



INDEK 2024

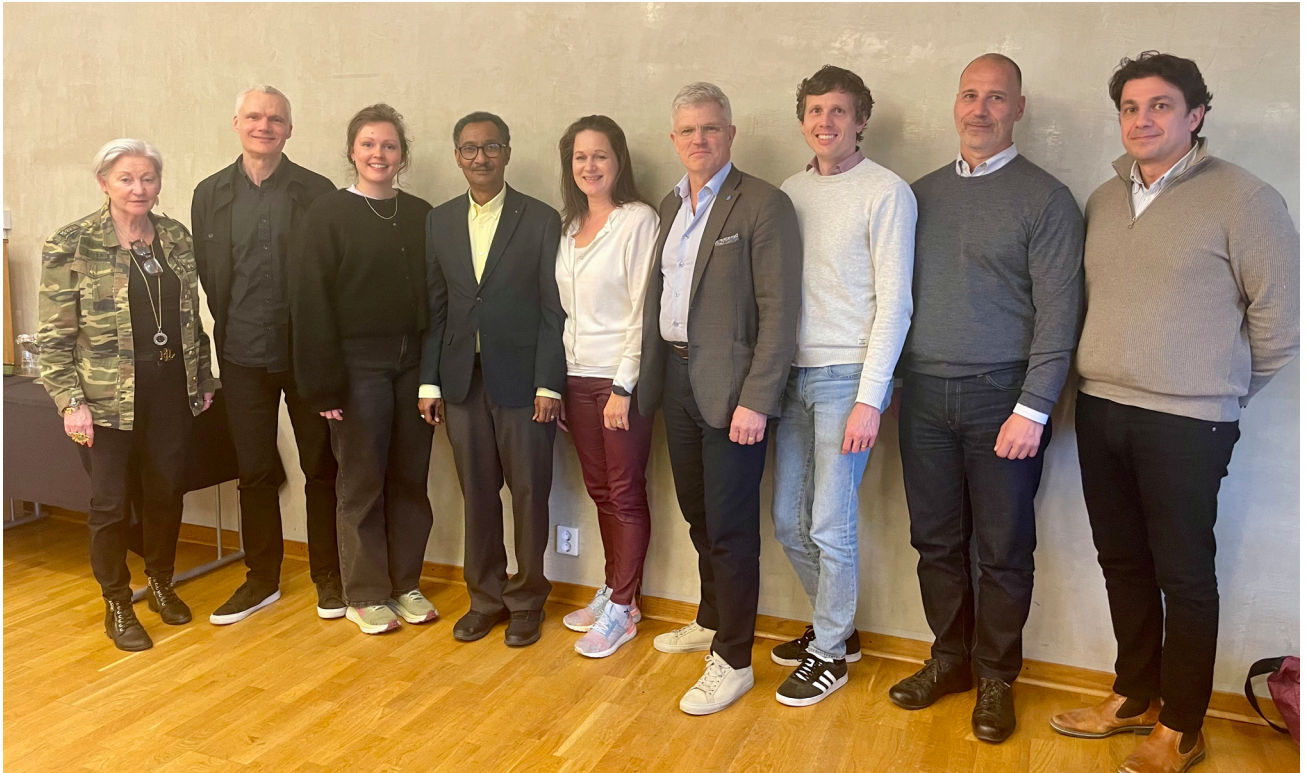
Enhancing technology-based value creation
and sustainable industrial growth



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**Our vision is to
be a leading European
center for research and
education at the
intersection between
technology and
management.**



The INDEK management team: Caroline Ahlstedt, Bo Karlson, Erica Blomstrand, Cali Nuur, Anna Jerbrant, Mats Engwall, Andreas Feldmann, Jannis Angelis, Luca Urciuoli.

”Initiatives such as InspireLab and the MultiClimact project reflect our dedication to addressing major societal challenges through interdisciplinary approaches.”

”A year reflecting a strong international position”

As head of the department of Industrial Economics and Management (INDEK) at KTH, I am pleased to present this year’s annual book. In it we highlight the breadth and impact of our research, education, and outreach activities over the past year.

At INDEK, we are committed to advancing knowledge at the intersection of technology and management and contribute to industrial and societal transformation at a time of rapid change and complex global challenges. Over the past year, our faculty, researchers, and PhD candidates have continued to push the boundaries of knowledge in key areas of industrial economics and management. The hosting of three prestigious international conferences – NOFOMA, IRNOP, and the R&D Management Conference – demonstrates our strong international standing and commitment to knowledge exchange.

Our research efforts have resulted in 36 high-impact peer-reviewed publications, successful funding applications for projects on AI transformation, climate risks, and sustainable energy transitions, and strengthened partnerships with national and international actors. Initiatives such as InspireLab and the MultiClimact project reflect our dedication to addressing major societal challenges through interdisciplinary approaches.

Education remains at the core of our mission. In 2024, we have strengthened our quality assurance systems and

continued to equip our engineering students with the analytical and leadership skills necessary to navigate an increasingly complex industrial landscape. The implementation of our new quality system for teaching represents a significant advance in how we ensure educational excellence while reducing administrative burden. By integrating our cutting-edge research into our teaching, we continue to provide students with the tools they need to drive innovation and manage transformations in both established and emerging industries.

Beyond research and education, INDEK continues to engage with industry through our advisory board, with other departments and schools at KTH, and with wider society through collaborations. Our outreach activities ensure that our expertise contributes to shaping the future of industrial development. As we look ahead, we remain committed to fostering an environment where academic excellence meets real-world impact.

I hope this annual report, the 3rd edition, edited by our esteemed colleague, Professor Johann Packendorff, provides valuable insight into our activities, and I extend my gratitude to all colleagues, partners, and students who have contributed to another productive and inspiring year at INDEK.”

Professor Cali Nuur, PhD
Head of Department

This is INDEK

Industrial Economics and Management, commonly known by its Swedish abbreviation "INDEK", is a department addressing issues of management in the contexts of engineering and technology.

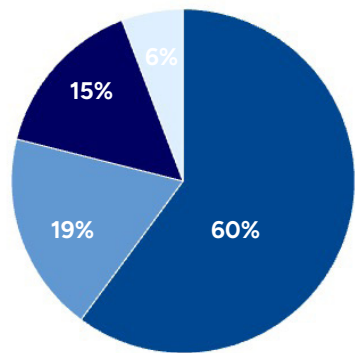
INDEK represents a multidisciplinary field revolving around management, organization, and development of technology-based businesses and sustainable industrial growth. Most of our research is pursued at the organizational level, but we also conduct studies of inter-organizational relations, industrial and technological transformations, as well as studies of jobs and work processes. Our research contributes to long term competitiveness and sustainable growth in close collaboration with both the private and the public sector.

