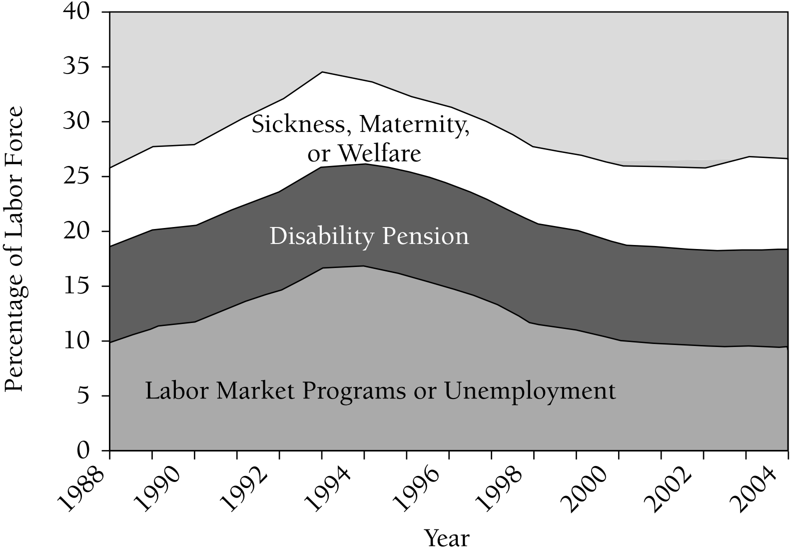
Figure 2.1 Unemployment as a Percentage of the Full-Time Labor Force, 1980 to 2003

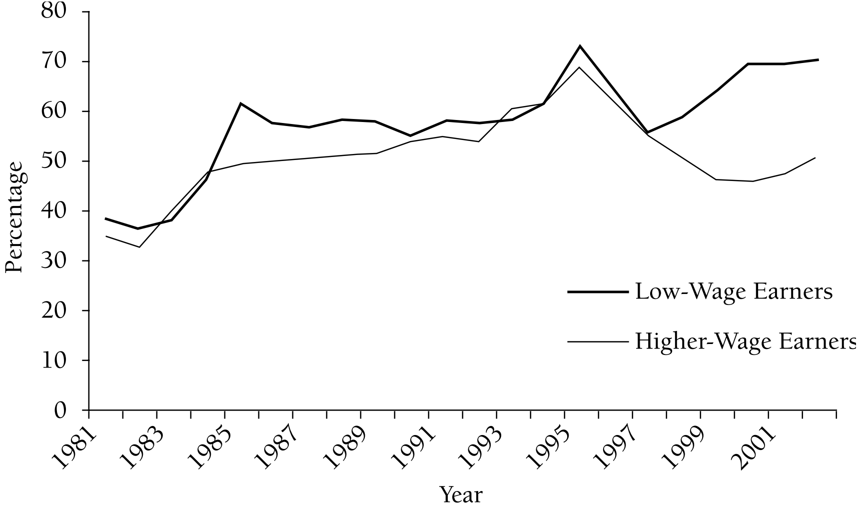
Source: Author's calculations from Statbank Denmark data.

Figure 2.2 The Proportion of the Labor Force (Age Eighteen to Sixty-Six) on Income Transfer, 1988 to 2004



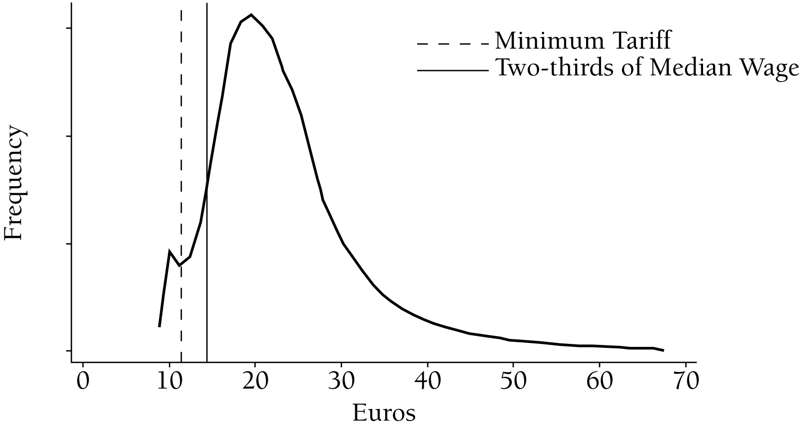
Source: Author's calculations from Statbank Denmark data.

