic digital transformation and what a data-driven organization means for management, organization, and culture. The module includes concepts and tools for IT governance, risk management, and division of responsibility, and introduces AI development from an organizational perspective. The goal is to equip managers to lead digital transformation.



4. Building in growth

This module addresses strategic materiel supply from a legal and operations management perspective. It covers contracts, procurement, and negotiation, as well as process optimization during growth. Participants are trained to use models and tools for operational excellence in their own business development.

5. Innovating in growth

This module provides a strategic understanding of innovation and develops an innovative approach to organization and ways of working. Participants gain knowledge of innovation methods and are trained to drive new solutions to existing problems in a growing organization.

EXECUTIVE MANAGEMENT PROGRAM FOR THE PUBLIC SECTOR



A leadership development program aimed at senior managers in the public sector. The program is focused on the special circumstances within which the public sector operates such as managing conflicts of interests between efficiency, quality and fairness.

With the academic platform of the Stockholm School of Economics and a long experience from developing managers in the public sector, the program combines research with practical experience.

Example of program themes are:

- leadership and the managerial contract
- result-oriented steering in public organizations
- the international perspective
- leading organizations in change
- management group development

Besides an in-depth look at these themes, personal leadership is the focus in the development groups, and the program requires considerable personal engagement in thought, feelings and action. Before the program ends, the participants summarize their experiences in a personal action-plan. The models, analytical methods and exercises used in the program form the basis of further discussions within the organizations, for business development and change. The aim is to benefit the whole organization.

SSE NORDIC DEFENSE MBA



In October 2026, SSE will launch the SSE Nordic Defense MBA, an Executive MBA designed for senior leaders in the Nordic defense and security sector. The program consists of 10 week-long modules and provides a platform for building a practical, cross-functional, and cross-border Nordic network that addresses common organizational and society challenges.

The SSE Nordic Defense MBA was developed in close collaboration with the Swedish Armed Forces and places a strong emphasis on public-private collaboration. During the program, participants will go on international field trips and take specialized courses in geo-economics, market organization, and global supply networks.

Core drivers for this MBA are:

- **Organizational growth.** Preparing for and managing the expansion of resources and personnel within total defense.
- **NATO integration.** Developing organizational structures and knowledge to facilitate effective interoperability and collaboration within the alliance.
- **Geopolitical dynamics.** Responding strategically to significant shifts in the security landscape.
- **Industry collaboration.** Strengthening collaboration with the private defense industry across the Nordics.

SSE MASTER PROGRAM IN PUBLIC POLICY

The world faces significant challenges, including climate change, global inequality, international security, and the impact of emerging technologies such as AI. The Master program in Public Policy (MPP) provides a multidisciplinary toolkit to design, implement, and evaluate policies that address these key challenges.

SSE's Master in Public Policy is the first program of its kind in the Nordics region where the countries have historically demonstrated that economic dynamism and social sustainability are not in conflict. On the contrary, the Nordics can be seen as a living laboratory for studying public policy and how open markets, strong institutions, equality, and high levels of trust reinforce each other.

Stockholm sits at the center of that laboratory. As Sweden's political and economic capital, the city concentrates government ministries, regulatory agencies, and one of Europe's most innovative business ecosystems within a few square kilometers. Students do not just study policy here - they encounter it, debate it, and engage with the people who actually make it.

SSE itself occupies a distinctive position in this landscape. Few institutions in the world combine research excellence with such deep, sustained ties to both the private sector and the public sector. Since its founding, SSE's mission has been to strengthen Sweden's competitiveness. We believe a country's competitiveness, properly understood, depends as much on the quality of public institutions as the vitality of its markets.

Beyond the academic training, students will work on real-world policy challenges through case studies, assignments, and projects in close collaboration with external organizations. Throughout the program, you will also learn from experienced decision-makers and senior policy experts that participate in our fellowship program. You will be encouraged to reflect on your own role in the policy-making process, to develop an understanding



of diverse perspectives and contexts, and to act in an entrepreneurial and responsible way. Over the course of the program, you will develop the skills needed to shape world-class public policy that truly works for the communities you aim to serve.

The first year is built around a set of academic core courses. These courses are not taught in isolation: running throughout the year, and integrated directly with your coursework, is a hands-on policy project in which you work with a government agency or other organization to tackle a real policy challenge they face. A parallel skills track further develops your abilities in oral communication, AI-assisted writing and negotiations.

In the second year, the focus shifts to your individual professional trajectory. Through a wide range of electives and international exchange opportunities, you can tailor your degree to your goals, and a professional internship provides hands-on experience to put your learning into practice.

SSE SOCIETY LAB





The establishment of a Society Lab environment within Center for Security and Resilience creates an option for the center to operate within three different temporal logics. The traditional logic of research, which is three to five years and the educational logic which is normally around one year are here complemented with fast 12-week sprint logic taken from SSE Business Lab. Each sprint centers around a pre-defined strategic challenge that is held by an individual organization or a group of stakeholders with a focus on knowledge sharing and policy implications regarding that specific challenge. A sprint could however also be used to define the strategic challenge in those cases where there is a lack of clear vision regarding the challenges ahead.

The focus of the Lab is always co-creation between academia and external stakeholders working within the SSE Educational mission of FREE.

The LAB environment therefore complements the educational and research parts of the center focusing on building operational capacity in the shorter timeframe, leaving the longer more strategic and long-term policy issues to be solved by the conducted research. The first larger project that has combined the Lab logic of 12-weeks sprints and longer research projects is the Municipal resilience and preparedness platform described below.

MUNICIPAL RESILIENCE AND PREPAREDNESS PLATFORM

The Center for Security and Resilience (CfSR) municipal platform was conceptually shaped during the Almedalen week 2025 through conversation between Professor Martin Carlsson Wall Director at CfSR and the Swedish Civil Defence and Resilience Agency General Director Mikael Frisell. Learnings from Ukraine shows the central role municipalities play in constructing a strong civil defense however, there was no clear research platform that could gather know how and help them become more resilient. Understanding the municipal importance and seeing the lack of clear municipal focus in total defense then laid the ground for what is now an operational platform addressing both strategy, policy and operations about municipal resilience and total defense. Since its founding last summer, the platform has created one larger project described below as well as multiple municipal contacts and dialogues. There is also a signed Letter of Intent with the Municipality of Nynäshamn in order to develop deeper collaboration in regard to their resilience planning.

MUNICIPAL DEVELOPMENT FOR A STRONG TOTAL DEFENCE

The first project within the municipal platform is “Municipal Development for a Strong Total Defense”. It is a collaborative initiative involving the Center for Security and Resilience, the Swedish Civil Defence and Resilience Agency and four municipalities – Nykvarn, Borlänge, Linköping and Stockholm. The project is based on the idea of working with four municipalities that collectively represent the diversity of Swedish local government, from small to large and from rural areas to major urban centers, while sharing the same fundamental mission. The purpose is to jointly develop, test and disseminate practical methods and governance approaches that strengthen municipalities’ ability to act effectively during disruptions, crises and ultimately situations of war.

The project is based on preparedness dialogues, a series of individual in depth interviews with representatives from the four municipalities, and group discussions involving all participants. The preparedness dialogues are intended to complement the research components of the project and are structured around questions formulated by the municipal representatives and MCF. These questions are organized into broader thematic areas by clustering related issues and concerns. The themes addressed include; financing and reporting on municipal preparedness, cooperation with the state and government agencies, cooperation with the private sector, cooperation with civil society, internal routines and processes and communication.

The objective of Municipal Development for a Strong Total Defense is to contribute to the establishment of both a shared understanding of, and an operational capacity for, a fundamental level of municipal preparedness. In doing so, the project aims to demonstrate how local capabilities can be translated into national resilience. The results are also intended to support the objectives of MCF and the Swedish Government in strengthening Sweden’s total defense.”

SSE AND NYNÄSHAMN MUNICIPALITY EXPLORE COLLABORATION ON TOTAL DEFENSE

The Stockholm School of Economics and Nynäshamn Municipality are exploring deeper collaboration to strengthen municipal total defense capabilities in Sweden. The initiative brings together academia and local government to support more resilient communities that can manage crises and wartime conditions.

The Center for Security and Resilience at the Stockholm School of Economics and Nynäshamn Municipality have signed a Letter of Intent following a series of discussions held during autumn 2025 and spring 2026 on how municipalities, academia, public agencies, and private industry can work together to strengthen local preparedness and resilience.

Nynäshamn has a crucial role in Swedish national defense from both a national and NATO perspective, says professor Martin Carlsson Wall director for Center for Security and Resilience, however, he continues for the people living in Nynäshamn there is also a maybe even more pressing need of securing societal functionality in times of crises and war, this creates a very interesting dual-mission for the municipality.

Under the agreement, the parties will jointly explore opportunities for expanded cooperation together with additional municipalities, government agencies, and private-sector actors.

The Center for Security and Resilience will contribute expertise in research, education, and evidence-based organizational development within three primary areas: governance and financial management, supply chains and logistics resilience, and innovation and business model development.

Municipalities critical to societal resilience

Nynäshamn Municipality will contribute operational municipal expertise, local networks, and personnel resources connected to preparedness and resilience work at the local level.

“Given our geographical location here in Nynäshamn, security has long been a high priority. But we also know that no one stand strongest alone. I am therefore very pleased that we have entered into this agreement with the Stockholm School of Economics to strengthen our collective preparedness together, not only in Nynäshamn, but across Sweden,” says Marcus Svinhufvud (M), Chair of the Municipal Executive Board.

Staffan Holmberg Executive Director at the Center for Security and Resilience concludes; “Municipalities play a critical role in societal resilience, and long-term cooperation across sectors will be essential. This collaboration reflects the growing need to connect academic knowledge with operational municipal capability in the development of Sweden’s total defense”.



EVENTS AND PROMINENT VISITS

VISIT BY MINISTER OF CIVIL DEFENCE CARL-OSKAR BOHLIN



Sweden's security challenges are evolving rapidly – and resilience has become a shared responsibility across government, business, and society. At a lunch lecture on September 17th, 2025, Minister for Civil Defence Carl-Oskar Bohlin outlined how Sweden must rebuild its civil defence to meet today's complex threats.

The event was hosted by the Center for Security and Resilience in collaboration with Akademiska officersällskapet i Stockholm (AOS) and moderated by Professor Martin Carlsson-Wall.

In his talk, Minister Bohlin emphasized the urgent need for Sweden to rebuild its civil defence to meet today's rapidly shifting security environment. He highlighted how resilience must extend beyond the armed forces to include municipalities, regions, NGOs, businesses, and citizens alike.

Sweden, he noted, has moved between extremes – from having one of the strongest total defence

systems during the Cold War to dismantling much of it in later decades. Rebuilding now requires striking a balance between military and civilian preparedness.

Civil defence, Bohlin stressed, is among government's most complex responsibilities because it spans all of society. Modern conflicts blur the line between war and peace, with cyberattacks, disinformation, and hybrid threats targeting civilian infrastructure daily. To withstand such threats, the private sector must be a partner in preparedness.

Drawing parallels to Ukraine's resilience after 2014, he underlined that Sweden must act now to strengthen societal preparedness before facing a major crisis. Building resilience is not only about security in wartime, but also about ensuring society can adapt to and recover from disruptions such as natural disasters, cyber incidents, and future unknown crises.

LAUNCH OF PROJECT DEVELOPMENT MUNICIPALITIES IN NYKVARN



During the Swedish preparedness week in September 2025, the Stockholm School of Economics and the Swedish Civil Defence and Resilience Agency (MCF) launched the new Utvecklingskommuner (Innovation Municipalities) initiative in Nykvarn, one of four municipalities selected as pilot partners.

The day began at Björkestaskolan, where visitors were served a preparedness-themed lunch cooked without electricity - a reminder of the importance of resilience in everyday life. The seminar continued at Nykvarn's Folkets Park, bringing together local leaders, businesses, and civil society to discuss innovative approaches to strengthening civil defense. The panel was opened by MCF Director General Mikael Frisell and moderated by Professor Martin Carlsson-Wall, Director of SSE's Center for Security and Resilience CfSR. Participants included Märtha Dahlberg, Chair of the Nykvarn Municipal Council, Steinunn Ásgeirsdóttir, Nykvarn's Chief

Executive, Mathias Larsson Carlander, Chair of Nykvarn's Floorball Association, and Jimmy Dale, CEO of Adcuris AB. The discussions highlighted how municipalities must balance preparedness, innovation, and collaboration to ensure vital societal functions can continue even under crisis.

By linking cutting-edge research with the everyday realities of local governance, Utvecklingskommuner seeks to transform ideas into action. The ambition is not only to strengthen Sweden's civil defense, but also to provide a model for how municipalities worldwide can contribute to building resilient societies in uncertain times.

PREPARING FOR CRISIS: LESSONS FROM UKRAINE AND CHALLENGES FOR SWEDEN



What can Sweden learn from Ukraine's wartime resilience - and when must we find our own answers? On September 26, 2025, the Center for Security and Resilience (CfSR) at the Stockholm School of Economics hosted its second Academic Insights Breakfast Seminar, focusing on crisis preparedness and the role of municipalities in civil defense.

The session opened with remarks from Svitlana Zalishchuk, Ambassador of Ukraine to Sweden, who emphasized that defense is a whole-of-society effort. In Ukraine, mayors and local communities became the first responders, securing critical infrastructure and building trust when central resources were delayed.

Mikael Frisell, Director General of the Swedish Civil Defence and Resilience Agency (MCF), stressed that Sweden faces similar vulnerabilities. Civilian infrastructure is a deliberate target in modern

conflicts, and municipalities must be placed at the center of crisis planning. He highlighted the need for cross-sector cooperation - between state, municipalities, businesses, academia, and civil society - to build both short- and long-term capacity.