Our education is student-centered, innovative, and strongly anchored in research and in practice. The learning objectives are to develop

the students' ability to understand and manage technology-based operations in different environments as well as to navigate technological, organizational, and social transformations. Annually, about 5,500 students participate in our courses at the bachelor and master levels. In addition, about 140 MSc thesis projects with industrial partners are conducted every year.

The department has an extensive academic network and various partners. In addition, we cooperate with an large number of companies and societal actors both in our research projects and educational activities.

Indek has a faculty of 34 professors, lecturers and doctors, 10 in-house PhD-students and 8 professors emeritis structured in three divisions: Accounting, Finance, Economics, and Organization (AFEO), Management and Technology (MT), and Sustainability, Industrial Dynamics, and Entrepreneurship (SIDE). Although the divisions are separate, there are significant interactions between them in terms of research and teaching activities.



Total income, SEK

• Government grants for education first and second level studies	60%	57 972 731
• Government grants for research and doctoral studies	19%	18 142 747
• External grants for research and doctoral studies	15%	14 728 573
• Other revenues	6%	5 587 500
	100%	96 431 551

Bridging disciplines for sustainable solutions

INDEK welcomes Associate Professor Sabina Du Rietz Dahlström, whose unique approach to sustainability research combines management control, accounting, and interdisciplinary collaboration. We sat down with her to learn more about her journey and vision for the future.

What drew you to sustainability research initially?

"I completed my PhD at Stockholm University between 2009-2013, focusing on sustainable investments, or ESG (Environmental Social Governance). It was a novel field both in business and academia at the time. Since then, sustainability research has truly exploded within business administration, and it has remained my focus alongside management control and accounting research."

You've had quite an international career path. Could you tell us about that?

"After my PhD, I spent four years as an assistant professor and two years as an adjunct associate professor at the Norwegian School of Economics (NHH) in Bergen. During this time, I researched various topics, including how trade unions responded to new sustainability management in companies, and quarterly GDP calculations in collaboration with Statistics Norway. In 2017, I returned to Sweden and began working at Örebro University."

Your research has an interesting interdisciplinary aspect. How did that develop?

"At Örebro University, I began researching circular economy from a management control and accounting perspective, supported by Vinnova funding. The university's small size and low barriers between departments facilitated colla-



Sabina Du Rietz Dahlström

borations with chemistry colleagues. Together, we conducted multidisciplinary research on PFAS chemicals in food packaging and outdoor clothing. While combining such different disciplines isn't easy, it's incredibly enriching. I believe multidisciplinary research has enormous potential to generate new

knowledge that we couldn't achieve within our individual disciplines."

What attracted you to KTH and INDEK?

"Joining a technical university like KTH in November 2023 has been exciting, especially given my interest in cross-disciplinary collaboration. The strong research environment in sustainability and circular economy here is truly inspiring. Looking ahead, I aim to develop the management control subject at INDEK, where I teach management accounting and control, and expand our team by recruiting doctoral students."

What do you see as the biggest opportunities in your field?

"I see tremendous potential in bridging the gap between natural and social sciences, particularly in addressing sustainability challenges. KTH's technical expertise combined with management perspectives creates unique opportunities for innovative research approaches. The complex challenges we face today, such as implementing circular economy principles, require insights from multiple disciplines."

Academic staff



MOHAMMAD AKHBARI
Lecturer
Research areas: Industrial engineering and management, Management accounting and control systems in the digital era.
Teaching area: Industrial management.



HENRIK BLOMGREN
Associate professor
Research areas: Digital Transformation, Mobile Marketing:
Teaching areas: Corporate Strategy, Entrepreneurship, Marketing, Disruption.



ÅSA-KARIN ENGSTRAND
Associate professor
Research areas: Work organization with a particular focus on bounded ethicality, precarious working conditions and inequalities.
Teaching areas: Organizations, human resource management, ethical dilemmas and gender relations.



ANDREAS FELDMAN
Associate professor
Research areas: Circular economy, Recycling, circular supply chains
Teaching areas: Circular economy, supply chain and operations management, industrial dynamics.



PHILIP KAPPEN
Associate professor
Research areas: International management, strategy, corporate entrepreneurship
Teaching area: Entrepreneurship.



JANNIS ANGELIS
Associate professor
Research areas: Algorithmic management, data-driven decision making, EV battery ecosystems.
Teaching areas: Operations strategy, performance management, quantitative methods.



ANDERS BROSTRÖM
Associate professor
Research areas: Innovation, entrepreneurship, economics of science and education.
Teaching area: Data analytics.



MATS ENGWALL
Professor
Research areas: Business model implications of AI, digitalization, and electrification;
Teaching areas: Technology and innovation management, operations management, theory of science.



CHARLOTTE HOLGERSSON
Associate professor
Research areas: Gender in organizations, management careers, homosocial cultures, work for change
Teaching areas: Organization, gender studies, critical diversity management.



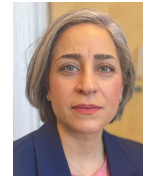
EMRAH KARAKAYA
Associate professor
Research areas: Sustainability transitions, business models and innovation diffusion
Teaching areas: Research methods, sustainability transitions, industrial dynamics.



NIKLAS ARVIDSSON
Professor
Research areas: Innovation in payment system, cashless society, sustainability in digital systems
Teaching areas: Strategic management in technology shifts, Management of innovation, Industrial dynamics.



TERRENCE BROWN
Professor
Research areas: Digital entrepreneurship, digital marketing, business model innovation.
Teaching areas: Opportunity Development and business model innovation.



MANA FARSHID
Associate professor
Research areas: Digital marketing and e-commerce, Digital twin and sustainability, digital communications
Teaching areas: Digital marketing, e-business strategy, Quantitative market research and business analytics.



BO KARLSSON
Lecturer
Teaching areas: Basic industrial management
Management accounting
Operations management.



ANNA JERBRANT
Associate professor
Research areas: Collective action and collaboration, knowledge ecosystems as meta-organizations, institutional influence.
Teaching areas: Program & portfolio management, project management, organizing and management in knowledge-intensive businesses



MATTI KAULIO
Professor
Research areas: Project leadership, Management of knowledge work, Organizational learning.
Teaching areas: People & Organization, Innovation & Entrepreneurship.