Figure 2.3 Transfers from Active Labor Market Participation to Permanent Transfer Income Among Eighteen- to Fifty-Nine-Year-Olds



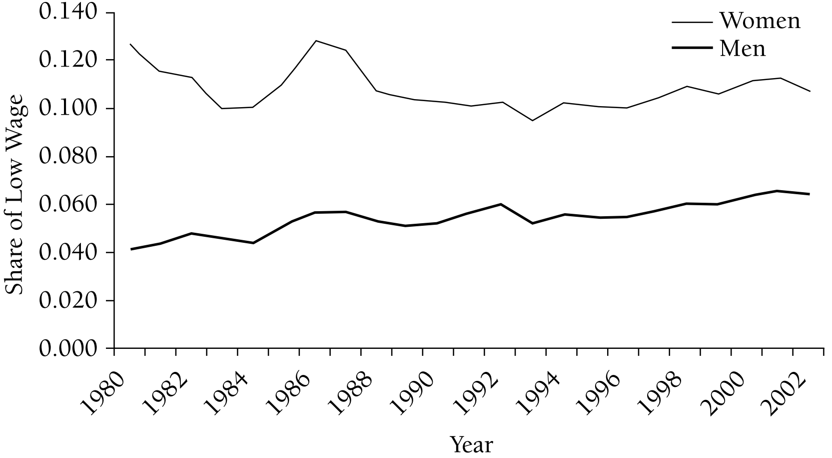
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.4 Wage Distribution, All Danish Wage Earners, 2002



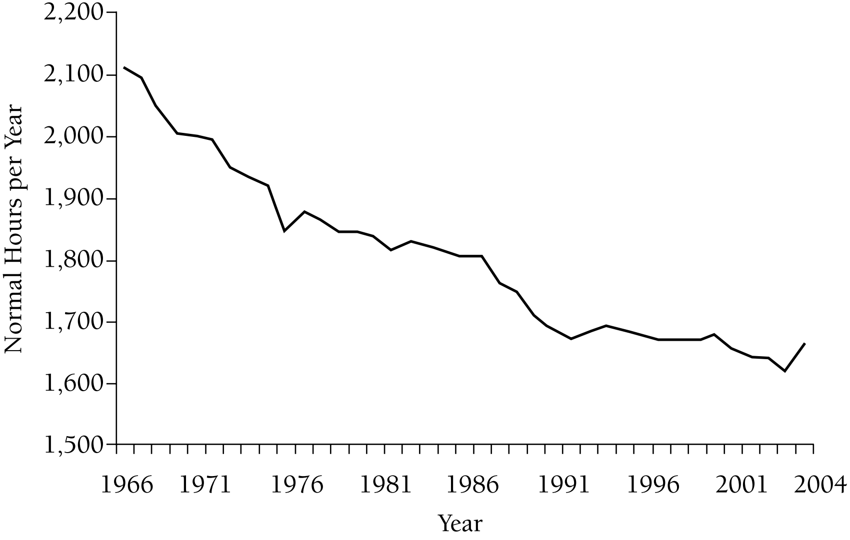
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.5 Proportion of Male and Female Low-Wage Workers, 1980 to 2002



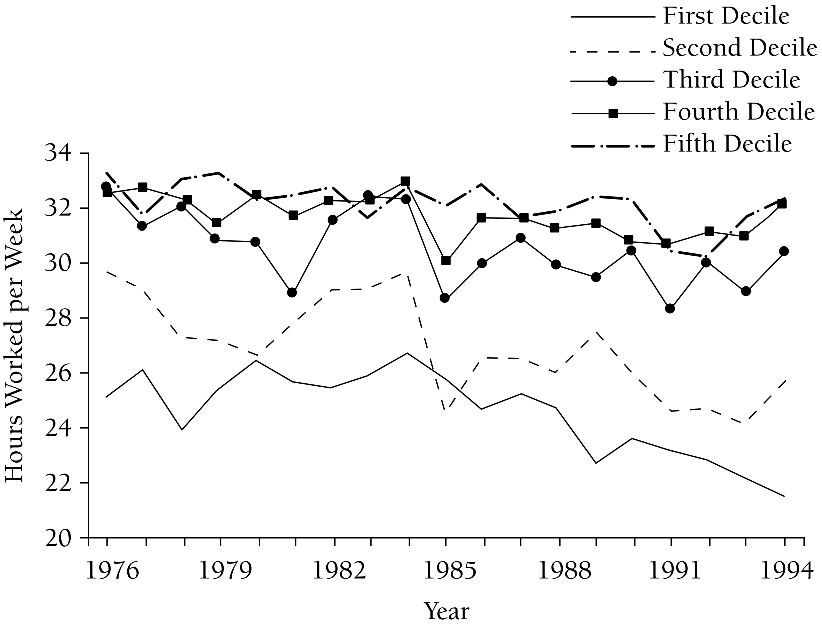
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.6 Change in Annual Normal Hours Worked, 1966 to 2004



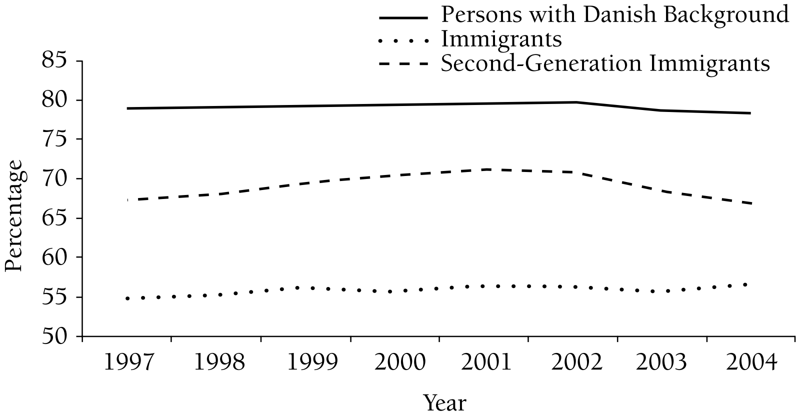
Source: Andersen et al. (2005).