A panel discussion followed, featuring insights from Swedish and international experts, including Svitlana Zalishchuk, Mikael Frisell, and Fredrik Jurdell, Director of the City of Stockholm. Together, they explored what crisis preparedness requires from governments, businesses, and civil society - and what lessons can be drawn from both Sweden and Ukraine.

The key takeaway: Preparing for crisis is not only about military readiness. It is about ensuring that society, from electricity and water to healthcare and schools, can endure, adapt, and continue functioning under threat.

RESEARCH CONFERENCE AT SSE



On October 8th, 2025 the internal research kick-off for the center for security and resilience was held at the Stockholm School of Economics. The full day conference gave an insight into the different projects now being coordinated and initiated within the center. The day also had guest lectures from center partners such as the Swedish Armed Forces, The Swedish Civil Defence and Resilience Agency as well as SAAB.

The three different research areas; management and control, supply chain and innovation and business models were presented and the area facilitators got to introduce themselves. The area facilitators are for Management and Control, Lukas Goretzki and Katja Einola, for Supply Chain and Resilience, Constantin Blome and Daniel Tolstoy and for Innovation and Business models, Stefan Haeffliger and Holmer Kok.

This conference was also the first day for Executive Director Staffan Holmberg where he could introduce himself to the larger group of researchers. The day really showed the momentum currently taking place within total defense, security and resilience and left the participants full of energy for the work ahead of us.

NATO CONFERENCE ON CIVIL-MILITARY COLLABORATION



SSE Center for Security and Resilience took part in the NATO Civilian Planning Conference held in Stockholm, 3-5 November 2025, organized by NATO and Myndigheten för civilt försvar.

This was the first civil-military collaboration held by NATO and it was convenient that it was held in Sweden, a country that by NATO standards is considered to be a frontrunner in regard to military civil collaboration.

Together with Stockholms stad, Linköpings kommun, Nykvarns kommun and corporate partners we presented our joint project Municipal project launched earlier this fall. On multiple occasions during the conference the need for acting and finding ways to overcome bureaucratic hurdles was brought forward by both keynote speakers and panelists. This points to the relevance of several research projects within our municipality project focusing on different governance aspects of municipalities and their municipality owned companies.

Other key take aways are the need for developing public-private partnerships, the upcoming modifications to the NATO Baseline Requirements and the importance of distributing resilience through the entire value chain.

The Center was represented by director Martin Carlsson Wall, senior advisor Henrik Friman and executive director Staffan Holmberg.

NORDIC SECURITY AND COMPETITIVENESS DAY



Organized by the Center for Security and Resilience in collaboration with the Akademiska Officerssällskapet (AOS) and Campus Totalförsvaret, the event brought together students, researchers, business leaders, and policymakers to share insights and shape new ideas. On the 26th of November 2025, approximately 600 people met for a full day conference at the Stockholm School of Economics on the topic of Nordic Security and Competitiveness.

The day/afternoon program, *The Future of Total Defense - Dialogue, Insights & Innovation*

This part of the event focused on the next generation. It included talks, panel discussions, and an Innovation Lab where students worked alongside experts from 4C Strategies, MCF, the Swedish Armed Forces, MW Group, and others.

Highlights included:

- A strategic outlook by Andreas von der Heide.
- A panel on Total Defense as an Investment Class, featuring Cecilia Fryklöf, Karl L. E. Englebrektson, Jonas Rydin, and Max Villman.
- A Networking and Career Fair, connecting students with organizations like Saab, AFRY, Verona Shelters Group, and Consilio International.

Evening plenary: Nordic collaboration in focus

The evening session, open to the public and held in the Aula, gathered leading voices from defense, business, and academia.

Keynote speakers included:

- General Michael Claesson, Supreme Commander of the Swedish Armed Forces
- Mikael Frisell, Director General, Swedish Civil Defence and Resilience Agency

They were joined by leaders from across the Nordic region and beyond, including:

- Anna Wijkander (Saab)
- Pia Sandvik (Teknikföretagen)
- Patrik Hofbauer (Telia)
- Klas Bendrik (DNV)
- Svitlana Zalishchuk (Ambassador of Ukraine to Sweden)
- Christoph Lechner (University of St. Gallen)
- Katarina Kaarbøe (Norwegian School of Economics)

- Tobias Scheytt (Helmut Schmidt University)

Together, they explored how the Nordic countries can play a larger role in shaping Europe's security and innovation capacity - and how collaboration across sectors is key to meeting emerging challenges.

"It was inspiring to see students, practitioners, and decision-makers engage on these urgent issues," says Martin Carlsson-Wall, Professor and Director of the Center for Security and Resilience. "This is exactly what we envisioned when we launched CfSR - bridging sectors to strengthen society's resilience."

PICTURES FROM THE EVENT



INNOVATION AND STRATEGIC PARTNERSHIPS IN FOCUS AS MCF CONVENED KEY STAKEHOLDERS FOR THE FUTURE OF CIVIL DEFENSE



On December 3rd 2025 authorities, researchers, companies, and international experts gathered to discuss how innovation and strategic collaboration can strengthen Sweden's civil defense.

Against the backdrop of an increasingly uncertain security environment, Sweden's ability to protect its population and critical infrastructure during crises, heightened alert, and war is becoming ever more important. The Civil Defense Innovation Arena, organized by the Swedish Civil Defence and Resilience Agency (MCF), serves as a platform where public authorities, academia, and industry come together to develop new solutions and forms of cooperation that enhance societal resilience.

The event featured international experiences, concrete innovation projects, and new partnerships aimed at creating a more robust and action-oriented society.

Innovation and Collaboration at the Center

A recurring theme throughout the day was that innovation and collaboration are essential to building a resilient civil defense. Lessons from Ukraine clearly demonstrate that the ability to rapidly develop and implement new solutions is a strategic asset.

Stockholm School of Economics and Municipalities Driving New Solutions

During the conference, the Stockholm School of Economics through Center for Security and Resilience presented Society Lab, a new "business lab" for societal innovation and total defense. Representatives from the municipalities of Nykvarn, Borlänge, Linköping, and Stockholm discussed concrete challenges and how innovative approaches can strengthen civil defense.

Collaboration between academia, municipalities, and government agencies was highlighted as a critical prerequisite for translating ideas and research into practical solutions.

Multiple partner organizations from the industry were also present as exhibition partners showcasing their products and services.

The conference highlighted a fundamental conclusion: the civil defense of the future cannot be built by individual actors alone. It requires long-term partnerships among government, academia, and industry—and a shared ability to transform ideas into capabilities.

VISIT BY MINISTER FOR DEFENSE PÅL JONSSON AND MINISTER FOR CULTURE PARISA LILJESTRAND



On Monday the 8th of December 2025 Swedish Minister of Defense Dr. Pål Jonsson and Swedish Minister of Culture Ms. Parisa Liljestrand visited the Stockholm School of Economics and the Center for Security and Resilience in their first ever joint visit.

Defense and culture are often treated as separate worlds. However, at the meeting we explored what becomes possible when you connect them. During the meeting SSE Art Initiative Executive Director Tinni Ernsjö Rappe presented the work done with integrating art and culture into everyday life at SSE.

We shared SSE's perspective on how capabilities and leadership must evolve in an era of uncertainty, how we deploy art to reinforce this, introduced SSE Center for Security and Resilience, and previewed upcoming boundary-spanning initiatives. The discussion was wide-ranging: from growth, prudent public finances and the importance of a policy continuity to talent density, next-gen warfare, and the role of culture in shaping what we are ultimately prepared to defend.

On the direct question of how culture and defense go together and why a business school works with both culture and defense the answer was quite clear; we conduct business to create prosperity for our country and its culture, in the end it's the culture we defend.

SWEDEN SECURITY & COMPETITIVENESS SUMMIT 2026



Innovation and education move to the center of Sweden's deterrence strategy

"The innovation cycle needs to move from five weeks to two hours."

That was the stark message as the Center for Security and Resilience at the Stockholm School of Economics, together with McKinsey as knowledge partner, convened senior political, military and business leaders — as well as HRH Prince Daniel — at the Grand Hôtel in Stockholm for the Security & Competitiveness Summit 2026 on May 4th.

The proposition was clear: in an era of renewed geopolitical risk, the speed at which a country can innovate, adapt and scale has become a core component of national security. Deterrence is no longer only a question of military capability. It is also a matter of industrial capacity, technological agility, education and institutional trust.

The summit opened with McKinsey presenting its report, Enhancing Swedish Security through Deterrence and Prosperity. The report underlined Sweden's considerable strengths in defense-related industry, while also pointing to a significant opportunity to increase its global market share. If Sweden

can sustain its innovation capacity — and make the strategic decisions required to support, it — the potential prize is substantial.

McKinsey identified four priorities for realizing that opportunity:

1. Link industrial strategy to capability plans
2. Raise industrial ambition and focus
3. Compete on innovation, unit cost and speed
4. Facilitate expert talent as a national priority

The report's conclusion was direct: Sweden has an opportunity to expand its defense industrial base in a way that strengthens deterrence, generates high-quality employment, increases tax revenues and builds on the country's long industrial tradition.

"There is a large opportunity for the Swedish defense industry to increase its market share," said Gustav Bolin, Partner at McKinsey responsible for defense and energy transition. "In doing so, Sweden can create alliances, strengthen deterrence and enhance national competitiveness."

Relationships before bureaucracy

Across the summit's panel discussions, one theme returned repeatedly: speed requires more than new technology - it requires a different operating model.

Participants argued that Sweden needs to move from lengthy decision cycles towards much faster forms of execution. That means clearer mandates, stronger leadership and a culture in which individuals and institutions are prepared to take responsibility for outcomes.

But speed also depends on trust. Several speakers emphasized that government, industry, academia and the armed forces must interact in ways that are less transactional and more relational. In practice, that means replacing excessive reliance on emails, formal processes and bureaucratic distance with direct relationships, shared understanding and the ability to pick up the phone.

The opportunity for Swedish defense industry is therefore not only industrial. It is institutional.

“The McKinsey report and the panel discussions point to the considerable potential of Sweden’s defense industry,” said Director Professor Martin Carlsson Wall of the Center for Security and Resilience at SSE. “But realizing that potential will require new structures, new ways of working and new relationships.”

He added: “In business, there is always a balance between exploiting existing opportunities and exploring new ones. Here, Sweden needs to do both at full speed. That is a rather unique situation.”

Today’s knowledge will not build tomorrow’s systems

A further conclusion from the day was that Sweden’s ability to seize this moment will depend heavily on education and leadership development. Existing expertise remains essential, but the systems required for future deterrence, resilience and competitiveness will demand new forms of collaboration between the public and private sectors.

The Stockholm School of Economics has, since its founding, played a role in bringing together leaders from business, government and society. It is in that tradition that SSE, with the trust of the Swedish Armed Forces and Supreme Commander General Michael Claesson, is launching a Nordic Defense MBA program.

The aim is to create a platform where military, business and public-sector leaders can develop the shared language, relationships and strategic understanding needed to act at speed.

“Competitiveness, prosperity and resilience are closely linked,” said Professor Carlsson Wall. “The war in Ukraine has shown that close relationships, constant dialogue and a common understanding of the situation are essential if countries are to innovate at the speed required.”

He continued: “The security of Sweden and the Nordic region therefore require platforms where



this common understanding can be shaped and where critical relationships can be formed. That is why I believe our Nordic Defense MBA will play an important role in strengthening Swedish competitiveness.”

Turning geopolitical risk into competitive strength

The summit concluded with a fireside conversation between SEB chairman Marcus Wallenberg, Supreme Commander General Michael Claesson and Sweden’s Minister for Defense, Pål Jonson, followed by closing remarks from SSE chairman Magnus Tyreman.

The final message was cautiously optimistic. Sweden is well positioned to turn geopolitical disruption into a source of industrial and strategic strength. It has world-class companies, deep engineering expertise, strong institutions and a tradition of public-private co-operation.

But the speakers were equally clear that success will not come from simply doing more of the same. Sweden will need to preserve what already works while building new platforms, new educational models and new ways of working.

In the emerging security environment, deterrence will depend not only on what Sweden can procure, but on how quickly it can learn, decide and act.

MTC DAY 2026 EXPLORED THE FUTURE OF RESILIENT PROCUREMENT AND SUPPLY CHAINS



On the 11th of May 2025, the Center for Security and Resilience at the Stockholm School of Economics co-hosted the annual MTC Day, bringing together leaders from industry, government, and academia to discuss how geopolitical fragmentation is reshaping supply chains and procurement strategies.

As global trade patterns become increasingly influenced by geopolitical tensions, organizations face new challenges in balancing efficiency, resilience, and competitiveness. Against this backdrop, the seminar focused on one of the most pressing questions facing procurement professionals today: how to design sourcing and supplier strategies capable of withstanding an increasingly uncertain world.

The first part of the program examined the changing geopolitical landscape in Southeast Asia and the growing influence of China on regional supply chains. Henrik Isakson of the Confederation of Swedish Enterprise and geopolitical risk expert Sikander Khan discussed how organizations can navigate an environment where strategic cooperation and competition coexist.

The second session focused on the strategic choices organizations face when moving from traditional single-sourcing approaches toward more diversified and resilient supply networks. Professor Constantin Blome of the Center for Security and

Resilience and Professor Harri Lorentz from the University of Turku explored how companies can strengthen resilience when redesigning product and flow structures, without sacrificing business value.