FABIAN LEVIN
Associate professor
Research area: Pollution and climate change.
Teaching areas: Sustainability and dynamic entrepreneurship.



JOHAN NORDENSVÄRD
Associate Professor
Research areas: Innovation, Transformation, Innovation policy, Energy policy, Innovation governance
Teaching areas: Technology and Innovation; Societal Transformation.



KRISTINA NYSTRÖM
Professor
Research areas: Firm dynamics and entrepreneurship, recruitment of competence in a regional perspective
Teaching areas: Technology-based entrepreneurship.



PER THULIN
PhD
Research areas: Entrepreneurship and innovation
Teaching area: Economics.



MATTIAS WIGGBERG
Researcher
Research areas: Digital transformation, Artificial Intelligence, Digital Skills and Competence
Teaching areas: Digitalisation.



HANS LÖÖF
Professor
Research areas: Economics of innovation, green economics
Teaching areas: Econometrics, economics.



ANNA NYQUIST
Lecturer
Research areas: Sustainability marketing and communication, sustainable supply chains, entrepreneurial marketing.
Teaching areas: Industrial marketing, entrepreneurship, innovation management.



JOHANN PACKENDORFF
Professor
Research areas: Organisation theory, leadership, gender
Teaching areas: Project management, organisational development, leadership.



HENRIK UGGLÄ
PhD
Research areas: Strategic Brand Management, Brand Portfolio Management, Strategic Marketing
Teaching areas: Brand Portfolio Strategy, Mature Brand Leverage Strategy, Luxury Branding.



MONICA LINDGREN
Professor
Research areas: Organisation theory, leadership, gender
Teaching areas: Project management, organisational development, leadership.



MAXIM MITEREV
Assistant Professor
Research areas: Project studies, business model innovation.
Teaching areas: Project management, management of project-based organizations.



CALI NUUR
Professor
Research areas: Innovation processes, industrial and technological transformation processes, industrial dynamics, circular economy
Teaching areas: Industrial and technical change.



CHRISTIAN THOMANN
Associate professor
Research areas: Financial Mathematics, Business and Management
Corporate Finance
Teaching areas: Financial Mathematics, Business and Management Corporate Finance.



LARS UPPVALL
Associate professor
Research areas: R&D Management and Innovation: Collaborative Work in Product Development, Sustainable Transport
Teaching areas: Perspectives on Industrial Management, Change Projects in Industrial Management.



LUCA URCIULI
Associate professor
Research areas: Resilience and sustainable supply chains, climate risks, infrastructure intelligent access
Teaching areas: Logistics, supply chain management, operations, risk management.



PERNILLA ULFVENGREN
Associate professor
Research areas: Socio-technical system analysis, Complexity management/engineering, Sustainable innovation
Teaching areas: Engineering methods, System change and risk management, Human factors/Ergonomics.



FRAUKE URBAN
Professor
Research areas: management of sustainable energy systems, sustainability transitions, energy and climate policy
Teaching areas: Management of sustainable energy systems, industrial dynamics; management of innovation.



ANNA WAHL
Professor
Research areas: Gender and organization, management careers, homosocial cultures, heterosocial strategies, work for change and gender-based violence
Teaching areas: Organization studies, gender studies, critical diversity management and theories on work for change.



SABINA DU RIETZ DAHLSTRÖM
Associate professor
Research areas: Sustainability och management control
Teaching areas: Management control.

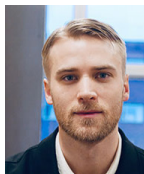


MARK SANCTUARY
Associate professor
Research areas: Economics, sustainable finance
Teaching areas: Finance and control.

Post Docs and guest researchers



CHARLOTTA LINSE
Post doc
Research areas: Managing uncertain product development work, Adopting agile beyond software
Teaching areas: Organization and knowledge-intensive work.



ADAM UHRDIN
Post doc
Research projects: Fostering Innovation Ecosystems for a Green Mobility Transition; Drive Sweden Business Model Lab; Urban Logistics Barkarby.



GRETA TEMPORIN
Guest PhD candidate
Research projects: Gender equality planning in Academia



EMMA RUI LU
Post doc
Research areas: Research on managerial intent of climate target adoption and effects on firm performance, and research on AI technology and evolution of professional work.



ALAA SHQAIRAT
Guest PhD candidate
Research areas: Sustainability Transition, Lithium-ion batteries.

Professors emeriti

Pontus Braunerhielm
Jan Forslin
Claes Gustavsson
Bo Göransson
Staffan Laestadius
Lena Mårtensson
Esmail Salehi-Sangrai
Thomas Sandberg

Inhouse doctoral students



ADAM BERTHOLD
Dissertation area: AI and Industrial transformation
Defense planned: 2027.



ELINA GOBENA
Dissertation area: Dynamic capabilities and reskilling
Defense planned: Autumn 2024.



ARI PRASETIA
Dissertation area: Resilient Supply Chain in Sustainable Built Environment
Defense planned: 2028.



ARVID SVENSON
Dissertation area: Circular Business Models and Circular Supply Chains in Process Industries
Defense planned: 2029.



EMELIE EKSTRÖM
Dissertation area: Innovation in the Urban Water System
Defense planned: 2029.



ERIKA BLOMSTARND
Dissertation area: gender equality and diversity work in engineering cultures
Defense planned: Spring 2026.



EVELINA HÅDÉN
Dissertation area: Digital Innovation
Defense planned: 2026.



BEATRIZ PÉREZ HORNO
Dissertation area: Circularity systems and solutions
Defense planned: 2027.



AMELIE BENNICH
Dissertation area: digitalisation and water
Defended her thesis during 2024.



EMILY CHRISTLEY
Dissertation area: Sustainable Energy Transformations in Aviation
Defense planned: Autumn 2025.



HANNES KRISTOFERSSON
Dissertation area: Electrification of road freight transports
Defense planned: Autumn 2027.



ISABEL WERNER RUNEBJÖRK
Dissertation area: Organizational behaviour: leadership in collaborative research
Defense planned: 2026.



JIAYU ZHANG
Dissertation area: Property insurance and carbon pricing
Defense planned: 2028.

Support



CAROLINE AHLSTEDT
Operations Controller



VARDAN HOVSEPYAN
Datasupport.
IT and technical support.



SÉBASTIEN GUSTIN
Webmaster and Infomaster
Local IT and technical support.