Figure 2.7 Average Weekly Hours for Men Age Twenty-Five to Sixty-Five for the First Five Wage Deciles, 1976 to 1994



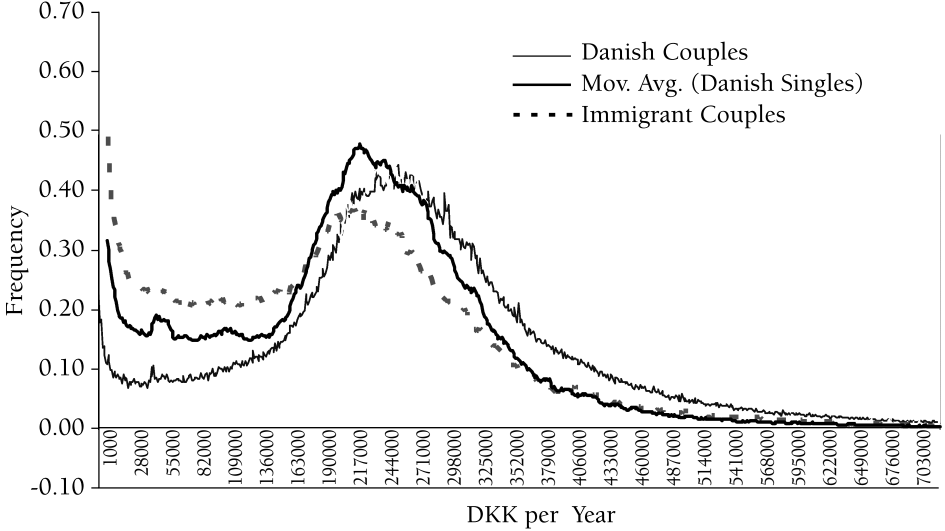
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.8 Labor Force Participation of Immigrants and Ethnic Danes



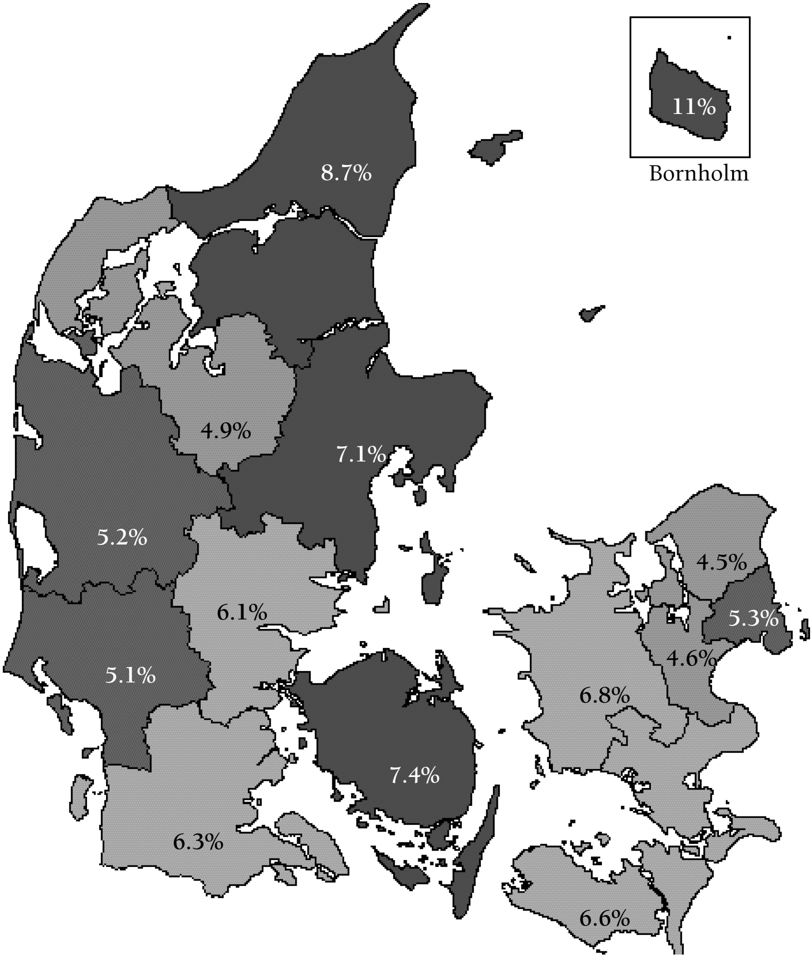
Source: Author's calculations from Statbank Denmark data.