Two panel discussions brought together senior procurement leaders from both the public and private sectors, including representatives from the Swedish Police Authority, AstraZeneca, ISS Sweden, and Securitas Group. Participants shared experiences on how organizations can manage uncertainty, prioritize investments, and maintain competitiveness in a rapidly changing environment.

By convening leading experts and practitioners, MTC Day 2026 reinforced the Center's ambition to serve as a platform where research and practice meet. The discussions highlighted that procurement is increasingly becoming a strategic capability—not only for individual organizations, but also for the resilience and competitiveness of society as a whole.

CENTER FOR SECURITY AND RESILIENCE MANAGEMENT AND CONTROL RESEARCH DAY



On May 11th, 2026, the Center for Security and Resilience (CfSR) hosted its first Management and Control Research Day at the Stockholm School of Economics. Bringing together both faculty and affiliated researchers as well as relevant researchers and practitioners from our partners to present and discuss the different projects within the Center for Security and Resilience research portfolio on Management and Control.

Across the program, themes such as administrative resilience, civil preparedness, inclusion, crisis leadership, public-sector control systems, wartime adaptation, healthcare preparedness, and the human dimensions of war was addressed.

The day opened with an introduction by Katja Einola and Lukas Goretzki, research facilitators for Management and Control, together with Staffan Holmberg, Executive Director of the Center for Security and Resilience. The morning sessions then featured presentations on pragmatic bureaucracy and administrative resilience, civil preparedness and inclusion in Nordic total defense and German civil protection, and resilience as a capability in wartime Ukraine.

Following a coffee break, the program continued with presentations on scale-up challenges in the Swedish Armed Forces and scenario-based planning in healthcare preparedness. These sessions highlighted how management and control systems can

operate under pressure and how organizations can strengthen their ability to respond to complex and uncertain environments.

In the afternoon, the program turned to public-sector resilience, preparedness in social services, crisis leadership, and the role of trust in vulnerable situations. A structured plenary discussion then asked how management and control research can create greater impact in the field of security and resilience.

The day ended with a keynote by David Bergman, Lieutenant Colonel in the Swedish Armed Forces, researcher, and author, who spoke on how humans react in times of war. This was followed by a joint dinner concluding a full day of knowledge sharing, taking in new perspectives and relationship building.

CfSR is already planning its next management and control research day this fall, and we are very much looking forward to updating you on the topics in the months to come.

CfSR is already planning its next management and control research day this fall. “Next time we are going to focus more on hands-on development of research papers building on the presentations in our first workshop. We are very much looking forward to updating you on the topics and themes in the months to come,” said Lukas Goretzki.

MUNICIPAL TOTAL DEFENSE DEVELOPMENT DAY



On May 19, 2026, representatives from municipalities, government agencies, academia, industry, civil society, emergency services, and the Swedish Armed Forces gathered at the Stockholm School of Economics for a full-day workshop on municipal total defense. Organized within the framework of the project Municipal Development for a Stronger Total Defense, the event focused on a central question: How can municipalities move from plans and compliance to actual capability?

Municipalities Are the Practical Arena of Total Defense

A key conclusion from the day was that municipalities are where Sweden's resilience is ultimately tested. Schools, water supply, elderly care, transportation, crisis communication, and local infrastructure must continue functioning under severe disruption. National strategies are important, but capability must be built where it will be used. Different municipalities face different realities, making local adaptation just as important as national direction.

From Compliance to Capability

Participants emphasized the need to shift the focus from documentation and regulatory compliance toward operational capability. Building resilience

requires leadership, prioritization, and the ability to act under uncertainty. Discussions highlighted the importance of "pragmatic bureaucracy" – balancing rules and accountability with the flexibility required to respond effectively during crises and war.

Supply Security Requires Systems Thinking

Supply preparedness emerged as one of the most critical issues. Municipal resilience depends not only on stockpiles, but also on contracts, logistics, fuel availability, personnel, and functioning relationships with private actors. Participants stressed that preparedness cannot rely solely on goodwill. Effective public-private cooperation must be built in peacetime through agreements, joint exercises, and clear expectations regarding responsibilities and costs.

Civil Society as a Force Multiplier

Civil society organizations were recognized as an important source of local resilience. Their greatest contribution lies not in replacing public services, but in strengthening trust, maintaining social cohesion, and supporting communities during prolonged crises. Strong local networks and relationships are themselves strategic assets.

Innovation and Local Solutions

The workshop demonstrated that there is no single model for municipal preparedness. Best practices cannot simply be copied; they must be translated to local conditions. Participants emphasized that innovation should strengthen fundamental capabilities rather than replace them. Municipalities must be encouraged to experiment, learn, and share experiences while national authorities provide clear direction and minimum standards.

Long-Term Planning as a Defense Tool

Several discussions highlighted the potential of integrating total defense considerations into municipal comprehensive planning. Land use, infrastructure, energy systems, transportation, and industrial development all influence resilience. Building robustness into everyday investments creates “dual-purpose” benefits that support competitiveness, sustainability, and preparedness simultaneously.

Five Key Recommendations

1. Start with the municipality’s own profile – understand critical functions, dependencies, and local strengths.
 2. Make preparedness a leadership issue – responsibility must extend beyond emergency coordinators.
 3. Test and learn continuously – do not wait for perfect frameworks before acting.
 4. Build relationships before crises occur – trust and cooperation cannot be improvised under pressure.
 5. Balance national standards with local adaptation – resilience is created locally, even when guided nationally.
- The overarching conclusion of the day was clear: municipal total defense cannot be built through compliance alone. It requires leadership, collaboration, experimentation, and a shift from asking whether preparedness is documented to asking whether society will actually function when tested.



FIRESIDE CHAT WITH DOUG BECK



On the 21st of May 2026 Center for Security and Resilience together with Royal Swedish Academy of Engineering Sciences (IVA) had the honor of welcoming Mr. Doug Beck to the Stockholm School of Economics for a Fireside chat on defense innovation.

Beck is the former Director of the U.S. Defense Innovation Unit (DIU) as well as vice president of Apple serving under CEO Tim Cook. During the chat, Beck shared insights from the United States' efforts to accelerate innovation, strengthen resilience, and deepen collaboration between government, industry, and the technology sector regarding the defense industry but also society as a whole. His work leading the DIU 3.0 strategy emphasized the need to move commercial technologies into operational use at speed and scale, particularly in response to growing global competition and rapidly evolving technological capabilities.

Today's geopolitical environment is defined by strategic competition, technological disruption, and increasing pressure on open, innovation-driven soci-

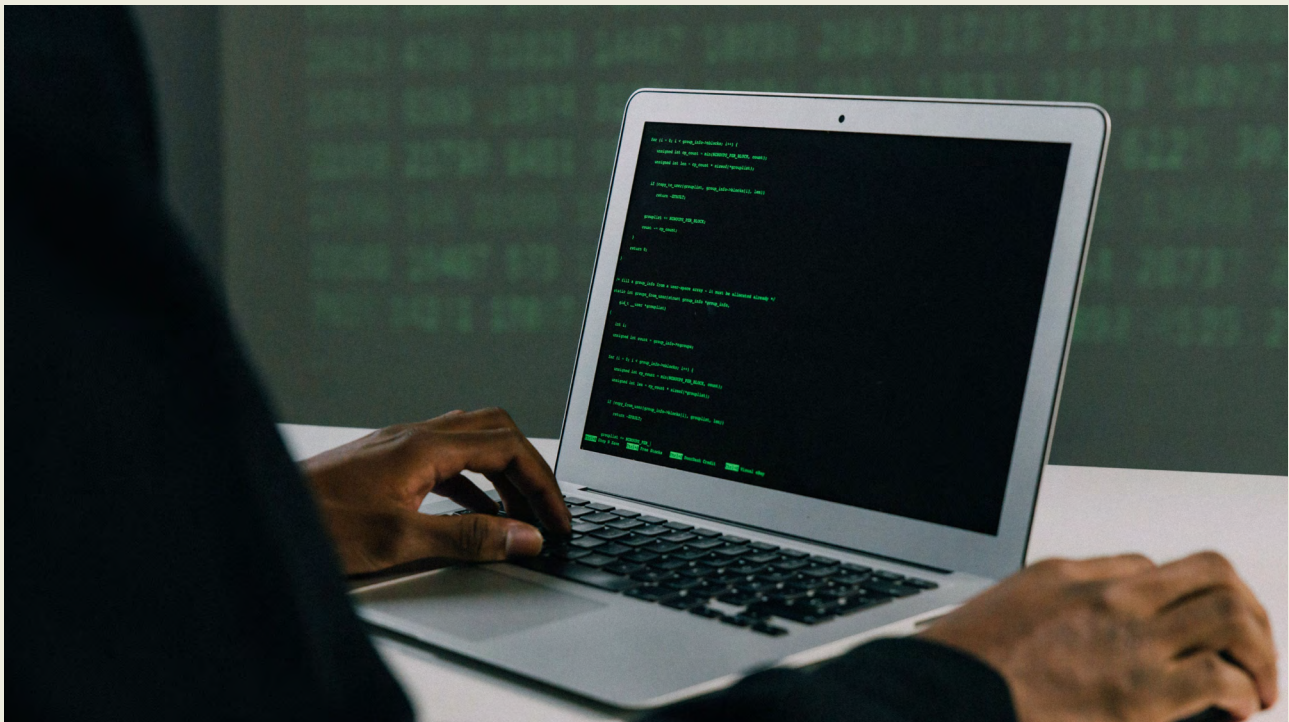
eties. Economic security, national security, and technological leadership are now deeply interconnected, placing new demands on governments, industries, and institutions alike. With this backdrop Beck discussed how innovative democracies can adapt to this new environment while preserving openness, competitiveness, and trust. With Sweden's strong technology base, industrial capabilities, and leadership in innovation, the discussion also focused on lessons from the U.S. experience that may be relevant for Sweden and other Nordic countries navigating an increasingly complex strategic and economic landscape. How the Nordics could move to being a fast follower, building a system that encourages changing career paths and creating the infrastructure that gets us from prototype to scale up.

ACADEMIC INSIGHTS SEMINARS



The CfSR Academic Insights seminars create a platform for relevant research to be presented in such a way that it is easily accessible to the practitioner. This is a critical feature in moving research insights into operational practices within the context of Total defense. During the fall of 2025 CfSR arranged three Academic Insights seminars on the topics of Cybersecurity, Weaponizing Global Supply Chains and Home Preparedness.

Academic Insights Seminar on CYBERSECURITY



On Wednesday the 3rd of September 2025, the first breakfast seminar arranged by Center for Security and Resilience in collaboration with Cyber-campus Sweden was held. The session focused on the topic “What are the challenges to cyber situation awareness in organizations and how can it be improved?”. Annika Andreasson, Postdoctoral Fellow at the Center for Security and Resilience at the Stockholm School of Economics, delivered a keynote presentation drawing on findings from her doctoral thesis “Cyber Situation Awareness and Common Operational Pictures: Studies of the Swedish Public Sector”.

Presentation

In her presentation, Andreasson examined the concept of cyber situation awareness (CSA), emphasizing the human perspective beyond the technical tools and its importance for Sweden’s total defense. Her study “Cybersecurity work at Swedish administrative authorities: taking action or waiting for approval”, analyses the challenges facing both generalists and specialists working with cybersecurity in public organizations through Endsley’s model of situation awareness, comprising three stages: perceiving the element, comprehending its significance and projecting its future state in the cyber environments.

To illustrate the cyber environment, Andreasson contrasted the immediacy of a fighter pilot’s threat perception with the immaterial and concealed nature of cyber threats, which are harder to detect in real time and thus make cyber situation awareness search-driven rather than perception-driven. She further noted that cyber crises often constitute trans-boundary crises: they affect multiple jurisdictions and various governmental levels simultaneously, necessitate coordination between public and private actors, disrupt critical infrastructures, and can escalate unpredictably across sectors and geographies. Andreasson’s research identified several recurring organizational challenges to achieving cyber situation awareness. Information sharing often proves difficult, as incident knowledge could remain within IT departments, making it hard for managers and other staff to obtain a complete picture. Trust and collaboration issues further complicate matters, when protective security and information security are sometimes treated as separate silos, with the latter regarded as less important. At the same time, many public sector entities lack full-time staff dedicated to cybersecurity and still fall short of minimum regulatory standards, creating significant disparities in cybersecurity maturity across organizations. The absence of access to national-level common operational pictures and relevant cyber threat intelligence

also limits the ability of staff to anticipate threats and prioritize resources effectively. Adding to these challenges, outsourcing of IT services can lead to an overreliance on external providers and third-party providers of security software to deliver something that is good enough. Finally, limited resources and low cybersecurity maturity in many public sector entities has created a standpoint that the help offered from government agencies regarding cybersecurity is not suitable for them but for larger organizations. To address these shortcomings, Andreasson identified several concrete measures for strengthening the cyber situation awareness, requiring both organizational and national-level initiatives. On the organizational level, Andreasson proposes that role-specific dashboards and common operational pictures should be developed to ensure that staff in different roles receive information tailored to their responsibilities. Systematic lessons-learned processes and cross-organizational exercises are further needed to strengthen institutional memory and build trust across boundaries. To enable both smaller and more advanced organizations with varying levels of cyber maturity to improve their protective capabilities, it is further important to provide targeted guidelines and national cyber threat intelligence. Strengthening collaboration across security-related functions is equally important, as siloed practices decrease collective learning and limit resilience. Finally, Andreasson proposed the creation of enhanced national-level

incident reporting systems, that would allow local observations to contribute to a national common operational picture and broader awareness, while ensuring that relevant intelligence is disseminated back to organizations. Recent events underscored these challenges, such as ransomware attacks against suppliers involving sensitive personal data. This highlights both the stakes for society and that “the high degree of digitalization without a parallel development of protective measures entails a high risk of antagonistic influence in the cyber domain. The effects of a cyberattack can have consequences for critical societal functions on the same scale as a conventional armed attack”, as described by the Swedish military doctrine, MSD 22. Experiences from Ukraine further support this view and underline the urgency of developing resilient systems alongside national defense.