Education



BSc and MSc Education

The department delivers a large number of courses to engineering programs across the five schools of KTH. During 2024, INDEK offered over 60 courses in total, of which about 20 percent at bachelor level and 80 percent at master level.

The courses cover a broad range of subjects within the field of industrial economics and management, such as: accounting, costing, corporate finance, business economics, innovation management, operations and supply chain management, business analytics, industrial marketing, entrepreneurship, gender studies, organizational theory, project

management, industrial dynamics, and sustainability transitions.

Through our engagement at the Stockholm School of Entrepreneurship (SSES), INDEK also provides access to the thriving SSES-community of entrepreneurship scholars and students from six universities in Stockholm.

INDEK is furthermore responsible for the execution of three master programs with about 1,000 students in total:

- **MSc in Industrial Engineering and Management (CINEK, TIEMM). Five years, bachelor + master, about 160-170 students admitted annually.**

**INDEK has
more than
1,000
students**

- **Master in Industrial Management (TINEM). Two years master, about 100 students admitted annually.**
- **Master in Technology-based Entrepreneurship (TTBEM). Two years master, about 40 students admitted annually. .**

A new quality system for teaching

Hi, Per Thulin, you're responsible for implementing KTH's new quality system for teaching, could you tell us about the main goals of this initiative?

"The new system, Artologik Survey&Report, represents a significant step forward in how we handle quality assurance at KTH. The primary goal is to create a more automated, standardized approach to course evaluations that reduces the administrative burden on teachers while ensuring all students have the opportunity to provide feedback."

What were some of the challenges with the previous system that led to this change?

"The previous system had several shortcomings. We found that quality issues identified in courses sometimes persisted year after year without being adequately addressed. Many teachers didn't find the course analysis process meaningful, and there was a lack of uniformity in evaluation forms. Perhaps most importantly, students rarely received feedback on their evaluations, which led to low response rates. This new system aims to solve these problems through automation and standardization."

How will this new system benefit teachers and program coordinators?

"For teaching staff, the system



Associate professor Per Thulin

significantly reduces administrative work through automation. The standardized templates mean less time creating evaluation forms and more time analyzing results. Program coordinators will benefit from having consistent, comparable data across courses, making it easier to identify patterns or issues at the program level."

Finally, how does this initiative fit into INDEK's broader vision?

"At INDEK, our vision is to be a leading European center for research and education at the intersection of technology and management. Quality assurance is fundamental to achieving educational excellence. By systematically improving our courses through better feedback mechanisms, we can continue to develop students' abilities to understand and manage technology-based operations in different environments."

Doctoral Education

INDEK's PhD program relies on the multi-disciplinary expertise of approximately 40 faculties, intersecting technology, management, social sciences, and humanities. Students joining the program have the possibility to conduct own research for a period of 5 years, during which 20% of the time is allocated to departmental duties. The research is expected to culminate into a doctoral thesis, an independent and original (theoretically and empirically) contribution to a selected field of research and scientific community. In some cases, students may opt to publish and defend a licentiate dissertation half-way to the completion of the doctoral studies.

The program usually admits 2-4 students per year. Currently, the program has 13 active inhouse PhD students. During 2024, two theses were successfully defended within the program:

Dissertations 2024:

AMELIE BENNICH

Navigating Digital Waters: Exploring the digital transformation of urban water systems

Main supervisors: Mats Engwall

Assistant supervisor: David Nilsson

AZIZA AL-GHAFRI

"I Wanna Be Free": On the Challenges and Coping Strategies of Women Entrepreneurs in Sweden

Main supervisors: Charlotte

Holgersson

Assistant supervisor:

Monica Lindgren

"Digitalization in water utilities requires different thinking"

Amelie Bennich, who graduated as PhD at INDEK during 2024, is studying how water utilities approach digitalization. Her research challenges common assumptions about digital transformation while exploring international best practices through the Mistra InfraMaint project.

What are the key insights from your PhD research on digitalization in water utilities?

"One of the most interesting findings is that we need to rethink how we view digitalization in water utilities. Unlike industries such as music or media, where digital technology could replace physical products entirely, water infrastructure will always remain physical. You can't digitalize water or pipes. Instead, we're seeing digitalization as an enhancement - adding sensors to pumps, for example, turning them into information sources."

Your dissertation challenges the narrative that water utilities are resistant to change. Why?

"It's actually a misleading characterization. Many digital technologies are already well-established in the sector. What's different is how digitalization manifests itself. The transformation isn't about disruption but rather about adaptation and gradual



Amelie Bennich works together with professor Mats Engwall.

integration of digital technologies into existing systems. The key is understanding the fundamental conditions for digitalization in this specific context."

You're now working on the Mistra InfraMaint project together with Mats Engwall, looking at international examples. What's the goal?

"We're studying leading water utilities in countries like Spain and the UK, where different market dynamics and challenges like water scarcity have created different drivers for digitalization than we see in Sweden. By understanding how these utilities approach digital transformation under different conditions,

we can help Swedish water utilities better utilize existing knowledge and potentially adopt successful practices from abroad."

What are the main challenges you're seeing?

"One significant challenge is the uncertainty around data handling and security. Water utilities often have access to lots of data, but it's typically scattered throughout the organization. There's also uncertainty about security classifications for different types of data, which can slow down digital initiatives. Creating the right structural foundations for collecting and quality-assuring data is crucial before organizations can fully benefit from digital tools."

Transforming doctoral education at INDEK

Mats Engwall serves as the Director of Doctoral Studies (DA) at INDEK. In this interview, he discusses the strategic transformation of the doctoral program and its vision for preparing researchers at the intersection of technology and management.

The doctoral program at INDEK has undergone some changes recently. What were the main drivers behind this transformation?

“Our goal has been to create a more structured and comprehensive educational experience for our doctoral candidates. The program now offers a clear progression path with a set of mandatory courses that develop both methodological competence and subject knowledge. We’ve aligned our program structure more closely with the other doctoral programs at KTH), which creates better integration and knowledge exchange opportunities.”

“A significant milestone recently was that we finally, after more than 100 years of existence, got an official recognition of ”Industriell ekonomi” (Industrial Engineering and Management) as a formal research subject in Sweden. This formal recognition strengthens our academic position and clarifies our identity in the research landscape.”

The program features a mixture of in-house and industrial doctoral candidates. How does this blend enhance the research environment?

“This is indeed one of our pro-



Professor Mats Engwall

gram’s unique strengths. Currently, half of our candidates are in-house, i.e., with employment contracts at the department. The other half are industrial or executive candidates who conduct their research while maintaining professional positions elsewhere.”