Figure 2.9 Relative Income Distribution Among Couples at Least One of Whom Is Parent to a Fourteen-Year-Old Child, Depending on Immigrant or Ethnic Status, 2003



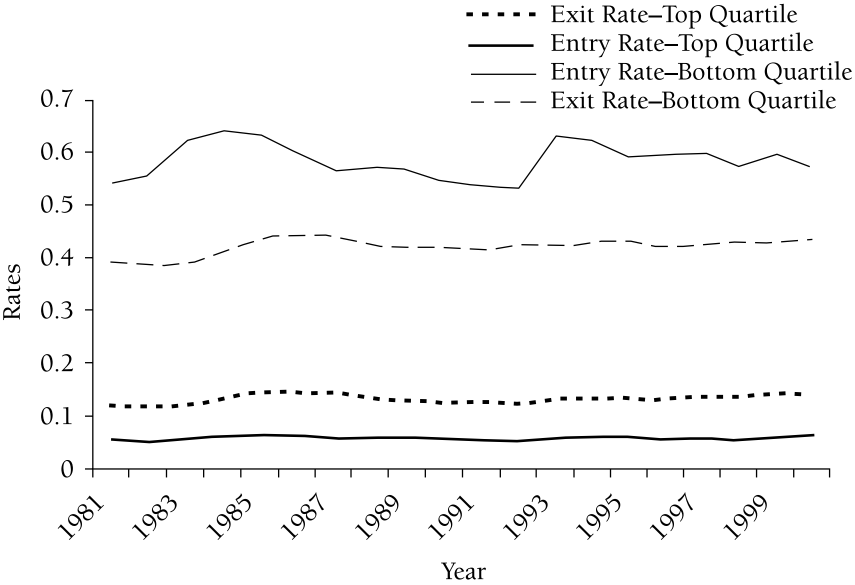
Source: Author's compilation from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.10 Regional Rates of Unemployment, 2003



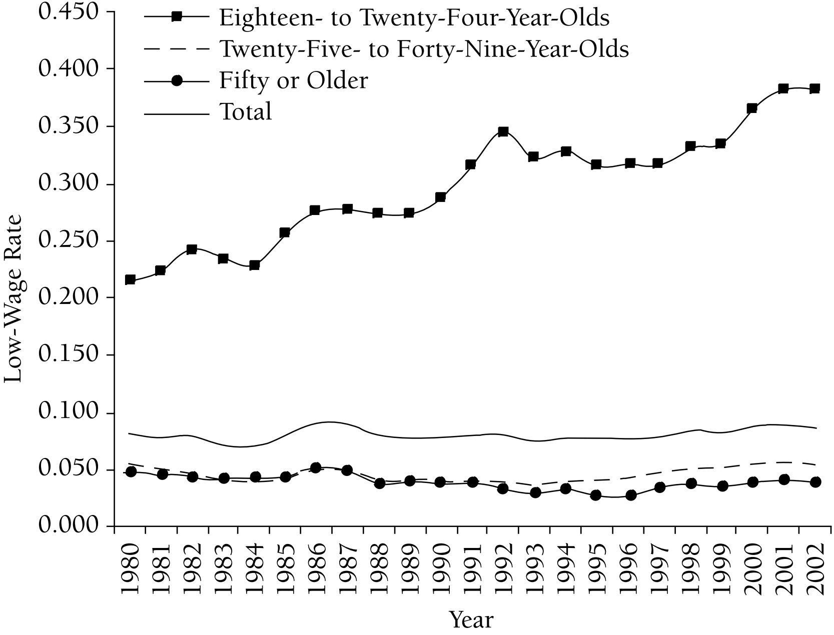
Source: Author's compilations from Statbank Denmark data.

Figure 2.11 Exit and Entry Rates, by Earnings Quartile



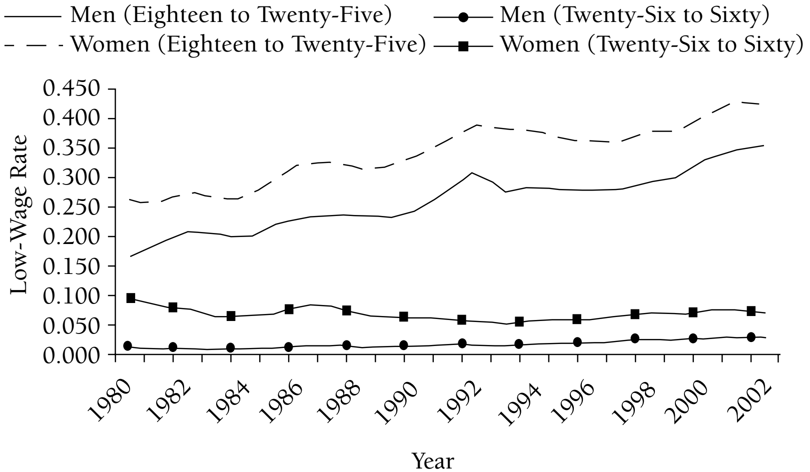
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.12 Low-Wage Work by Age Group, 1980 to 2002