Discussion

The discussion highlighted the diversity of cybersecurity needs across sectors, with several participants noting that available information often fails to address the specific requirements of different actors. Professor Henrik Glimstedt underlined the research gap concerning the managerial dimensions of CSA, emphasizing that cyber must not be treated solely as a technical matter but as a human and organizational challenge. In response to a question about the development of these issues over time, Andreasson referenced the first study in her dissertation on public sector cyber security maturity, which demonstrated that many public entities still fail to meet the minimum requirements outlined in the Swedish Civil Contingencies Agency’s regulations on cybersecurity, though regions with a history of managing sensitive patient data perform significantly better. A participant remarked that the presentation had not touched upon the different nature of the threat, spanning from criminal activities and hostile states such as Russia, China and Iran. Andreasson acknowledged that interviewees often showed little interest in what actor posed the threat, which she viewed as problematic since understanding the threat actor is a component when developing effective countermeasures. Another participant pointed out that many high impact threats stem from criminal activity, while Andreasson emphasized that the relevant measures ultimately depend on the specific protection needs of each organization. Concerns were also raised about Sweden’s rapid digitalization compared



to its lagging cybersecurity measures, performing notably poorly in international rankings. Professor Glimstedt compared the Swedish preparedness to experiences from Ukraine, stressing the importance of overcoming fragmented situational pictures. David Olgart, director of Cybercampus Sverige | Sweden, KTH, added that software providers such as Microsoft often deliver highly valuable security reports, but they end up in the IT department and not among decision makers, resulting in temporary technical fixes such as firewalls, inhibiting organizational learning and investment in long-term preventative measures. He further emphasized the importance of Andreasson's research, as the first project funded by Cybercampus Sverige | Sweden looking at the stakeholder measures, quoting the minister for civil defense Carl-Oscar Bohlin: "we have no mandate to wait".

A representative from the Swedish Civil Contingencies Agency (MSB) highlighted that much of the regulatory framework currently originates at the EU level, welcoming these initiatives but calling for stronger national-level engagement and policy alignment. Others proposed that cybersecurity policymaking could benefit from lessons learned in more developed interdisciplinary fields, such as environmental governance. Concluding the discussion, Martin Carlsson-Wall linked these reflections back to practice, highlighting the need to design and implement national and regional dashboards to support more effective CSA.

Takeaways

The CSR's first breakfast seminar underscored that cyber is not merely a technical issue but a strategic, organizational, and human challenge. Andreasson's research shows that barriers to cyber situation awareness can be found in limited information sharing within and between organizations, limited access to national cyber threat intelligence, overreliance on external IT providers, and uneven cybersecurity maturity across the public sector. At the same time, the seminar underscored that practical measures such as development of role-specific dashboards, systematic lessons-learned processes, cross-organizational exercises, and enhanced incident reporting systems that feed into the national level common operational picture, can strengthen CSA and organizational resilience. A recurring theme was the need to lift staff CSA out of the IT silo and embed it across management and decision-making levels. The need to bridge the gap between Sweden's rapid digitalization and its current cybersecurity capacity is urgent, and strengthening CSA is therefore not only critical for the operational efficiency within individual organizations but also for improving Sweden's total defense.



Academic Insights Seminar on

GEOPOLITICAL DISRUPTION IN SUPPLY CHAINS



On Wednesday the 12th of November 2025, the Center for Security and Resilience at the Stockholm School of Economics hosted a breakfast seminar aiming to address the question “How do geopolitical disruptions affect the configuration and management of global supply chains?” Lukasz Bednarski presented his research in a new area of supply chain management, which was followed by a discussion of the presentation focused on time, trends, and interdependencies.

Presentation

Bednarski began his presentation by first defining geopolitical disruptions on supply chains as “(...) irregularities or alterations in the normal flows of goods, services, information, or financial resources, triggered by tensions between nation-states, governmental policy or political interference. Such disruptions are long-lasting and systemic, with the potential to affect multiple industries and generate consequences that extend beyond the supply chain domain, thus impacting broader economic stability, political relations, and society.” Thereafter, he presented a map of the semiconductor supply chain, pointing out so-called ‘chokepoints,’ which are

parts of the supply chain that are the most sensitive to geopolitical disruptions. Chokepoints in the semiconductor supply chain includes manufacturing and materials. However, vital parts of the supply chain must not necessarily be tangible, which was illustrated by the US strong position due to its domination over the design of semi-conductors. Consequently, a critical question to pose is which states have the greatest influence on these chokepoints. Most often, different parts or phases of a supply chain are in different countries which specialize in that specific component or procedure. This means that firms are reliant on firms in other states, which could generate a favorable position for that state in the event of geopolitical tensions. If geopolitical tensions arise, these chokepoints could be weaponized and used to put pressure on other actors relying on that chokepoint. However, Bednarski also proposed that states have a toolbox for intervention against this potential threat. These tools can broadly be divided into two categories: coercive and supportive. Coercive measures include export controls, regulatory barriers, and tariffs, whereas more supportive tools could be subsidies or tax incentives. The aim of Bednarski’s research was to move from viewing geopolitical supply chain disruptions as external,

‘Black Swan’ events with negative impact that needs to be mitigated, to a macro-level perspective integrating interdisciplinary insights with firms’ decision making with respect to supply chains. To pursue this goal, Bednarski employed a rigorous, multi-method research design combining qualitative, quantitative, and theoretical approaches. It ranged from a systematic literature review to executive interviews, event study analyses, and theoretical model-building and had an interdisciplinary lens by combining International Relations with Supply Chain Management. What he found using this interdisciplinary lens, was that the way a manager or executive interprets the world and hence international relations, greatly influences how they will view the problem of supply chain disruptions and how they aim to solve it. Broadly speaking, three perspectives were discussed: Realism, Liberalism, and Constructivism. Depending on a manager’s perspective, he or she will tackle the problem of geopolitical disruptions on supply chains differently compared to other managers with other perspectives. A realist may argue that global supply chains are inherently fragile and thus support regionalization. On the other hand, a liberal manager may suggest that firms in fact have power and therefore should engage in policy-making processes. Finally, a constructivist executive might propose a more context-sensitive view, paying attention to which discourses are becoming more sensitive. Bednarski also addressed his key findings, which included challenges related to timing and scope of decoupling. Also, his findings that revolved around the severity and symmetry of supply chains, meaning

the recurring problems of balancing between cost mitigation advantages, was discussed. The cost for a firm today can easily be calculated, whereas the mitigation advantages are hard to quantify, making managers hesitant to act. In addition, most firms do not want to forfeit profit margins for the sake of supply chains better insulated from geopolitical risk, as seen in Japan’s failure to move away from reliance on supply chains in China due to firms not being willing to pay the premium required. Bednarski further proposed extending the VRIN-framework to VRINA, emphasizing that unless resources are adaptable, they might turn into liabilities under the impact of geopolitical disruptions.

Discussion

In the discussion-part of the seminar, considerable emphasis was placed on the interconnectivity of today’s global world and all the challenges coming with it. Moreover, trends, changes and different dynamics were discussed. One participant underlined the importance of cost of time and wondered whether executives considered it in the context of decoupling supply chains. Bednarski stressed the importance of timing and highlighted that while executives might recognize that tensions rise, they most often do not know when they will turn into serious threats. The discussion further elaborated on time and moved on to discuss the time-perspective of decoupling where long planning-stages and execution-stages are to be expected. Many crucial links which exist in already integrated and effective supply chains take time to replace, even if decoupling materializes quickly. Whether firms can afford to decouple stirred discussion and some participants even questioned whether managers wanted to give up extra profits and stressed the fiduciary responsibility to shareholders. Clearly, this is a complex problem that has many dimensions. Furthermore, whether private companies are the ones to resolve disruptions created by states is another dimension that has to be considered. Firms may have this possibility in smaller countries where trust in state and government is high as it allows for direct discussions between the state and industry, but probably not in other states. Mutual interdependence between countries is something that cannot be easily exited and we must therefore instead try to navigate those dependencies, one participant suggested. Moreover, globalization and interdependencies are not new phenomena but has existed for a long time.

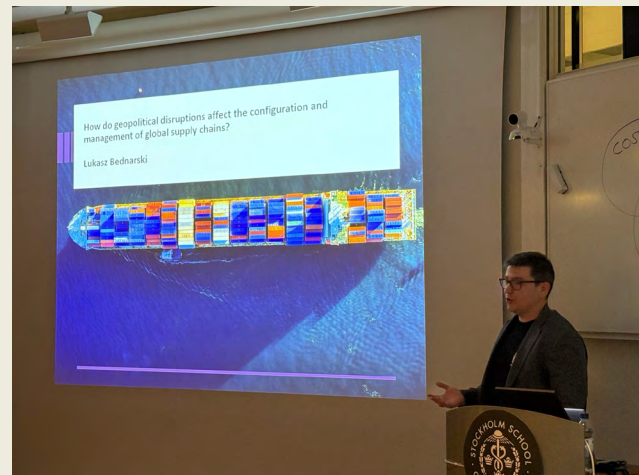
That said, the situation now playing out with states weaponizing different segments of supply chains is developing into something completely



new. Building on this reflection about the dynamic nature of interdependencies, Professor Martin Carlsson-Wall introduced three other interdependent perspectives into the discussion. The three perspectives – cost, capacity and capability – are crucial to understanding supply chains and thereby how we frame the problem. Professor Wall further stressed that depending on which department of an organization that frames a problem, different solutions will be suggested. The discussion moved on to addressing the “just-in-time” strategy, which with Professor Wall’s three perspectives in mind, could be viewed as the most optimal strategy from a financial, or cost-perspective. Companies use smart manufacturing on demand as this is highly effective from a cash flow and financial perspective. This strategy, however, is not effective from a security-perspective and it has started declining as more companies are becoming increasingly aware of the risks and consequently considers carefully where they locate their supply chains and how much items they have in stock.

Takeaways

This breakfast-seminar underscored the rising issue with geopolitical disruptions on supply chains. It also emphasized the complexity associated and showed how critical segments and phases of the supply chain could be and are, weaponized by states today. The complex and mutual interdependencies in the global economy make it hard for firms to simply exit, implying that no simple solutions are available. In addition, Bednarski’s research showed how managers’ worldview greatly influences how they will approach the problem, suggesting that divergent opinions are inevitable, which increases the complexity of the issue even more. At the same time, both scholars and practitioners have shifted their thinking when designing supply chains. More attention is on these issues and firms have started moving away from the “just-in-time” strategy, increasing their resilience. Furthermore, the seminar highlighted that no single actor – firm or state – can resolve these challenges alone; coordination and adaptability are essential to building resilient supply chains. The insights shared point toward an urgent research frontier: understanding how states’ geopolitical interests, economic interdependence, and managerial decision-making together shape the next generation of global supply chains.



Academic Insights Seminar on

INDIVIDUAL PREPAREDNESS



On Wednesday, December 10th, 2025, the Center for Security and Resilience at the Stockholm School of Economics hosted an academic insights breakfast seminar on the theme of Urban Individual Preparedness in the Baltic Sea Region. Ieva Birka from SSE Riga presented the results from her one-year research project into the topic, followed by a discussion on the different actors involved, changes to the social contract, and potential barriers.

Presentation

Birka began by introducing the term “social contract”, defining it as the agreement between society, which is composed of individuals, and the state, assigning responsibilities. She then moved on to highlight the changes to the social contract, shifting from pastoral care to neoliberal governmentality, and finally total defense. In other words, a major shift has happened from citizen’s being protected by the state to individuals being expected to assume more responsibility for themselves and finally assigning individuals different roles in the total defense.

Birka then introduced a key question underpinning the research: “are individuals aware of their responsibility in the total defense?” Responsibility is the process by which individuals are made

responsible for managing risks traditionally handled by the state and is exactly what total defense is built upon. Birka emphasizes individuals as the most basic elements of total defense, and if we expect them to assume this responsibility in times of crisis, they must themselves be prepared.

The EU and Europe have started to direct more attention towards the empowerment of their citizens. Different initiatives have been taken, such as “Promoting Population Preparedness,” which includes 72 hours of self-reliance. In comparison, the state of Sweden expects its citizens to be self-reliant for a full week. Furthermore, multiple states have produced and distributed different crisis or emergency catalogues to raise awareness.

The research set out to answer the question “Have individuals thought about their responsibility?” and relied on a large survey directed toward urban populations partly for cost-reasons, partly because they are less used to self-reliance. The cities targeted were Riga (Latvia), Tallinn (Estonia), Vilnius (Lithuania), Helsinki (Finland), and Berlin, Hamburg and Munich (Germany). Measuring threat perception and preparedness levels, identifying barriers, and informing and increasing readiness were all goals of the survey.

Analysis of the data showed that there is a complex situation with both gender divide and ethnic

divide between Russian-speaking and non-Russian-speaking individuals in the Baltic region. Male respondents were, in general, feeling more prepared than female respondents and their obstacles to preparedness differed as well. Interestingly, there was an overall feeling of security in the region, despite individuals worrying about threats to for example the economic situation or even the threat of a military attack. This could be due to a low percentage of respondents actually believing that a crisis will emerge in the coming ten years where they will be forced to act.