“This creates a dynamic learning environment where theory meets practice. The in-house candidates often bring deeper theoretical knowledge and methodological rigor, while the industrial candidates contribute with insights

from their professional practice. This cross-fertilization leads to research that is both academically rigorous and relevant to industry challenges.”

What career paths do graduates from your program typically pursue?

“Our program trains the PhD student to be researchers. However, the alumni demonstrate diverse career trajectories. Many pursue academic careers at universities in Sweden and internationally. Others take on senior positions in industry or government. Their ability to apply rigorous research methods to complex organizational and technological challenges is highly valued. The program’s emphasis on theoretical and industrial understandings ensures that our graduates can bridge the academic-practitioner divide effectively.”

Looking ahead, what’s your vision for the doctoral program’s future?

“Moving forward, we’re focused on strengthening the program’s identity and ensuring it remains at the forefront of research on technology-based value creation and sustainable industrial growth. We want to maintain the right balance between methodological rigor and practical relevance, between specialization and interdisciplinary perspectives.”

“I would encourage potential candidates to explore our research areas and connect with our faculty and current doctoral students. A PhD is an intensive journey, and finding the right match between your research interests and our expertise is crucial.”

A summer of hosting conferences

During 2024 INDEK played a central role in organizing three prestigious international conferences during 2024. This unprecedented triple hosting underscores INDEK's position as a leading European center for research and education at the intersection of technology and management.

13–14 June



NOFOMA 2024

Navigating Uncertainty in Logistics

The 36th NOFOMA conference, co-hosted with the Swedish Defence University, brought together the Nordic logistics research community on June 13-14. Under the theme "Logistics and Supply Chain Management in a Risky and Uncertain World," the conference addressed critical challenges facing modern supply chains. INDEK's Associate Professor Luca Urciuoli served as co-director, bringing his expertise in resilient supply chains and climate risks to the conference's organization.

11-14 June

IRNOP 2024

Three Decades of Project Management Excellence

Celebrating its 30th anniversary, the International Research Network on Organizing by Projects (IRNOP) conference ran from June 11-14. Led by INDEK's Associate Professor Anna Jerbrant and Assistant Professor Maxim Miterev, the conference theme "Project Management in a Sustainable Future" reflected the department's strong legacy in project management research and its commitment to addressing contemporary challenges. The conference particularly emphasized two critical areas: projects for sustainability transitions and the human dimension in project-based organizations.

17-19 June



2024 R&D Management Conference

Driving Industrial Transformation

The third major event, the R&D Management Conference, explored how technology is disrupting and transforming established industries through innovation. Under the leadership of INDEK Professor Mats Engwall together with professor Mats Magnusson from the KTH unit of Integrated Product Development and Design, the conference gathered over 700 participants from all over the world. The conference examined forces of digi-

talization, automation, electrification, and sustainability across various sectors. The comprehensive program featured tracks ranging from AI's impact on R&D to innovation for sustainability and technology-based entrepreneurship. It also included a PhD colloquium led by INDEK professor Matti Kaulio and associate professor Jennie Björk from the KTH unit of Integrated Product Development and Design.

"A testament to international recognition"

This remarkable confluence of international conferences at INDEK reflects the department's strong position in multiple research domains.

"Hosting these three prestigious conferences in one year is not just an organizational achievement - it's a recognition of our department's research excellence and international network," notes associate professor Anna Jerbrant, vice head of department. "Each conference represents a different facet of our research portfolio, from logistics and project management to R&D and innovation."

The conferences also provide unique opportunities for INDEK's researchers and doctoral students to engage with international scholars and practitioners.



Anna Jerbrant

With hundreds of participants from all over the globe attending the three events, 2024 became a landmark year for knowledge exchange and collaboration at INDEK.

The timing of these conferences aligned perfectly with INDEK's vision of being a leading European center for research and education. By bringing together diverse perspectives on technology management, sustainable development, and industrial transformation, these events contributed to shaping the future of their respective fields while positioning INDEK at the forefront of academic discourse.

New and old friends of the circular economy

What's the focus of your new research project?

Cali Nuur: "Our project explores how Sweden's process industry is adapting to circular economy principles. We're particularly interested in the transition toward sustainability in companies like Stora Enso, SSAB, and Boliden. These industries account for significant energy consumption and emissions - steel alone represents 7-8% of total greenhouse gas emissions. Understanding their transformation is crucial for meeting national sustainability targets."

Andreas Feldmann: "What makes this research fascinating is that we're looking at both innovation and tradition. While circular economy is often portrayed as a new concept, many of its principles, like recycling and resource optimization, have historical roots in these industries. We want to uncover what's truly new and what's been practiced for generations."

What specific aspects are you investigating?

Feldmann: "We're focusing on two key building blocks: circular value chains and circular business models. The process industry generates enormous volumes of waste and residual products. These waste streams can become valuable resources in industrial symbiotic networks, typically at local or regional levels."

Nuur: "There's a common perception that process industries are 'traditional' and 'inflexible,' constrained by various lock-in mechanisms. We want to test this assumption by examining to what extent circular value chains have already been adopted, what's driving these changes, and what opportunities and bottlenecks exist in the transition."



Cali Nuur and
Andreas Feldmann

What impact do you hope this research will have?

Nuur: "By identifying successful practices and understanding implementation challenges, we hope to accelerate the circular transition in process industries. The findings could inform both industry strategies and policy frameworks."

Feldmann: "Ultimately, this is about recognizing that waste is a resource. If we can help optimize how these massive

industrial operations handle their material flows, the environmental impact could be substantial."

Led by professor Cali Nuur, the project is funded with a 5.9 million SEK grant from the Marianne and Marcus Wallenberg Foundation, and expected to provide valuable insights into how traditional industries can contribute to a more sustainable future.

Pia Höök:

Returning with a mission for change

After more than a decade in industry leadership roles, Pia Höök has returned to KTH to lead the newly launched InspireLab. We sat down with her to learn about this exciting initiative and her journey back to academia.

What brings you back to KTH after your years in industry?

"Coming back to KTH feels like coming full circle. After spending years implementing change in companies like Volvo Group and Skanska, and most recently as VP of Diversity, Equity and Inclusion at Essity, I saw an opportunity to combine my academic background with my practical experience. InspireLab represents exactly that bridge between research and real-world impact."

Tell us about InspireLab's mission.