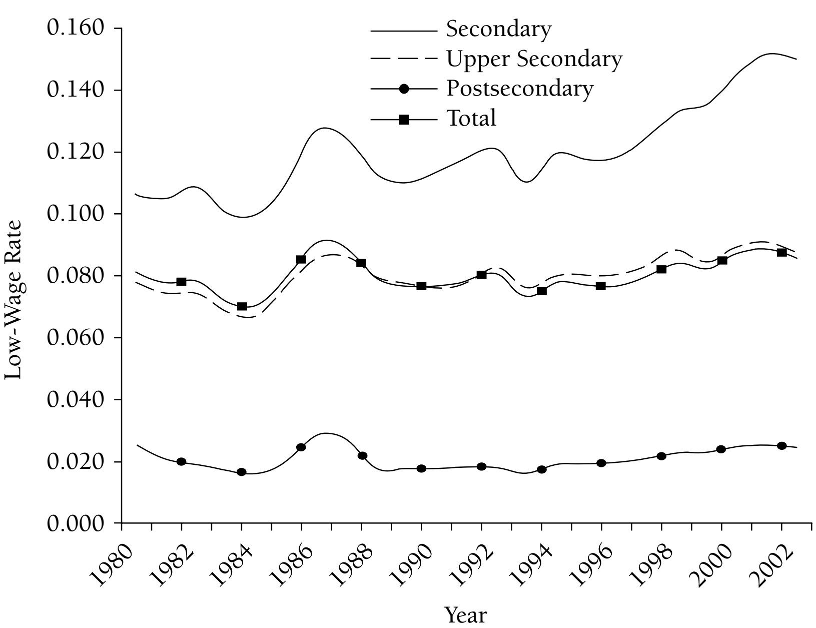
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.13 Low-Wage Work by Gender and Age, 1980 to 2002



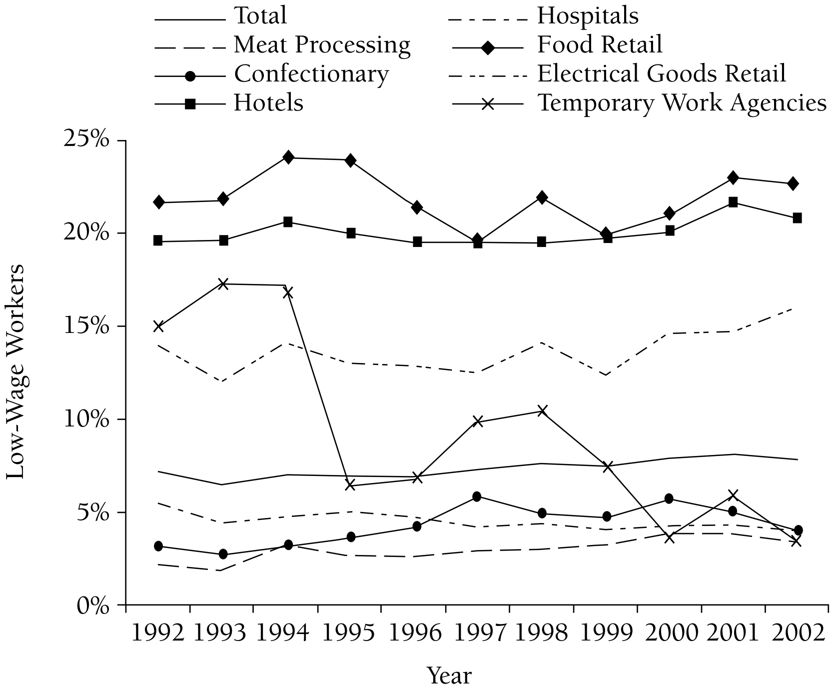
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.14 Low-Wage Work by Education



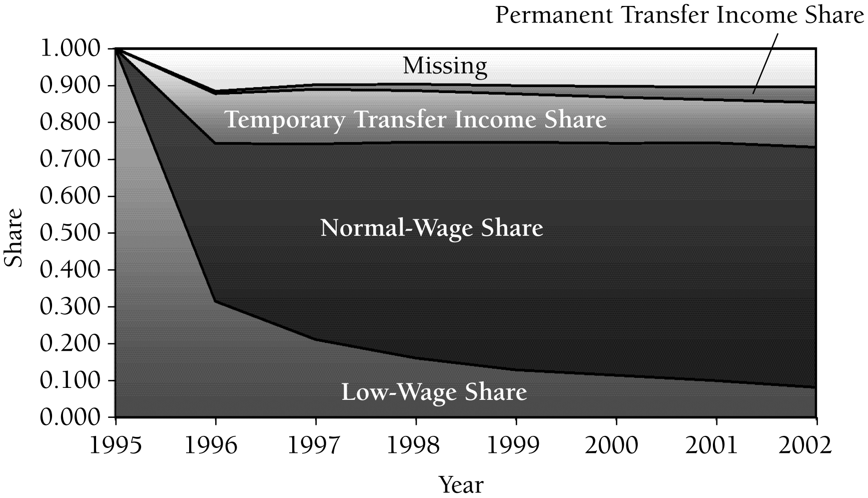
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.15 The Fraction of Low-Wage Earners Within the Target Industries