Birka's survey further gave insights to the preparedness of individuals, investigating questions such as whether individuals know what to do when hearing sirens and whether they have water supplies, cash reserves, battery-powered radios, designated gathering places, etc. The results were quite disturbing, with low percentages of people being actually prepared for a crisis despite individuals' concerns. Birka's conclusion was that concern does not translate into action, and awareness does not equal preparedness. Two key obstacles were identified: psychological distress and a lack of feeling threatened. Again, the gender divide showed up; female respondents were more constrained by psychological distress, whereas men felt threatened to a lesser extent, thus feeling less of a need to be prepared. The survey also asked respondents what they needed from the government to improve preparedness and while the results differed a bit between cities, people in general want more information, more activities in local communities and neighborhoods, and increased investment in infrastructure.

In conclusion, Birka found that communicating the need for a stronger total defense and individual preparedness are critical components but that such messaging has yet to reach and affect the behavior of the individual. There is a gap between state expectations and individuals' capabilities and preparedness. According to Birka, this is a serious mismatch as states envision plans for crisis, but simultaneously, individuals do not receive the message and lack the level of awareness of the threat that states have. The purpose of Birka's research is to raise awareness, highlight vulnerabilities such as the gender gap, compile best-practices, and write academic articles on topics like social contract, gender and so on.

Discussion

The discussion was focused on barriers hindering this message from reaching individuals. It also covered

changes to the social contract and perhaps more importantly, different alternative ways forward and suggestions on how to prompt individual action.

Executive director of the Center for Security and Resilience, Staffan Holmberg, initiated the discussion by stressing that information does not always lead to action. Furthermore, knowledge, or rather the lack of it, is not necessarily what hinders action. Rather, it is other thresholds such as geographical, financial, social, or technical which must be addressed and overcome.

On this topic, a participant asked whether there are any initiatives where governments are pushing beyond just information. Neighborhood-based seminars in Riga were discussed but the problem is, according to Birka, that people do not show up. Additionally, in Vilnius, there are "preparedness ambassadors" trying to solve problems such as that of collective storage for people living in apartments. However, mutual trust issues were identified as a major barrier for this type of solution. Thus, there are indeed initiatives but not to the extent needed. Birka also mentioned that by looking at successful examples, such as overcoming the Swedish-born and foreign-born divide in Sweden, will help the development further.

Professor Martin Carlsson Wall asked about the collaboration with civil society and sports, bringing up a successful example of a Swedish municipality collaborating with a floorball team. Birka had not looked into that but rather focused on the government. She did, however, point out that the private sector had started to reach out, realizing that they have a role to play in the total defense. Furthermore, there is considered to be significant potential, as total defense has developed into an interdisciplinary question with many different actors involved. The main problem though, is that the messaging must be clear. People feel safer than they should because messages from governments and experts are inconsistent.

On the topic of civil society, one participant questioned whether Birka had missed out on important details when not considering civil society and focusing on a top-down messaging by the government. The participant further wondered if people could be prepared collectively but not individually. However, Birka's research was aimed at individuals and their relation to the state but could include more actors if expanded. Furthermore, collective preparedness, compared to individual preparedness, would most likely also have appeared in the survey, according to Birka.

An interesting question touched upon the transactional relationship between state and

individual. How should the government respond to a statement like: “I pay taxes and therefore, the government should protect me and solve this security crisis on its own!” There is no clear answer, but we can see that there are more expectations on the individual from the state, and the problem is that individuals are not aware of these expectations. Christine Andersson from the Swedish Civil Defence and Resilience Agency (MCF), added that the state is not able to take care of everyone but must prioritize the vulnerable. She further stressed that we must foster a “preparedness-mindset” from an early age so that it becomes part of everyday life. A broader perspective and messaging must be taken with regard to total defense, not just stockpiling food and water.

Preparedness could be the next step of sustainability work for corporations, according to Professor Wall. They have the infrastructure with sustainability reporting, auditing and so on. He identified the problem as the state working mainly in long-term terms, whereas involving corporations for more short-term innovation is as crucial for preparedness, referring to the innovation seen in Ukraine. “It is not just a marathon, but also a set of 100m sprints,” he said.

The discussion concluded with acknowledging that a renegotiation and change of the social contract would not happen until all actors have agreed, reflecting the importance of considering and involving all stakeholders and actors in the total defense.

Takeaways

The academic insights breakfast seminar on Urban Individual Preparedness in the Baltic Sea Region highlighted the gap between perceived threat and preparedness. Despite worrying about the future, there are different barriers hindering individuals from taking the adequate actions to be better prepared. Birka’s research has shown that there is a discrepancy between states’ plans for total defense and responsabilisation of individuals, and individuals’ awareness of their responsibilities. Her survey revealed how unprepared the urban individual in fact is for a crisis at the moment. It also showed that there is a gender gap and disturbingly few who will be self-sufficient for 72 hours, which is the target set by the EU.

Moving forward, states must continue to raise awareness and send clear, unambiguous messages about the current threat. More actors should be involved, such as civil society and the private sector, and collaboration between these actors will be crucial. Furthermore, by advancing research, broad-

ening the perspective, and fostering preparedness thinking from an early age, urban individual preparedness can be significantly improved.

Next steps

If you are interested in the full data set, the researchers are making it publicly available: feel free to reach out: ieva.birka@lu.lv. We are also happy to inform that work on this will continue and expand to include Sweden. The researchers have received the green light from the University of Latvia to continue this research project for the next 3 years in a project called “University of Latvia Baltic Individual Crisis Preparedness Barometer”. Barometer will provide systematic, comparative data on threat perception and preparedness across the urban centres of 8 countries (Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Poland, Sweden). Tracking trends annually, the project will enable governments, municipalities, and international organizations to tailor communication and preparedness strategies.

Academic Insights Seminar on

ORGANIZING FOR ACTION IN CRISIS



On 4 March 2026, the Center for Security and Resilience (CfSR) at the Stockholm School of Economics hosted an Academic Insights Seminar on “Organizing for Action in Crisis”.

Researchers Elsa Persson and Susanna Alexius presented their report on Samverkan Stockholmsregionen (SSR), produced by the Stockholm Centre for Organizational Research (SCORE) in collaboration with CfSR, examining what enables effective crisis response in meta-organizations. A subsequent practitioner panel, featuring representatives from SSR’s member organizations and secretariat, was structured around three themes: reflections on SSR’s development, the rising political attention to crisis preparedness, and the future of effective regional cooperation.

Presentation

In their study “Organizing for Action in Crisis”, Persson and Alexius use Samverkan Stockholmsregionen (SSR) as a case study of effective collective action in times of crisis.

Alexius began the presentation by highlighting how the topic is both theoretically and practically relevant. From a theoretical perspective, collaboration and so-called meta-organizations (organizations whose members are themselves organizations) often struggle to translate cooperation into

concrete action. From a practical perspective, crisis preparedness is a highly prioritized policy area, and there is a need to learn from successful cases. Alexius went on to define the purpose of the study as identifying and analyzing both challenges and success factors in SSR’s collaborative structure, as well as giving voice to the individuals working within it.

The study analyses SSR as a meta-organization, and Alexius noted how such organizations raise classic challenges, such as: Who governs whom? Is the meta-organization merely an arena for members’ decisions, or an actor in its own right? How can collective action be achieved when members may have incentives to participate without fully engaging?

Persson then provided a brief background to SSR’s structure. The meta-organization comprises 37 member organizations, including municipalities and other public-sector actors, working together to strengthen regional crisis management capacity. SSR operates on three levels: 1) Strategic (regional direction-setting level), 2) Co-ordinating level, and 3) Operational (executive) level.

She went on to present the study’s empirical material. Persson and Alexius conducted 12 interviews with staff from the co-ordination office, representatives of member organizations, and former SSR employees. They also analyzed internal documents provided by SSR. To complement this

material, they carried out an analysis of three activated crisis cases: the heightened terror threat level in 2023, escalating gang violence in 2025, and a fire at a nursing home in 2025. These cases occurred relatively close in time but differed in character, allowing the researchers to examine how the collaboration functioned across different types of crisis situations.

Persson described several factors behind SSR's effectiveness. A clear structure, regular co-ordination meetings, and well-established communication channels enable rapid action in crises. A key feature is that the same working methods are used in both normal and activated crisis modes, creating familiarity and predictability. Over time, trust has developed at an organizational level. A jointly funded secretariat plays an important role by coordinating activities and diplomatically resolving conflicts. The involvement of top executives ensures decision-making authority. By operating based on shared ownership, with no single organization in charge, all members assume responsibility. SSR's unique collaborative model provides advantages, although it may be difficult to replicate elsewhere.

Persson then discussed the challenges SSR may encounter in the future. With recent crises described as "fewer but more severe" and often prolonged, the distinction between activated and ordinary modes has become increasingly blurred. This raises questions about when "pushing the green button" to launch into activated mode is appropriate. Moreover, differences in size and resources among member organizations, with larger actors such as the City of Stockholm and the police often taking leading roles, also spark reflection on equality within the collaboration, even if such asymmetries can be functional in practice. Adding to the challenge is the possibility of diminishing engagement over time. As members have grown more capable, sustaining active participation in regular co-ordination meetings may become more difficult if the perceived added value declines. In addition, limits to information sharing, especially of sensitive data, highlight structural and trust-based constraints across organizational boundaries. There are also concerns that SSR may become too broad and fragmented, risking a diluted focus and stretching members' resources too thin.

Discussion

The panel discussion grounded the theoretical overview by offering a practitioner's perspective. The panel consisted of Mikael Dahl, Storstockholms brandförsvar, Kerstin Hägg, Samordningskansliet, and Sebastian Tabrizzi, Stockholms stad. The dis-



cussion was organized into three themes, with the initial conversation centered on the report and on SSR's 10-year history. All three panelists validated the report's framing. Tabrizzi stressed that the report had a well-delineated scope and that situating SSR within an international context provided valuable validation of the model. Hägg emphasized the importance of gaining new perspectives on their work, a point that was reinforced by Dahl, who highlighted the benefits of SSR being continuously challenged in its future development.

Regarding personal memories from SSR and its accomplishments, all panelists stressed the handling of the pandemic as a formative event. Tabrizzi discussed how stronger cooperation emerged through deepened personal relationships across organizations. He also remarked on SSR's ability to engage external stakeholders during the pandemic. This point was further developed by Alexius, who noted that these actors were brought in on a temporary, issue-specific basis without having to be permanently incorporated. Hägg noted that the pandemic highlighted a distinctive feature of SSR, as Stockholm County functions more like a "potluck", where each actor arrives with their own ideas. In contrast, in many other counties the expectation is that the County Administrative Board presents a prepared direction, a "set table" ready in advance.

The panel then addressed the consequences of defense and crisis preparedness gaining increasing political salience for SSR's work. Hägg emphasized information sharing between members as a growing challenge, noting that the increasing sensitivity of the information handled by participating organizations may be constraining. Dahl highlighted the heterogeneity of organizational approaches across counties as a co-ordination challenge. Tabrizzi noted that the role of the civil defense regions during heightened alerts has not yet been fully integrated into SSR's framework.

Finally, the panel discussed the future of SSR and advice for similar initiatives. Regarding SSR's

future, the panel stressed sustaining SSR's characteristic sense of co-ownership as especially important. Tabrizzi noted that an environment where members feel comfortable questioning assumptions and testing new ideas remains vital. Dahl emphasized that initiating activated mode by "pushing the green button" must not be perceived as a burden.

The panel's advice for others converged on building cooperation through both structures and relationships. Dahl stressed patience and respect for other organizations' constraints. Hägg added that disagreement is healthy if actors share a basic commitment to the same end-state. Her practical guidance was to start, test and iterate, and to cultivate "ambassadors" who advocate for the model. Tabrizzi emphasized the importance of someone consistently "wearing the society hat". SSR fills that role by creating a forum for pursuing collective priorities.

The open discussion explored the tension between flexible co-ordination and clear rules, as well as the political dimension. One audience member asked about SSR's rules for "who does what" when an incident occurs and how regulation is balanced with flexibility.

Hägg was explicit that formal mandates remain in place; SSR simply adds an additional layer of co-ordination. Dahl added that when no clear mandate exists, SSR can convene the relevant actors and align them around the mission to reach a practical solution.

The discussion also touched on politics' influence on SSR. Tabrizzi stressed that SSR is primarily operational and has remained stable across political turnovers. Hägg added that cooperation is usually

uncontroversial because actors share a basic commitment to safety, while Dahl warned that political interference would be both unlikely and potentially harmful for effective co-ordination.

Takeaways

The seminar highlighted SSR as a comparatively successful example of how a meta-organization can translate collaboration into concrete action in times of crisis. The research underscores that effective crisis response is not merely a matter of formal mandates, but of structure, trust, and sustained relationship-building. Clear routines, shared ownership, executive-level involvement, and a jointly funded secretariat have enabled SSR to combine predictability with flexibility, creating a platform where co-ordination can occur rapidly when needed.

At the same time, both the research and panel discussion pointed to the importance of long-term sustainability. As crises become more severe and prolonged, questions arise about activation thresholds, equality among members, engagement over time, and limits to information sharing.

A recurring theme throughout the seminar was that successful collaboration rests on both institutional design and interorganizational trust. Structures matter, but so do culture, patience, and mutual respect. For those seeking to build similar models, the main lessons were to start pragmatically, foster co-ownership, and focus on maintaining a shared commitment to collective responsibility.