"InspireLab acts as a catalyst for technology and innovation that improves gender equality in society. We know that gender inequality comes with significant costs - not just for individuals, but for organizations and society as a whole. Our mission is to drive projects related to science, technology and innovation that can demonstrate concrete improvements in women's conditions while contributing to a more sustainable society."



The launch of inspire lab. From the left: Pär Jönsson, Cali Nuur, Anna Wahl, Pia Höök, Anders Söderholm och Mikael Lindström.

How will InspireLab achieve its goals?

"We're taking a three-pronged approach: funding research, organizing research schools, and supporting knowledge dissemination initiatives. What makes us unique is our focus on practical relevance - we prioritize projects that can demonstrate concrete results and maintain the highest scientific quality. We're particularly excited about collaborating across sectors, bringing together researchers from KTH



and other institutions with partners from business and civil society."

What's your vision for InspireLab's first year?

"Having just launched at our open house in February 2025, we're focused on establishing InspireLab as a dynamic hub for gender equality innovation. We want to inspire researchers to think creatively about how technology can address gender equality challenges. Our goal is to build a portfolio of projects that not only advance academic understanding but create tangible improvements in women's lived experiences."

Leading the green transition through employee engagement

Matti Kaulio has secured a 5.7 million SEK grant from AFA Försäkring to develop new ways of engaging employees in sustainability work. We spoke with him about this innovative research project.

What is your research about?

"Our research focuses on how Organizational Learning can support sustainability and workplace environment initiatives. If we're going to reach our sustainability and workplace goals, it's crucial that everyone contributes. We're particularly interested in developing a model for employee-driven improvement work that companies can use in their daily operations."

How will you approach this?

"We're applying a Design Science Research approach where, together with AB Volvo, we'll test and evaluate a Network

Model for employee-driven sustainability and workplace environment work. The model is based on applying cross-disciplinary thinking to production teams."

What do you expect to find?

"We expect to both develop and communicate the model to other companies, and to demonstrate that the model actually makes a difference and engages employees broadly across the organization."

How do you think this research will benefit working life in the future?

"Looking at the rapid pace of change that companies and organizations face – increased digitalization, Industry 4.0, and generally more volatile operations – production teams and operators will need expanded competence and greater scope for action to handle changes and disruptions in real-time, moving from merely identifying problems to truly innovating."



Professor Matti Kaulio



Investigating the effect of regulations

Meet Christian Thomann, Associate Professor at INDEK, who talks about his research examining environmental regulations in the Swedish trucking industry.

What’s your new research project about?

”We’re studying how Sweden’s environmental policies, particularly carbon taxes and biofuel requirements, affect the trucking industry. Between 2017 and 2023 Sweden had the highest diesel prices in the EU. We want to understand the economic consequences of these high fuel costs on transportation companies.”

What key questions are you investigating?

”We’re exploring trade-offs. Higher fuel costs should motivate emission reductions through improved efficiency or cleaner technologies. But these costs can also reduce competitiveness and limit companies’ ability to invest in green solutions.

Understanding these dynamics is crucial for designing effective transportation policies.”

How are you conducting this research?

”We’re analyzing microlevel data from 2007-2022 to examine how diesel costs influence metrics like vehicle kilometers, carbon emissions, and productivity measures at the truck, firm, and sector levels.”

Who’s involved in this project?

”This is a collaboration between KTH, Stockholm School of Economics, and Stockholm University, with 4 million SEK in funding from Trafikverket for 2024-2027. The project is part of a larger research agenda looking at how environmen-



Associate Professor Christian Thomann

tal policy impacts corporate decisions. We expect to be able to provide new insights to policy makers on how transportation firms adjust to fuel prices and the impact that this has on CO2 emissions.”

AI, sustainability and a Harvard year

Emrah Karakaya, associate professor at KTH's Department of Industrial Economics and Management (INDEK), recently returned from a one-year research stay at Harvard University. We spoke with him about his current research projects and experiences in Boston.

What were your main research areas during your stay at Harvard?

"I focused on two main research areas: sustainability transitions and artificial intelligence's impact on industrial transformation. The first explores how industrial sectors like energy, transportation, and food are becoming more environmentally sustainable. The second examines whether AI has disruptive or symbiotic effects on established business practices."

You're involved in several interesting projects. Could you tell us about the AI transformation research?

"We're investigating how AI might transform Swedish industry. It's fascinating because AI, as a general-purpose technology, could either strengthen existing businesses symbiotically or disrupt them entirely. We're particularly interested in how established companies will manage this technological shift. The project runs until 2026 and involves mapping different types of actors - from incumbent firms to intermediaries and new entrants."

You've also been involved in aviation sustainability research. What are the key findings there?



Associate professor Emrah Karakaya.

"Yes, through the SETA project, we're studying sustainable energy transformations in aviation, focusing on bio-based jet fuels and electric aircraft. Sweden has set ambitious targets to become carbon neutral by 2045, including having a fossil-free transport sector. Our recent paper actually rethinks the sustainability of these transitions, particularly looking at burden-shifting in Swedish aviation fuel."

How was your experience at Harvard?

"It was amazing! I had the opportunity to present my work multiple times and regularly attended seminars at both Harvard and MIT. I particularly enjoyed interacting with researchers like Sheila

Jasanoff at Harvard's Kennedy School and Sinan Aral at MIT's Initiative on the Digital Economy. The year really helped me expand my research network and gave me fresh perspectives on my work."

What's next for you?

"I came back with lots of motivation and new ideas. During my stay, I published a paper, completed first drafts of two manuscripts, and received valuable feedback on my research. I'm particularly excited about continuing my work on sustainability transitions and AI's impact on industry. The connections I made in Boston will definitely lead to some interesting interdisciplinary research in the near future."

3 ongoing research projects

Men in Focus

From Massachusetts to male culture

Charlotte Holgersson, associate professor at INDEK, has had an eventful year leading the major research program "Men in Focus" (MIF) while also spending time as a visiting scholar at the University of Massachusetts Amherst. The program, which runs until 2027, examines homosocial cultures in organizations and develops methods to counter sexual harassment.



Associate Professor
Charlotte Holgersson

What have been some key insights from the MIF program so far?

"We're seeing interesting patterns in how homosocial cultures operate across different sectors - from higher education to fintech, construction, and the arts. One key finding is that while the #MeToo movement has increased awareness, it has also led to new forms of exclusion. We've also found that validation is crucial for engaging men in change work, but their approaches to engagement vary significantly."

Your research spans multiple sectors. Has any particular finding surprised you?