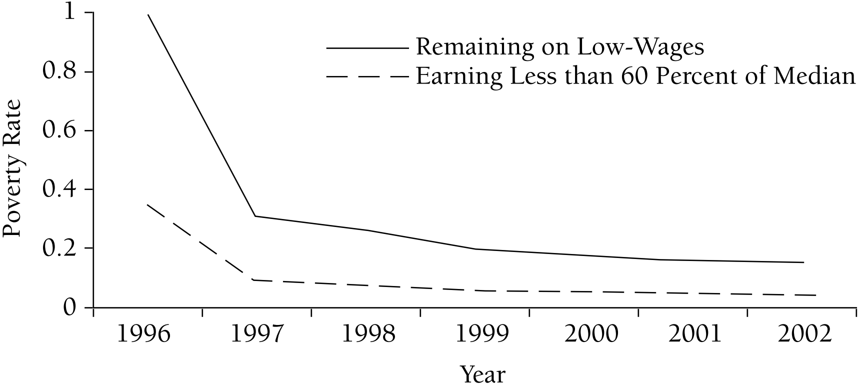
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.16 Where Do the Low-Wage Workers Go?



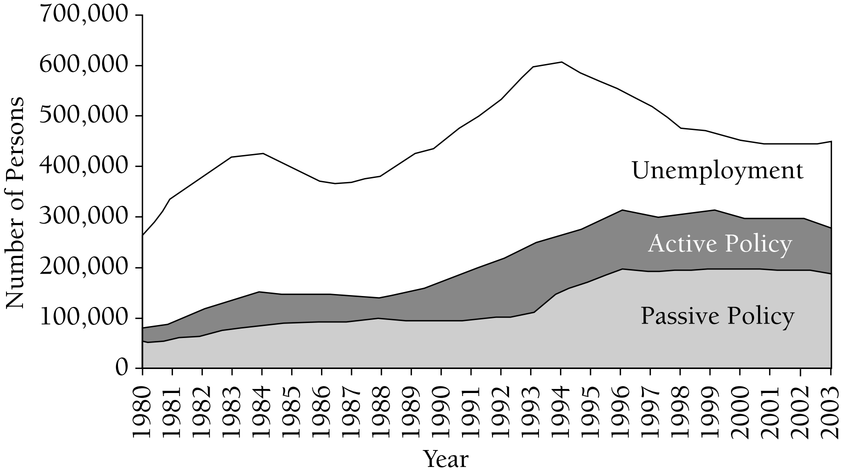
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.17 Poverty Among Low-Wage Workers, 1996 Cohort



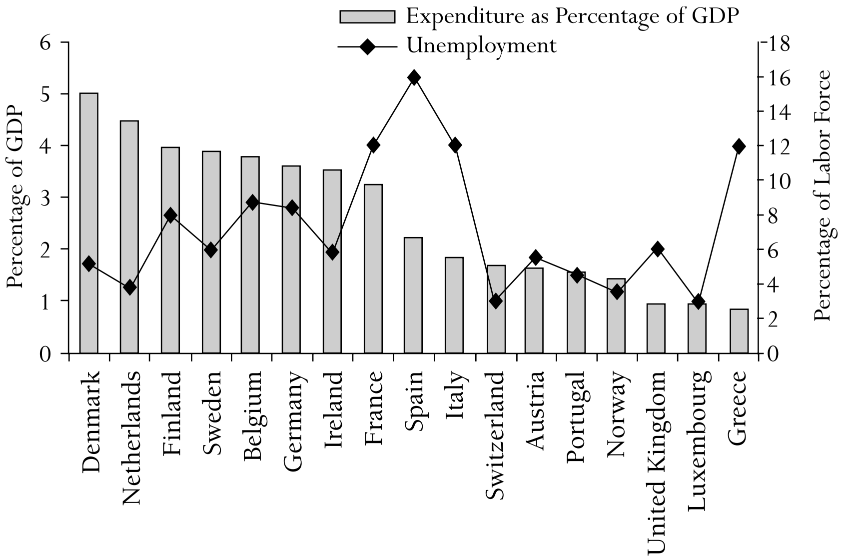
Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Figure 2.18 Active and Passive Labor Market Policies and Unemployment, 1980 to 2003



Source: Andersen et al. 2005.

Figure 2.19 Total Costs of Labor Market Programs in OECD Countries, 2001



Source: OECD, *Economic Outlook*, 2001.