Academic Insights Seminar on

CIVIL SOCIETY RESILIENCE DURING WAR - ORGANIZING JEWISH LIFE AND CULTURE IN UKRAINE AFTER RUSSIA'S FULL-SCALE INVASION



On Thursday the 17th of April 2026, the Center for Security and Resilience (CfSR) hosted a breakfast seminar in collaboration with Zhanna Kravchenko and Noomi Weinryb to introduce and discuss their book *Civil Society Resilience During War: Organizing Jewish Life and Culture in Ukraine After Russia's Full-Scale Invasion* and its implications for civil resilience. Weinryb and Kravchenko presented the book they co-authored as well as the research it was based on. After the presentation, there was a brief period for questions from the audience.

Presentation

Weinryb began by presenting their book and its structure as well as what prompted them to create it. She highlights how it can help us learn more about how civil society can aid in times of crisis and war. Furthermore, she explained that they have defined civil societies as “the space of uncoerced human association as well as the set of relational networks – formed for the sake of family, faith, interest and ideology – that fill this space” (Walzer 1992, p. 1). She further noted that resilience refers to the ability of individuals, organizations, and social systems to absorb shocks and undergo change

whilst retaining core functions and identity, and that the study does not assume strategic agency among actors, but rather draws on perspectives from organization theory, including place-making, resource mobilization, legitimacy, sense-making, and organizational identity.

Kravchenko presented a summary of the book's seven chapters and elaborated on its creation. She highlighted that the book began as a personal project for many of its authors, before expanding into a broader research endeavor. The study was conducted in collaboration with ten Ukrainian alumni from Paideia, who contributed witness statements and on-the-ground observations of crisis work in Ukraine and abroad. Additional data was gathered from open-source material online. Given that the project was not subject to formal ethical review, considerable care was taken to ensure that no personal or sensitive information was incorrectly handled. The project received supportive funding from institutions including the Annika and Gabriel Urwitz Foundation and the Östersjöstiftelsen.

Weinryb introduces the case of Anatevka, a refugee village founded in 2014 by Chabad Ukraine, primarily intended to house displaced Jews from the Donbass region. Named after the fictional village

from the Tevye stories, popularized through the musical *Fiddler on the Roof*, Anatevka drew on and at times subverted the symbolic connotations of its namesake. Following Russia's full-scale invasion in 2022, Anatevka's proximity to Kyiv and its capacity to house and feed people temporarily made it a central transit hub for refugees of all backgrounds fleeing central and eastern Ukraine. The chapter goes on to examine how the symbolic meaning of a place can be continuously repurposed to accommodate new groups and activities, and how this constitutes a form of civil resilience.

Kravchenko presented the chapter on legitimizing resource mobilization, examining how domestic and international Jewish organizations framed their fundraising efforts in a context of acute uncertainty. She noted that standardized forms of accountability were largely inapplicable in wartime conditions and identifies three broad categories of organizations: those with established legitimacy rooted in Ukraine, international organizations drawing on prior crisis experience, and international organizations that built legitimacy through local partnerships. She then introduced another chapter which focuses on Hesed centers, welfare institutions established in post-Soviet Ukraine in the 1990s to support Jewish communities, and explored how, over the course of approximately one year following the invasion, these centers expanded their remit to serve the broader Ukrainian population.

Weinryb concluded the presentation with a theoretical synthesis. She presented a framework encompassing structural, institutional, and organizational dimensions of civil society resilience, and highlighted how the full-scale invasion prompted significant shifts across all three. Notably, geographical proximity began to supersede ideological alignment as the basis for inter-organizational collaboration, and Jewish traditions were increasingly mobilized to justify the expansion of services to non-Jewish beneficiaries. She further observes that a Ukrainian national identity came to overshadow narrower sub-group identities, and that the existing infrastructure of Jewish civil society, its networks, communication channels, and institutional culture, enabled a breadth and speed of coordination that could not easily be replicated through ad hoc means.

Reflections

Kravchenko and Weinryb closed by raising a series of reflexive questions pertaining to the study itself and its broader relevance. These included the ethical risks of resilience research in wartime contexts, including dangers in data collection, the

risk of exoticization, and the potential exposure of organizational practices to adversaries. They further raise questions about the role of pre-crisis civil society structures in shaping resilience, the responsibilities of the public sector in supporting this type of organizing, and what institutional dimensions might be mobilized in a Swedish context to enable similarly swift and flexible responses.



Discussion

The ensuing discussion touched on the transformation of Jewish communal identity in the context of war. Weinryb argued that rather than forming an isolated group, the Jewish community in Ukraine used its identity as a vehicle for embracing universal rather than values, a dynamic she considers central to civil resilience. The question of parallels with minority group mobilization elsewhere, including in Sweden, was raised. Weinryb noted that while the book does not address this directly, the underlying infrastructure offers a relevant framework. Further questions addressed the relationship between organizational and individual identity in post-crisis conditions, and how Jewish organizations managed the inclusion of non-Jewish refugees. Kravchenko responded that many organizations gradually ceased to define themselves primarily as Jewish, with Hesed centers, for instance, reframing their identity as Ukrainian. The established channels of the Jewish community facilitated information sharing broadly, though the networks and cultural infrastructure underpinning this are not easily replicated by, for example, joining a social media group. They closed by remarking that society built purely around shallow groups and collectives doesn't have the logistical and structural needs to ensure successful resilience in times of crisis, a deeper-rooted culture is often times very beneficial.

Academic Insights Seminar on

GRID CELLS, TERRORISM, AND MULTINATIONAL CORPORATIONS



On Tuesday the 5th of May, the Center for Security and Resilience (CSFR) hosted a breakfast seminar in collaboration with Leandro S. Pongeluppe to present his co-authored research on “How do multinational corporations adapt when violence is not just a national concern, but a highly localized threat?”

Presentation

Pongeluppe opened the presentation by positioning the research in the broader perspective by explaining the challenges that multinational corporations (MNCs) face operating in an increasingly volatile world. He argued that while there is an established relationship between terrorism and business, the existing research has failed to move beyond the country level, leaving questions unanswered on how violence reshapes MNC geography within countries and across specific locations. He further explained that the study attempts to estimate the economic consequences of terrorist attacks for MNC activity at a fine spatial resolution, accounting for both direct effects and the spillovers that radiate outward to neighboring areas.

Pongeluppe further described that the empirical strategy of the research is built around a grid-cell

framework. Rather than aggregating observations at the country level, all relevant data was geocoded to standardized spatial units, each assigned binary contiguity with approximately eight neighboring cells. This enables the model to capture not only what happens at an attack site itself, but how the effects diffuse geographically.

Pongeluppe continued his presentation by introducing the two primary underlying datasets in the analysis. The first, The Global Terrorism Database (GTD), provides open-source records of terrorist incidents worldwide from 1970 to 2020, while also defining a terrorist attack as the threatened or actual use of illegal force by a non-state actor in pursuit of a political, economic, religious, or social goal through fear, coercion, or intimidation. The second, LexisNexis Corporate Affiliations, tracks foreign subsidiaries across both public and private companies. To be included, a firm must exceed a given revenue threshold: ten million dollars for US-headquartered firms and fifty million dollars for other non-US based internationally based firms. The database also carries information on industry classification and subsidiary location.

Pongeluppe moreover outlined a central methodological challenge: both terrorism and MNC presence were spatially concentrated and persistent over time. Attacks tended to cluster in certain locations and recur, while MNC subsidiaries similarly remained geographically stable year after year. If left uncorrected, this created estimation bias, meaning the statistical model would struggle to isolate the true effect of an attack from the underlying patterns of where violence and business activity already tended to concentrate.

To address this, Pongeluppe mentioned two corrections applied. The approach developed by Hsiang (2010) corrected for the fact that neighboring grid cells were not independent of one another, since a shock in one cell was likely correlated with what happened in adjacent cells. The approach developed by Conley (1999) corrected for serial correlation, meaning that observations in the same location were correlated across time. Together, these yielded standard errors that accurately reflected the uncertainty in the estimates despite the spatial and temporal structure of the data. The regression examined whether a terrorist attack in a given grid cell in the preceding year reduced MNC subsidiary activity in that same cell the following year. The authors acknowledged that using a one-year lag was a simplification, as existing evidence suggested the deterrent effect of violence on investment could persist for up to five years.

Pongeluppe continued by presenting the core results. On average, a single terrorist attack in the prior year was associated with a reduction of approximately 889 million US dollars in MNC subsidiary sales and a loss of 816 employment positions in the affected area. Beyond the impact on existing operations, MNCs were also significantly less likely to establish themselves in locations that had experienced an attack, compounding the long-run economic cost. The heterogeneity analysis revealed meaningful variation across sectors, nationalities, and attack characteristics. Consumer-facing industries are the most adversely affected, while capital-intensive and business-to-business sectors show greater resilience. American MNCs exhibit the strongest response, followed by German and British firms, a pattern Pongeluppe interprets as consistent with the symbolic dimension of terrorist targeting. He further claims that at tighter spatial scales, attacks on economic institutions and civilians carry the greatest deterrent effect; at a broader radius, attacks on civilians dominate, suggesting that large-scale civilian violence signals systemic insecurity across entire regions. The majority of the measured effect is concentrated in Western Europe, where

terrorism represents a genuine departure from baseline expectations rather than a risk already internalized by operating firms.

Reflections

Pongeluppe closed by raising several methodological boundary conditions. He acknowledged that new and evolving forms of terrorism, including cyberattacks and lone-actor violence, may not be fully captured by the GTD definition, though many such incidents satisfy the definitional criteria, and the growth trend in recorded attacks over time is consistent with broader patterns of political violence. He further notes that attacks may go unreported in certain geopolitical contexts, particularly where governments have incentives to manage the information environment to protect investment sentiment, a bias that would likely attenuate the estimated effect sizes. He further raised a question regarding how the same event can be classified differently depending on context. What a research database defines as a terrorist attack may not align with how decision-makers perceive it through news and intelligence. This discrepancy was acknowledged as an interesting area for further research, though beyond the scope of the current study.

Academic Insights Seminar on

GEOPOLITICAL RISK AND FIRMS' ABILITY TO OPERATE IN FOREIGN MARKETS



On Wednesday 17th of June, the Center for Security and Resilience (CSFR) hosted a breakfast seminar in collaboration with Associate Professor Holmer Kok to present his co-authored research on: *How does geopolitical risk affect firms' ability to operate in foreign markets? A study of the wind energy industry.*

Kok started the presentation by establishing the fundamentals of the wind turbine industry. Kok addresses that the industry is highly shaped by policy making, a point that he later returned to, and that companies individually are responsible for the whole product loop – design, development and manufacturing. Kok continued by stating that the industry is an opportunity for alliances where nations collaborate over clean energy, however, it could also be seen as a threat through conflict in competition. Wind project investments create long-term dependence on turbine suppliers, a supply that is concentrated amongst a handful of global firms. Over time, Wind turbines have also become increasingly more integrated, and software driven, something that Kok sees as a risk if placed in the

hands of an unreliable company. Kok emphasises, through the given facts, that the dynamic wind turbine industry is a global integrated one facing geopolitical issues.

After establishing the grounds on which the paper was written on, Kok started to introduce the variables which the papers' model is dependent on. The first variable introduced was geopolitical distance, a measure in how different and thus also far two countries are from each other, measured in UN voting. Kok continued by elaborating further on the model mentioning variables such as tech novelty, portfolio- and home concentration. The model is completed by the variables market expansion, measured in 2 years from commission, and specialist identity, is the company pure wind or conglomerate. The papers' sample included 30000 wind projects in 120 countries between 1978 and 2021. Kok adds a measurement of expansion opportunities, where 23948 of such were identified across the period 2000 through 2019 in 120+ countries.

After presenting the model and the data behind the paper, Kok proceeded to present the core find-

ings of it. Countries presenting a narrower product portfolio towards customers seems to be less affected and thus harmed by geopolitical distance. However, Kok mentioned that higher uniqueness was a deterring factor with increasing distance and that distance is stronger deterrence for tech novel firms. Through these findings, key strategic, policy and operational implications could be drawn. Strategy-wise Kok argued that geopolitical risk in the industry operates alongside traditional international barriers, where firms with novel technology faces the strongest geopolitical constraints. Kok continued by explaining the policy side, stating that diplomatic engagement can narrow geopolitical distance, unlocking access to suppliers. Further Kok explained that there is an important balance in understanding the firm-side considerations for market expansion. The firm side incentive is said to be neglected often and worth to consider is what effect a policy could have on it. Kok ended the implications and his presentation by stating the operational ones, that product portfolio choices shape geopolitical vulnerability.

After the presentation, a discussion including questions like misalignment, asymmetry and valid-

ity followed. Kok explained that there are cases of geopolitical misalignment with multiple, sometimes nearly every available market partner, in these cases countries do not make large engagements. He further noted that geopolitical distance is not dyadic but asymmetric, meaning the distance can be perceived differently depending on which direction it's measured from. After addressing a question regarding the validity of UN voting, which Kok deemed as high, a question regarding recommendations for companies were brought up. Kok was reluctant to give final recommendations but argued that there are key points. He mentioned that there is no guarantee for success through expansion and possible opportunities of entering unexplored territory as two. The discussion further explored and ended with what opportunities could be found in the implications, in which Kok answered with that matching policy to entrance could be efficient.

PREPAREDNESS DIALOGUE SERIES



The preparedness dialogue series are small group conversations with Chatham House Rules aiming at clarifying the strategic challenges facing our society within more specific domains in relation to security, resilience and total defense. Normally held at SSE with a maximum number of participants of 25, the room is curated to gather subject matter experts, stakeholders with operational responsibility, private businesses with potential solutions as well as government representatives in the same room, make them speak freely and thereby clarifying what we know, what we don't know and what needs to be the next logical step.