"One fascinating aspect is how gender-marking of competence changes when new

technology enters the picture. In fintech, for instance, we're studying how different actors understand diversity and equality. We're also examining how construction site cultures affect both male and female workers, and how the film industry has evolved post-#MeToo."

During your sabbatical, you encountered different academic practices. Which ones caught your attention?

"The 'Researchpalooza' event at the Management Department - faculty members presenting their current research using just one slide - was a great way to update colleagues about what research is going on at the department. But what really resonated with me was the Monday morning 'Write Together' sessions at the Five College Women's Studies Research Center. These practices gave me new perspectives on building inclusive academic environments."

How has your American experiences informed your approach in the MIF program?

"It has strengthened my conviction that there is an urgent need to address issues of men, masculinities, inequalities and homosocial cultures both on organizational, national and international levels. We need to continue to explore the many ways in which homosocial cultures can be transformed into spaces where men can act as agents of change."

Transforming digital skills education in Sweden

Mattias Wiggberg leads the ADAPT project, focused on revolutionizing how universities deliver skills training.

What is the ADAPT project addressing?

"Both industry and universities are struggling to meet the growing demand for advanced digital skills development. Several policy barriers—funding, legislation, culture, and incentives—create significant challenges. We're establishing a policy lab to test and evaluate different approaches to overcome these obstacles."

How does your 'policy lab' approach work?

"A policy lab is a forum for discussion and learning about the relationship between innovation/research and policy. In our policy lab we are using a set of user-centered methods and prototypes to test, experiment and learn in policy development for skill shift business models. An example is a concrete experiment is to allow industry employees to take courses without going through the standard application process. Another is to explore new ways to incentivize faculty to teach professional development courses."

Who's involved in this initiative?

"ADAPT is a collaboration between KTH, Chalmers, Linköping University, and Örebro University. Vinnova has granted us 25 million SEK to fund the project through 2026. We're also working closely with industry partners

who understand the urgency of addressing the digital skills gap."

What outcomes are you hoping for?

"By 2026, we aim to deliver one or more flexible models for improving advanced digital skills education, backed by empirical evidence from our experiments. The goal is to create a more responsive educational system that serves both individuals and industries throughout their careers."

I understand you're also involved with work related to the EU Platform Work Directive. Can you tell us about that assignment?

"Yes, I'm contributing to the implementation of the Platform Work Directive in Sweden, which aims to improve working conditions for those employed through digital platforms in the gig economy. The directive needs to be implemented by December 2026, and our focus is on ensuring that platform workers receive appropriate protections while preserving the innovation potential of the gig economy. It's actually quite complementary to my work on ADAPT, as both projects address how we adapt traditional systems to new digital realities."



Dr Mattias Wiggberg

Building Resilience

What is the MultiClimact project about, Luca Urciuoli ?

"Climate change is a significant risk for our societies," Urciuoli explains. "The IPCC report clearly highlights the strong link between human-induced climate change and various risks to nature, people, and industry worldwide. MultiClimact is directly responding to the European Commission's 2021 strategy on climate adaptation, which aims to make Europe climate-resilient by 2050."

Why focus on the built environment?

"Buildings, urban centers, and infrastructure are highly vulnerable to climate change and natural hazards. These elements need to be renovated with new technologies to withstand increasingly extreme weather events and changing climate conditions. Our project is investigating the implementation of these technologies across four EU countries: Spain, Italy, the Netherlands, and Latvia."

What is INDEK's role?

"While part of the project focuses on developing new technologies, our team at INDEK is studying the industrial capacity for adopting these technologies at various scales. We're particularly interested in understanding the expected supply chain challenges in the sector and exploring possibilities for establishing resilient and sustainable supplies to the built environment."



Associate Professor Luca Urciuoli

You're supervising PhD candidate Ari Carisza Graha Prasetya on this project. What is his focus?

"Ari's investigating resilient supply chains in the sustainable built environment. His work is crucial as we need to understand not just the technologies themselves, but how to ensure they can be deployed effectively through robust supply chains that can withstand disruptions."

How long will the project run?

"The project has a duration of 3.5 years. It's an ambitious timeframe, but we're making good progress in our research and collaboration with partners across Europe."

What impact do you hope this research will have?

"Ultimately, we want to contribute to creating buildings and infrastructure that can better withstand climate impacts. By understanding both the technological and supply chain dimensions, we hope to accelerate the adoption of climate-resilient solutions across Europe."

Agnes Stenbom receives prestigious awards

Agnes Stenbom, an industry PhD candidate at KTH's Department of Industrial Economics and Management (INDEK), has been recognized with two major awards in 2024 for her pioneering work in AI ethics and journalism.

In November, Stenbom was named "AI Swede of the Year 2024" by TechSverige for her groundbreaking work showing how AI can shape the future of media to support democracy and inclusion. The jury praised her as "a role model whose efforts pave the way for responsible AI development in journalism and the media industry."

Additionally, Stenbom received the 2024 Swedish UNESCO Prize alongside Olle Zachrisson for their work with Nordic AI Journalism, an organization they co-founded that has established ethical and transparent approaches to AI use in journalism. The prize was presented during the 150th anniversary of Publicistklubben in Stockholm on November 7.

Stenbom serves as the head of Schibsted Media's inclusion lab IN/LAB and is responsible for trust issues at Schibsted Media. Through her research and practical work, she explores the possibilities and challenges of AI technology in the media industry, demonstrating pathways for ethical and sustainable AI implementation that prioritizes human values.

Her achievements highlight INDEK's commitment to research excellence at the intersection of technology, ethics, and industry transformation.

Academic citizenship

Engagements within KTH

- [KTH Appointment Board](#) – Monica Lindgren
- [ITM – Deputy head school and director of undergraduate studies](#): Anna Jerbrandt
- [KTH Faculty Development](#) – program director: Johann Packendorff
- [KTH Equality Office](#) – expert advisors: Monica Lindgren, Johann Packendorff, Åsa-Karin Engstrand, Charlotte Holgersson
- [The Stockholm School of Entrepreneurship, Head, KTH Entrepreneurship Lab](#) – Terrence Brown
- [KTH Entrepreneurship Lab](#) - Terrence Brown
- [KTH Food Center](#) – Theme leader for Value Chains and Consumption – steering committee: Emrah Karakaya
- [ITM School Management](#) – vice dean of education: Anna Jerbrandt
- [ITM IRIS Program](#) – project director: Anna Jerbrandt; Area Coordinators: Anders Broström, Frauke Urban, Mats Engwall
- [MSc in Industrial Engineering and Management \(CINEK\)](#) – Åsa-Karin Engstrand
- [Master in Industrial Engineering and Management \(TIEMM\)](#) – program director: Andreas Feldman
- [Master in Industrial Management \(TINEM\)](#) – program director: Emrah Karakaya; deputy program director: Lars Uppvall
- [Master in Innovation and Entrepreneurship](#) – program director: Mana Farshid
- [MSc in Industrial Engineering and Sustainability](#) – program director: Pernilla Ulfvengren
- [KTH Centre for Sustainable Aviation](#) – director: Pernilla Ulfvengren
- [Digital Futures](#) – digitalized industry: Mats Engwall; educational transformation: Mattias Wiggberg
- [SCI School, strategic council](#) – Anna Wahl.