Table 2.1 GDP per Capita in Denmark Compared with the United States (Purchase Power Corrected), 2005

	Denmark	United States
GPD per capita (national currency)	DKK270,304	US$39,732
GDP per capita (ppp)	$32,141	$39,732
GDP per capita (ppp), index USA = 100	81	100
Annual hours worked (average)	1,540	1,731
Annual hours worked, index USA = 100	89	100
GDP per hours worked, index USA = 100	89	100

Source: OECD (2006).

Table 2.2 GDP Growth in Denmark, EU-15, and the United States, 1992 to 2005

	1992 to 2001	2003	2004	2005
Denmark				
GDP	2.3	0.7	2.4	2.4
Employment	0.4	–1.1	0.1	0.3
Labor force	0.0	–0.1	0.3	0.1
EU-15				
GDP	2.2	0.9	2.0	1.4
Employment	0.8	0.3	0.8	0.6
Labor force	0.7	0.7	0.7	0.8
United States				
GDP	3.2	3.0	4.4	3.6
Employment	1.4	0.9	1.1	1.6
Labor force	1.2	1.1	0.6	1.2

Source: OECD (2005a).

Table 2.3 Labor Force Participation, Employment, and Unemployment in Denmark and the United States, 2004

	Labor Force Participation		Employment Rate		Unemployment Rate	
	Denmark	United States	Denmark	United States	Denmark	United States
Whole population (fifteen to sixty-four years old)	80.2%	75.4%	76.0%	71.2%	5.3%	5.6%
Gender						
Men	84.2	81.9	79.9	77.2	5.2	5.7
Women	76.1	69.2	72.0	65.4	5.5	5.5
Age						
Fifteen to twenty-four years old	66.4	61.1	61.3	53.9	7.8	11.8
Twenty-five to fifty-four years old	88.2	82.8	84.0	79.0	4.7	4.6
Fifty-five to sixty-four years old	65.5	62.3	61.8	59.9	5.6	3.8
Education (2003)						
Upper secondary school or less	65.4	64.1	60.7	57.8	7.2	9.9
Upper secondary school	83.6	78.0	79.9	73.3	4.4	6.1
Tertiary education	89.4	85.1	85.2	82.2	4.7	3.5

Source: OECD (2005a).

Table 2.4 Hourly Wages (in 2002 Euros) for Eighteen- to Sixty-Year-Olds, by Decile, and 90/50 and 50/10 Ratios

Year	10 percent Decile	50 percent Decile	90 percent Decile	90/50 Ratio	50/10 Ratio	Number of Observations
All						
1980	€13.00	€18.50	€28.10	1.517	1.429	1,813,315
1990	14.80	20.90	32.40	1.550	1.412	2,046,360
2002	15.10	21.90	34.90	1.595	1.455	2,206,092
Men						
1980	14.80	20.70	31.20	1.507	1.396	974,651
1990	16.40	23.20	36.40	1.571	1.415	1,066,656
2002	16.30	24.20	39.70	1.639	1.488	1,127,755
Women						
1980	12.00	16.40	22.90	1.396	1.359	838,664
1990	13.90	19.00	26.30	1.385	1.363	979,704
2002	14.40	19.90	29.00	1.459	1.383	1,078,337

Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Table 2.5 Distribution of Daily Hours, 1990 to 2003, for Every 1,000 Persons (Survey-Based)

Year	1 to 19 Hours	20 to 29 Hours	30 to 34 Hours	35 to 39 Hours	40 Hours or More	Total Number of Persons (in Thousands)
1990	11	9	5	60	14	2,471
2000	11	7	10	55	18	2,370
2003	11	7	10	55	18	2,413

Source: Author's calculations from Statbank Denmark data.

Table 2.6 Education Levels Among Twenty-Five- to Sixty-Four-Year Olds, 2002

	Lower Secondary Plus Primary	Upper Secondary	Postsecondary
Australia	39%	30%	31%
Austria	22	63	14
Canada	17	40	43
Czech Republic	12	76	12
Denmark	20	53	27
Finland	25	42	33
France	35	41	24
Germany	17	60	23
Greece	47	34	18
Ireland	40	35	25
Japan	16	47	36
Korea	29	45	26
Netherlands	34	42	24
Norway	13	55	31
Portugal	80	11	9
Spain	58	17	24
Sweden	18	49	33
Switzerland	15	59	25
United Kingdom	16	57	27
United States	13	49	38
Country Mean	33	44	23

Source: OECD (2004).

Table 2.7 Postsecondary Education, by Age Group, 2003

Twenty-Five to Thirty-Four	Thirty-Five to Forty-Four	Forty-Five to Fifty-Four	Fifty-Five to Sixty-Four	Twenty-Five to Sixty-Four
28%	28%	29%	21%	27%

Source: OECD (2004).