The structure of the dialogues is usually a Keynote followed by a panel and after that a free conversation in the room. The four dialogues held during the year had the themes of financial resilience, transportation, home preparedness and shelters.

Preparedness Dialogue Series

FINANCIAL RESILIENCE – PAYMENTS, CAPITAL AND TRADE UNDER PRESSURE



The first preparedness dialogue took place on the 21st of October 2025, with the topic of financial resilience. The financial system performs a function that is critical to Swedish society, and it is largely dependent on private actors. In the event of a major crisis or war, payment systems, credit markets, and liquidity flows must continue to function. If the system fails, several of society's fundamental capabilities risk breaking down. The financial sector is facing a continuously increasing threat landscape, including cyberattacks, geopolitical pressure, disinformation, disruptions to international payment flows, and insufficient diversification in infrastructure.

The Keynote was held by the Swedish Financial Supervisory Authority followed by a panel with participants from Fintech, the Swedish payment system Bankgiro and The Swedish Food Retailers' Federation.

It became clear that resilience in the financial systems is both a technical issue, as well as a human resource issue depending on from where in the system you stand. It also became evident that the technical solutions to handle large system interruptions exists. However, there is a need for both policy

and legislative changes for the market actors to be able to use the solutions ready to be technically implemented. This tension between technology, legislation, policy and daily operations was continuously addressed during the session. There is both willingness and competence to diversify ways of payment if a situation were to occur that made that necessary. From industry actors, the general concern was therefore mainly the concentration of a few solutions and that the diversity of solutions does not spread throughout the general population. This lack of diffusion of solutions in society makes the individual vulnerable even if the possibility of resilience is there. Combined with the lack of sufficient legislation and policy from the state, this was considered the main reasons holding a more financial resilient payment system.

Preparedness Dialogue Series

TRANSPORTS MUST KEEP MOVING – HOW DO WE SECURE THE FLOWS OF PEOPLE AND GOODS IN CRISIS AND WAR?



The second preparedness dialogue took place on the 16th of December 2025 with the theme of transportations. The fundamental question was simple: what we need must get through. The ability to transport people and goods is essential to Sweden's total defense. Roads, railways, ports, airports, and digital control systems enable core societal functions – from food supply and healthcare to energy supply and military mobility.

At the same time, transport infrastructure is vulnerable. Cyberattacks, sabotage, fuel shortages, and bottlenecks in logistics chains can quickly lead to serious consequences. The question was not whether the system will be tested, but how we act when it happens.

The dialogue began with a Keynote from The Swedish Transport Administration, followed by a panel representing contractors, academia and The Swedish Petroleum and Biofuels Institute. After that, the conversation turned to the participants in the room representing both contractors, transportation companies and government agencies.

During the session it became evident that the complexity and interdependency of the many actors needing to work together is vast. Adding to this there is a need to create an agile system for the different modes of transport to function. For this, a clear leadership providing boundaries and support for the right relationships to establish themselves is both wanted and needed. To get new solutions for planning and financing transport infrastructure there needs to be clear signals that those solutions are wanted. There is a willingness from market actors to participate in these solutions, but that also requires clear and long-term signals from the state that the market will have stable terms going forward. A key topic here was the need for better public procurement both in terms of process and structural factors enabling a more flexible procurement model.

Preparedness Dialogue Series

HOME PREPAREDNESS



On Wednesday, March 26, the Center for Security and Resilience (CfSR) hosted another Preparedness Dialogue at the Stockholm School of Economics. The discussion focused on home preparedness, shifting the perspective from “What should households do?” to “How do we build systems that make the right behavior easy?”

Despite repeated recommendations, surveys in Sweden – including those conducted by the Center for Security and Resilience’s (CfSR) founding partner, the Swedish Civil Defence and Resilience Agency (MCF), as well as research in neighboring countries by CfSR-affiliated researcher Ieva Birka – show that a large share of the population lacks adequate emergency preparedness at home.

Following several extensive information campaigns, it can be assumed that awareness is no longer the main barrier. Instead, the focus must shift toward implementation. If access to information is already high, the key question becomes: how can systems make it easier for individuals to act? For example, if food and water are critical resources, how can access to and storage of these essentials be simplified in everyday life?

The session was hosted by CfSR Executive Director Staffan Holmberg and opened with a keynote from the Swedish Civil Defence and Resilience

Agency (MCF). Following the keynote, a panel discussion brought together perspectives from retail, behavioral science, and housing. The panel explored how structural conditions influence individual preparedness and how barriers to action can be reduced. This gave both concrete examples of how home preparedness can be encouraged through working with civil society organizations, collectively in apartment buildings as well as working with pricing to lower the thresholds regarding making the right kind of behavior easy.

After the panel, the discussion continued with participants both arguing for the importance of a holistic societal approach to home preparedness, leaving the prepper culture and instead taking on a systemic perspective. No matter how well-prepared individuals may become, our society needs the system to work and therefore it would be beneficial if we keep the collective perspective in mind while talking of home preparedness, rather than solely focusing on the individual.

Preparedness Dialogue Series

SHELTERS AS A PLACE WHERE WE WANT TO STAY



On the 25th of May, Center for Security and Resilience hosted the last preparedness dialogue that focused on shelters, specifically their capacity and capability.

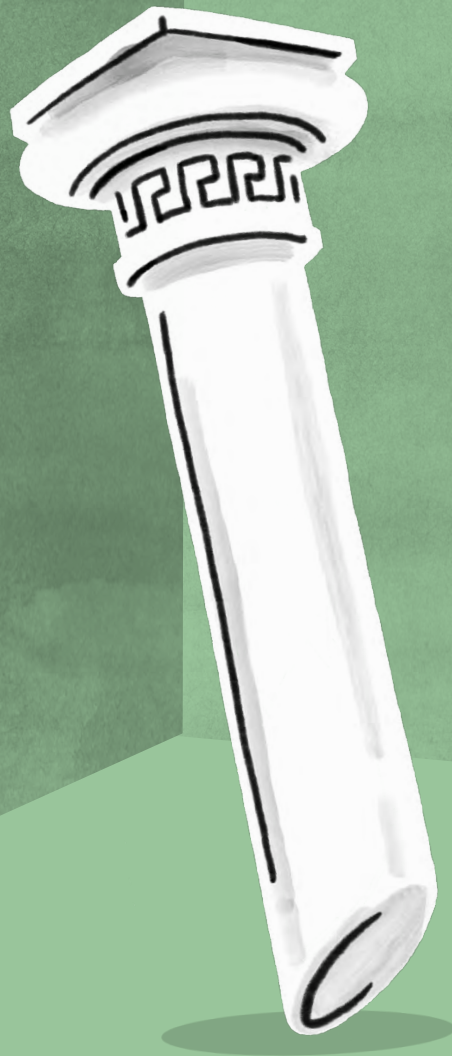
Sweden has approximately 64,000 shelters with the capacity to accommodate nearly seven million people if needed. These facilities are designed to be made operational within 48 hours from their current condition. However, lessons from the war in Ukraine suggest that providing physical protection alone is not enough to ensure that people seek shelter when required. Instead, shelters must meet a broader set of human needs if they are to fulfill their intended purpose.

Most of Sweden's shelters were built between 1950 and 1990, with the most recent additions completed in 2002. This raises several important questions about how we should think about these spaces in the future. What needs should a shelter meet, and how can we achieve this? How might shelters be designed and used in ways that serve not only the requirements of war, but also the needs of peace and the social needs that bind communities together?

These questions were particularly timely given the current call for proposals issued by the Swedish Civil Defence Agency and Vinnova on this topic. As

a result, the evening's keynote speaker from MCF participated remotely. Following the keynote, we got a short presentation from county administrative board of Stockholm that will overtake responsibility for shelter inspection from MCF 2027. After this followed a panel discussion with panelist from the city of Stockholm, Verona Shelters as well as the Swedish Red Cross.

During the session multiple aspects of shelters were discussed. It became clear that there is both a need to plan and operationalize a strategy for the current stock of shelters and how to make them functional within the given timeframe, as well as looking at how European standards could be developed to standardize production and by doing so getting the prize point down for new shelters. Apart from these rather technical and operational aspects of shelters, the discussion also centered on the human aspects, what makes us want to use a shelter? Here, lessons from Ukraine were important, but also the realization that we cannot plan for an idealized population size and instead must plan for factors regarding mobility, security and other aspects.



STRATEGIC PARTNERS

The Center for Security and Resilience is built on a foundation of strong partnerships with both public and private sector as well as academic institutions. Together we co-create capabilities that strengthen both local, regional, national and Nordic competitiveness in regard to security, resilience and total defense.

STRATEGIC PARTNERS

The Center for Security and Resilience was founded together and in collaboration with our two main partners: The Swedish Armed Forces and The Swedish Civil Defence and Resilience Agency. Together with support from SAAB through the inauguration of the SAAB Chair in Business Administration, as well as center support from FMV, AFRY, Cyber-campus Sverige, and Campus Totalförsvär, our partners are a key component behind the center's rapid growth and strong scientific and operational presence.

In relation to the center's founding, a new chair in Business and Administration was established by a donation from SAAB. The new professorship is held by CfSR Research Director, Professor Kalle Kraus.

In the context of rapid growth within the entire defense industry, there is an increasing need for management and control of this new landscape. The Swedish and European defense industry is now facing one of the largest scale up phases since the ending of the cold war and the beginning of the second world war. The center is proud in the confidence shown for SSE by SAAB in establishing this professorship enabling us to contribute to this critical security phase in Swedish and European history.

Our Partners



FÖRSVARSMAKTEN



**Myndigheten
för civilt försvar**



SAAB

FMV



AFRY



**CYBERCAMPUS
SVERIGE**



**CAMPUS
TOTALFÖRSVAR**

The Swedish Armed Forces

As the Swedish Armed Forces undergo their largest expansion in decades, collaboration with academia is becoming increasingly important. In this Partner Portrait, we explore why knowledge, leadership, and long-term research are central to building resilience and defense capability.

Building resilience through knowledge: Why academia matters in times of growth

The Swedish Armed Forces is undergoing its largest expansion in decades. In times of transformation and growth, strategic partnerships have become even more important. For the Armed Forces, collaboration with academia – and particularly with the Stockholm School of Economics – in relation to the expansion taking place plays a key role, ensuring that the process gets valuable insights from an area expert in management and control, supply chain and innovation.

“Academia has always been an important partner. But even more so during periods of growth. The fundamental argument is to ensure that we build our organization on knowledge rather than emotions – through both research and education,” says General Michael Claesson, Supreme Commander of the Swedish Armed Forces.

Complementary expertise beyond defense research

The Swedish Armed Forces has long-standing collaborations with institutions such as FOI, the Swedish Defence University, and the Swedish Defense Materiel Administration (FMV) in the field of defense-specific research. However, broader academic partnerships add important dimensions.

The Center for Security and Resilience (CfSR) at the Stockholm School of Economics contributes with unique expertise in areas such as governance, organizational design, leadership, and decision-making, fields that complement operational and military planning. Institutions that offer cutting-edge knowledge within their respective domains are particularly valuable in strengthening overall defense capability.

“Security and resilience are not only about technology or materiel. It is also about how organizations function, make decisions under pressure, and adapt over time,” says Staffan Holmberg, Executive Director of the Center for Security and Resilience.

War is a human endeavor: Leadership and organization matter

David Bergman, Chief Scientist at the Armed Forces,



makes his case clear:

“While technology and materiel are crucial, warfare ultimately remains a human activity. Effectively leading large organizations, both in everyday operations and under extreme conditions, is central to national defense capability.” and continues

“Fields such as management control, organizational theory, and decision-making are therefore critical. Strengthening total defense requires more than technical solutions; it demands a deep understanding of how organizations function, adapt, and perform under pressure.”

Civilian competence in a changing security landscape

Beyond military expertise, civilian competencies are increasingly vital. Fields such as management, intelligence analysis, development work, logistics, and organizational leadership often require educational backgrounds that extend beyond traditional military training.

Students from the Stockholm School of Economics are therefore warmly welcomed to pursue a career within the Armed Forces.

Growth, innovation, and facing the unknown

In a military context, it is not always possible to predict which problems will arise. War is always different, and adversaries will attempt to exploit areas where preparedness is at its weakest. One clear lesson from Ukraine is that war is a marathon, not a sprint. Endurance, logistics, adaptability, and the ability of the entire society to adjust to new conditions are crucial factors in sustained resilience.

“Unlike civilian companies, which typically focus on solving foreseeable challenges, the Armed Forces must build an organization capable of handling

problems that cannot yet be predicted. This is where research at the Stockholm School of Economics becomes particularly relevant.” says David Bergman.

The Armed Forces’ research agenda must therefore remain broad. With 23 overarching research areas and more than 400 projects, maintaining diversity in knowledge domains is essential. Continuous environmental scanning also helps identify emerging fields that require future attention.

The Swedish Civil Defence and Resilience Agency (MCF)

In recent decades, building a resilient society has become a national priority. The Swedish Civil Defence and Resilience Agency (Myndigheten för civilt försvar, MCF) plays a central role in leading and co-ordinating Sweden’s civil defence across government, business, and society. To support this mission, the agency has turned to the Stockholm School of Economics and the Center for Security and Resilience (CfSR).

“The security situation in our surrounding world is very serious. Sweden’s civil defence is therefore undergoing a rapid and substantial strengthening of its capabilities. This requires the commitment and willingness to contribute that exist among both public and private actors. Through our partnership with the Center for Security and Resilience, the Swedish Civil Defence and Resilience Agency aims to invest in research and innovation that provide new and concrete solutions to strengthen Sweden’s defence capability and resilience.” says Mikael Frisell, Director General of the Swedish Civil Defence and Resilience Agency (MCF).