Engagements outside KTH

- [European Academy for Industrial Management](#) – fellow: Mats Engwall
- [Institute of Management of Innovation and Technology \(IMIT\)](#) – board: Cali Nuur; fellow: Mats Engwall
- [Politecnico di Milano; School of Management](#) – advisory board: Mats Engwall
- [Ratio Institute](#) – board: Elina Gobena; Kristina Nyström
- [Scandinavian Academy of Industrial Engineering and Management \(ScAIEM\)](#) – chairman: Mats Engwall
- [Stockholm School of Entrepreneurship](#) – board: Cali Nuur

- [Swedish Entrepreneurship Forum](#) – managing director: Anders Broström; researchers: Pontus Braunerhjelm, Per Thulin
- [Swedish Gender Equality Agency](#) – scientific committee: Anna Wahl
- [Swedish Human Factors Network](#) – board: Pernilla Ulfvengren
- [Swedish Project Academy](#) – fellows: Mats Engwall, Anna Jerbrandt, Johann Packendorff
- [Swedish Royal Academy of Engineering Sciences \(IVA\)](#) – fellows: Pontus Braunerhjelm, Mats Engwall
- [Swiss National Science Foundation](#) – gender equality commission: Anna Wahl.
- [Centre for Innovative Human Systems \(CIHS\) - Trinity College Dublin](#) Affiliated lecturer and researcher – Pernilla Ulfvengren
- [Trustee, Institute for Management of Innovation and Technology, \(IMIT\)](#) – Terrence Brown, Mats Engwall
- [Entrepreneurial Marketing Special Interest Group, American Marketing Association](#) – Terrence Brown

Scientific Journals Editorial boards and board members

- [Annals of Regional Science](#), Hans Lööf
- [Industry and Innovation](#), Anders Broström
- [International Journal of Empirical Economics](#), Hans Lööf
- [International Journal of Project Management](#), Maxim Meterev
- [International Journal of Project Organisation and Management](#), Johann Packendorff
- [International Journal of Information Technology Project Management](#), Johann Packendorff
- [Journal of Change Management](#), Monica Lindgren, Johann Packendorff
- [Journal of Family Business Management](#), Johann Packendorff
- [Project Leadership and Society](#), Maxim Meterev
- [Project Management Journal](#), Maxim Meterev, Johann Packendorff
- [Scandinavian Journal of Management](#), Monica Lindgren
- [The International Journal of Entrepreneurial Venturing](#), Terrence Brown.

A decade of shaping KTH's recruitment practices

After serving ten years in KTH's central employment and recruitment bodies, Professor Monica Lindgren reflects on her contributions to creating more transparent and equitable hiring practices at the university.

"What drove you to take on these roles for such an extended period?"

"My primary motivation was to help create transparent, fair processes for how employment matters are prepared and decided, integrating equality perspectives in all aspects of university life – from teaching and research to recruitment decisions. As an organizational scholar focusing on knowledge-intensive work, I know that these processes are fundamental to building academic excellence and inclusive workplace cultures."

"What changes have you seen during your tenure?"

"KTH has significantly developed its collective understanding of recruitment issues, particularly regarding culture, inclusion, and awareness of gender preconceptions. We've worked to build this knowledge through training sessions for board members, where we've emphasized the connection between research and practice in organizational gender studies."

"What has been your particular focus?"

"I've consistently highlighted the importance of gender equality in recruitment work. This hasn't just been about policy – it's about bringing research insights into practice. Through lectures and workshops, I've helped share research findings about gender dynamics in



Professor Monica Lindgren

academia with those making recruitment decisions."

"What challenges remain?"

"It's crucial to remain vigilant so that this knowledge isn't lost when these issues aren't at the top of the priority list. Continued management support and resource allocation for gender mainstreaming across teaching, research, and recruitment are essential."

"This hasn't just been about policy – it's about bringing insights into practice."

Bridging economics and environmental sustainability

Mark Sanctuary recently joined as an Associate Professor. With over two decades of experience studying the intersection of economics, finance, and environmental sustainability, he brings valuable expertise to the department



Thank you for joining us, Mark.

Can you tell us about your journey to INDEK? Can you tell us about your journey to INDEK?

"I've spent over 20 years as a research economist focused on environmental challenges. Before joining INDEK, I was already affiliated with KTH while serving as Vice Director of Sweden's Sustainable Finance Lab and working at IVL Swedish Environmental Research Institute. The transition to Associate Professor felt like a natural progression."

What are your primary research interests?

"My research sits at the intersection of environmental economics and sustainable finance. I'm examining how investment regulations impact biodiversity, investigating ESG ratings effectiveness, analyzing consumer credit markets, and assessing economic impacts of extreme weather events."

What makes your approach to these topics unique?

"I bridge economic theory with real-world applications. In my green funds research, we analyze thousands of equity fund portfolios across European markets to determine whether 'sustainable' funds actually invest differently than conventional ones."

Today's students will be tomorrow's decision-makers in the sustainability transition.

How does your work on climate risks connect to global value chains?

"Climate events in one region create economic ripples worldwide. My research on the 2011 Thailand floods examines how this disaster affected Swedish firms through supply chain connections. Companies need to understand their exposure through their entire value chain."

What do you hope to bring to INDEK?

"I want to enrich INDEK's research environment with perspectives on environmental economics and sustainable finance while providing students practical tools to understand sustainability challenges. Today's students will be tomorrow's decision-makers in the sustainability transition."

Where do you see sustainable finance heading?

"We'll see more rigorous oversight of sustainability claims, sophisticated climate risk assessment, increased focus on biodiversity finance, and growth in transition finance for carbon-intensive industries. These developments will be critical for achieving climate goals without severe economic disruption."

Peer Reviewed Journal Publications 2024

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Link to INDEK's publication list:





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