Civil defence is no longer confined to emergency response or public institutions alone. It spans supply chains, markets, digital systems, governance, and collaboration between public and private actors. This is where MCF sees the value of working closely with academia, and why the Stockholm School of Economics has become a strategic partner.

New partnerships in a changing geopolitical landscape

Due to heightened geopolitical uncertainty globally and in Sweden’s immediate surroundings, the country is undertaking the largest reinforcement of its total defence since the Cold War.

To meet this challenge, MCF has fundamentally reoriented how research and innovation are funded and used. Rather than relying primarily on broad, open calls, the agency is increasingly working through strategic partnerships with selected research environments. The aim is clear: faster



learning, closer collaboration, and research that delivers tangible capability effects – in essence, greater impact from the approximately SEK 100 million invested annually in research.

In this context, the Stockholm School of Economics stands out. MCF highlights SSE’s strong research profile, its extensive connections with the business community, and its ability to translate academic insights into practice. This connection is especially important in building civil defence capabilities, where private actors play a decisive role in areas ranging from logistics and finance to critical infrastructure.

A neutral arena for dialogue and innovation

MCF places great importance on academic freedom and on researchers’ independence to analyze complex challenges without political or sectoral constraints. SSE’s role as a neutral arena is therefore increasingly important as a space for knowledge creation, sharing, and constructive dialogue. Seminars, preparedness dialogues, and cross-sector conversations make it possible to test ideas, challenge assumptions, and explore new approaches – all of which are essential for innovation in a high-stakes area such as civil defence.

“Our role is to connect rigorous research with real-world decision-making. By bringing together civil and military perspectives, as well as public and private actors, we aim to contribute to a stronger and more resilient total defence – while keeping Swedish competitiveness at the center of our work,” says Staffan Holmberg, Executive Director of the Center for Security and Resilience.

From research to real-world capability

In the coming years, MCF expects the partnership with the Center for Security and Resilience to deliver concrete results. Rapid access to researchers’ expertise is expected to inform work on supply preparedness, governance, coordination, secure communications, and crisis management.

Initiatives such as the SSE Society Lab, where solutions are tested in real-world settings such as municipalities of different sizes, are seen as particularly promising. By identifying best practices that can be scaled and shared, this approach enables practical impact beyond traditional research outputs.

MCF also sees the partnership as a way to strengthen its international research and innovation collaborations, including within NATO frameworks and through cooperation with partners such as the United States and Canada.

Rapid growth and a strong sense of purpose

MCF is undergoing rapid expansion and therefore offers significant opportunities for students seeking a career with a meaningful mission at the heart of national security and societal resilience.

The agency is seeking a broad range of competencies—from project management, analysis, and communication to IT, digitalization, security protection, and technical expertise. Social scientists also play an important role, particularly in understanding

governance, coordination, and collaboration across sectors.

Opportunities for SSE students

Through the partnership with SSE, MCF actively welcomes students to contribute already during their studies. Master’s theses on topics such as supply preparedness – particularly the role of business – are highly encouraged, and internship opportunities exist across several parts of the organization.

Students can expect to be involved in substantive work, gaining insight into how policy, research, and practice intersect. For graduates, MCF offers a wide range of career paths for those interested in security, resilience, and complex societal challenges.

As MCF emphasizes, civil defence is not only about security professionals. It also encompasses energy, finance, logistics, food supply, digital infrastructure, and trade – areas where SSE students already have strong foundations.

Building resilience together

A resilient society cannot be built in isolation. It requires collaboration across government, academia, business, and civil society – in times of peace, crisis, and heightened alert.

Through its partnership with the Center for Security and Resilience at the Stockholm School of Economics, the Swedish Civil Defence and Resilience Agency aims to strengthen that collaboration, turn knowledge into action, and contribute to a stronger and more resilient Sweden.

SAAB

SAAB is a Swedish defense and security company serving customers in more than 100 countries, with operations in over 30. Its technologies span combat aircraft, surveillance, weapons, and underwater systems. They are currently experiencing substantial growth in sales thereby expanding production as well as investment in research and development. This growth makes coordination, leadership, and the ability to deliver complex systems strategically important.

At the Stockholm School of Economics, Saab funds the SAAB Chair in Business Administration that is held by Professor Kalle Kraus. The professorship is part of the founding structure of the Center for Security and Resilience and explicitly supports the School's academic freedom.

The SAAB Chair focuses on research examining how public and private organizations can manage the rapid expansion of Sweden's total defense, encompassing military and civil defense. It explores how budgets, performance targets, and shared norms can support innovation and coordination while balancing urgent needs with long-term planning.



The strategic connection is clear: expanding defense capability requires organizations that can turn investment into delivery. Saab's support provides a sustained foundation for research into the management systems and collaboration needed to meet that challenge.

FMV

The Swedish Defence Materiel Administration (FMV) is a government agency under Sweden's Ministry of Defence. It procures, develops, and supplies equipment and services for the Swedish Armed Forces. FMV combines technical, commercial, legal, and project management expertise to translate military requirements into reliable capabilities.

FMV has through a framework agreement for commissioned research with the Center for Security and Resilience become one of the founding partners.

The collaboration addresses the organizational challenges of expanding Sweden's total defense, encompassing both military and civil defense. Identifying three main themes: management control, supply chains, and innovation and business models. Research on management control will examine how an agency can shift from cost reduction to rapid, responsible growth. This includes the changing role of finance and leadership during organizational transformation.

Supply chain research will explore how defense supply networks can remain resilient and cost-effective amid geopolitical disruption and NATO integration. The innovation theme examines how



organizations can develop and integrate new technology faster and at lower cost, drawing on experience from public and private actors.

The strategic value of the collaboration lies in connecting FMV's practical challenges with academic knowledge of governance, coordination, and organizational change. It creates a basis for research that can help strengthen procurement, security of supply, and the capacity to build defense capability over time.

AFRY

AFRY is an international engineering, project management, and advisory company headquartered in Stockholm, Sweden. It operates through three divisions: Energy, Industry, and Transportation & Places. With offices in more than 40 countries and projects in over 100, AFRY combines global expertise with local knowledge.

Its partnership with the Center for Security and Resilience at the Stockholm School of Economics connects technical expertise with research on governance, investment, and organizational capability. The collaboration addresses a strategic challenge: turning investment in critical infrastructure into lasting preparedness.

AFRY's experience shows that vulnerabilities often emerge where energy, digital infrastructure, and physical facilities connect. Technical solutions also depend on clear responsibilities, coordinated decisions, and sustained investment. Academic analysis can help organizations understand these dependencies and balance immediate budget pressures with long-term resilience.

The Center for Security and Resilience provides a neutral meeting place where public authorities, businesses, and researchers can examine shared challenges beyond individual projects.



The partnership also highlights opportunities for students. Skills in economics, analysis, governance, and strategy complement engineering expertise by improving how organizations prioritize investment and work together. Bringing these perspectives together can help strengthen the capabilities that society relies on.

Cybercampus Sverige

Cybercampus Sweden is a national collaboration bringing together universities, research institutes, government agencies, and industry partners from across Sweden to advance cybersecurity and defense. Through cutting edge research, innovation, and education, the initiative addresses critical needs that are not currently met by existing actors and supports resilience across all sectors of society.

By strengthening Sweden's cyber capabilities, enhancing national defense, and contributing to long-term competitiveness, Cybercampus Sweden seeks to position Sweden among the leading international environments for cybersecurity research and innovation while attracting world-class expertise. The Royal Institute of Technology (KTH) serves as the lead institution responsible for establishing and developing the initiative.



Campus Totalförsvär

Campus Totalförsvär is a strategic collaboration among Swedish higher education institutions aimed at strengthening Sweden's total defense through education and research. By bringing together academia, government agencies, industry, and civil society within a national network, the initiative provides a robust platform for education, research, and collaboration in support of total defense.

Campus Totalförsvär has established a node-based collaboration model designed to engage and inspire Swedish universities and colleges to jointly provide knowledge and expertise for total defense.

The initiative offers a shared platform through which higher education institutions can develop meaningful partnerships with public authorities, industry, and civil society.

Economic Security, Critical Materials, Metals, and Minerals

The Stockholm School of Economics leads a national network on economic security, with a particular focus on critical materials, metals, and minerals. The network brings together researchers from several Swedish universities, and connects academia with industry and actors relevant to total defense.

During 2025 and early 2026, the network expanded to include 39 researchers from seven higher education institutions. Its overarching goal is to strengthen knowledge of economic security and its importance for both civil and military defense, while fostering long-term collaboration and concrete research initiatives.

Research Relevant to Total Defense

Economic security—including access to and control over critical materials, metals, and minerals—is a central component of societal resilience in an era of increasing geopolitical tensions.

Globalization, geopolitical fragmentation, and technological change are creating new dependencies and vulnerabilities that affect both industry and defense.

The network examines how economic structures, markets, and institutions influence total defense capabilities. Areas of focus include supply chains, geoeconomics, industrial capacity, the role of capital markets, and how advanced manufacturing can contribute to resilience during crises and war.



Research Themes and Network Activities

The network is organized around four working groups:

- Literature review on economic security, critical materials, metals, and minerals
- Theoretical perspectives on economic security, drawing on business administration, economic history, and social sciences
- Additive manufacturing, with a focus on developing advanced manufacturing capabilities in Sweden for both civil and military purposes
- The role of capital markets in total defense, including research on defense-focused investment funds and corporate responses to geopolitical risks

These working groups engage in research-oriented collaboration through seminars, workshops, study visits, and international horizon scanning. A central objective of the network is to create a foundation for future research and innovation projects that can contribute to stronger economic security and a more resilient total defense.

BUILDING A NORDIC PLATFORM FOR SECURITY AND RESILIENCE RESEARCH



In 2026, the Center for Security and Resilience (CfSR) at the Stockholm School of Economics entered a strategic collaboration with the Norwegian School of Economics (NHH), creating a new Nordic platform for research, education, and executive development in the fields of security and resilience.

Against a backdrop of increasing geopolitical uncertainty and rising demands on democratic societies, the partnership brings together two of the Nordic region's leading business schools with a shared ambition to strengthen preparedness, governance, and societal resilience. By combining SSE's established Center for Security and Resilience with NHH's emerging Security and Resilience Initiative, the collaboration creates a strong foundation for long-term knowledge development across the Nordic region.

The cooperation focuses on several areas of strategic importance, including management control in security and defense contexts, cross-sector collaboration and innovation, and the interaction between geopolitics, economics, and societal resilience.

Particular emphasis will be placed on understanding how public institutions, businesses, and civil society can work together to address increasingly complex security challenges while ensuring efficiency, transparency, and democratic accountability.

The partnership establishes a framework for joint research projects, academic publications, executive education, and applications for external funding. Through these activities, the two institutions aim to contribute both scientific knowledge and practical insights for decision-makers in the public and private sectors.

By strengthening ties between Swedish and Norwegian research environments, the collaboration reinforces CfSR's role as a Nordic hub for interdisciplinary work on security and resilience. It also represents an important step toward building stronger Nordic and European capabilities to address the organizational, economic, and societal challenges posed by an increasingly volatile security environment.

STRENGTHENING EUROPEAN DEFENSE MANAGEMENT RESEARCH THROUGH A NEW PARTNERSHIP WITH HELMUT SCHMIDT UNIVERSITY

In 2025, the Center for Security and Resilience (CfSR) at the Stockholm School of Economics entered into a strategic four-year cooperation agreement with Helmut Schmidt University/ University of the Federal Armed Forces Hamburg. The partnership brings together two leading research environments with complementary expertise in management control, accounting, and organizational transformation to support the development of modern defense capabilities.

The collaboration focuses on one of the defining challenges facing European democracies: how to govern and manage rapid defense expansion while balancing military effectiveness, economic efficiency, and democratic accountability. Against the backdrop of growing geopolitical tensions, the partnership aims to deepen understanding of how defense organizations can design and implement management control systems capable of supporting large-scale transformation.

The joint research agenda addresses three critical areas. First, it examines how increased defense spending can be translated into military capabilities. Second, it explores how military organizations can strengthen collaboration with civilian actors – including government agencies, companies, and civil society organizations – in line with a whole-of-society approach to total defense. Third, it investigates how societal preparedness and resilience can be monitored and assessed in an increasingly uncertain security environment.

The cooperation is expected to generate high-impact academic publications, create a long-term platform for international collaboration, and provide practical insights through executive education and stakeholder workshops involving defense

practitioners and policymakers. Looking ahead, the knowledge generated through the partnership may also contribute to future NATO and EU efforts aimed at strengthening the professionalization and standardization of defense management practices.

Through this collaboration, CfSR further strengthens its position as an international hub for research on security, resilience, and the governance of modern total defense systems. The partnership also represents an important step toward building a stronger European research community dedicated to addressing the organizational challenges posed by an increasingly complex security landscape.



STOCKHOLM SCHOOL OF ECONOMICS

The Stockholm School of Economics is the leading business school in the Nordic and Baltic countries and enjoys a strong reputation in Sweden and internationally. World-class research forms the basis of our programs, consisting of Bachelor, Master, and postgraduate programs, an MBA program and a wide range of executive education programs. Our programs are developed in close collaboration with research and industry, opening the door for our students to move into leading positions across a wide range of organizations.

SSE is accredited by EQUIS, ensuring that both teaching and research meet the highest international standards. The School is also the only Swedish member of CEMS and PIM, global collaborations between leading business schools, which contributes to the overall quality of its programs.



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