Table 2.8 Proportion of Workers Age Eighteen to Sixty Earning Less Than Two-thirds of the Median

	1996	2002
Overall	7.6%	8.5%
Gender		
Men	5.5	6.4
Women	10.0	10.7
Age		
Eighteen to twenty-five	28.6	35.0
Twenty-six to thirty-five	5.3	6.8
Thirty-six to forty-five	3.0	4.0
Forty-six to fifty-five	2.8	3.6
Fifty-six to sixty	3.1	4.2
Education		
Secondary	11.8	15.0
Eighteen to twenty-four	40.1	49.0
Twenty-five to fifty-four	5.8	8.0
Fifty-five to sixty	4.6	6.7
Upper secondary	8.0	8.7
Eighteen to twenty-four	26.9	31.6
Twenty-five to fifty-four	4.5	5.7
Fifty-five to sixty	2.8	4.1
Postsecondary	2.0	2.4
Eighteen to twenty-four	18.4	22.4
Twenty-five to fifty-four	1.7	2.3
Fifty-five to sixty	1.3	1.5

Table 2.8 (*continued*)

	1996	2002
Occupation		
Managers	1.0	0.6
Supervisors and foremen	1.7	1.8
White-collar	3.4	3.8
Blue-collar	8.7	10.6
Other employees	9.1	10.5
Nonclassified employees	22.6	16.5
Industry		
Manufacturing	4.5	4.6
Meat industry	3.0	3.7
Confectionary	26.6	32.8
Construction	6.3	8.4
Service	8.3	9.1
Retail	22.0	23.3
Supermarket	24.2	26.2
Department store	29.4	27.5
Hotels with restaurants	24.6	24.6
Hotels without restaurants	21.9	19.2
Health	8.3	9.7
Hospitals	5.0	4.2

Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Table 2.9 Logit Estimates of the Probability of Being Observed as a Low-Wage Earner Among Eighteen- to Sixty-Year-Old Workers, with Controls for Year and Industry

	Coefficient	Standard Error
Intercept	1.79	0.01
Immigrant	0.17	0.01
Women	0.91	0.00
Education		
Secondary	0.08	0.00
Vocational	–0.46	0.00
Upper secondary	–0.77	0.01
College	–1.50	0.00
Postgraduate	–1.93	0.01
Student	1.05	0.00
Age		
Age	–0.27	0.00
Age-squared	0.00	0.00
Number of observations	43,848,504	
Number of low-wage cases		1,979,986

Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Table 2.10 The Rank Order of Industries in Probability of Having Low-Wage Workers

Least Likely	Medium	Most Likely
Stone and clay	Machine	Textile
Chemistry	Food industry	Other industry
Postal service	Iron and metal	Construction
IT	Wood	R&D
Plastic	Auto	Social service
Electricity	Finance	Rental business
	Furniture	Primary sector
	Paper	
	Transportation	
	Business service	

Source: Author's compilation from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Table 2.11 The Proportion of Low-Wage Earners in 1995 Who Remained in the Low-Wage Group for One Year or Three Years Consecutively, Up to Seven Years

	One Year in Low-Wage Group			Three Years in Low-Wage Group		
Year	Total	Exit	Share in Low-Wage Group	Total	Exit	Share in Low-Wage Group
1995	144,810		100.0%	17,365		100.0%
1996	77,584	67,226	53.6	8,740	8,625	50.3
1997	44,075	33,509	30.4	5,243	3,497	30.2
1998	24,803	19,272	17.1	3,520	1,723	20.3
1999	14,590	10,213	10.1	2,422	1,098	13.9
2000	8,780	5,810	6.1	1,790	632	10.3
2001	5,145	3,635	3.6	1,375	415	7.9
2002	2,950	2,195	2.0	1,106	269	6.4
Size of initial group	157,371			19,735		
Missing persons	12,561			2,370		

Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Table 2.12 Low-Wage Immigrant and Non-Immigrant Workers, 1980 to 2001

	1980	1990	2000	2001
Non-immigrants	3%	4%	5%	5%
Students	18	34	38	40
Public job	3	4	4	4
Private job	3	4	5	5
Immigrants	2	4	9	9
Students	18	23	37	40
Public job	3	4	9	9
Private job	1	4	9	9

Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Table 2.13 Low-Wage Share Five Years After Being Observed as a Low-Wage Worker, Conditioned on Being Active in the Labor Force, 1980 to 2003

	Immigrant	Non-Immigrant
Low-wage	9%	9%
Not low-wage	91	91

Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Table 2.14 Low-Wage Immigrant and Non-Immigrant Workers Five Years Later, 1980 to 2003

	Immigrant	Non-Immigrant
Education	3%	5%
Job	57	79
Out of labor force	11	4
Social assistance	2	0
Activation	5	1
Pension	2	2
Unemployment	19	8

Source: Author's calculations from Center for Corporate Performance/Integrated Database for Labor Market Research (CCP/IDA) data.

Table 3.1 Danish Food Industry, by Sector, 2003

Sector	Number of Companies	Number of Full-Time Employees	Revenues (in Millions of Euros)
Slaughtering and meat processing	162	21,986	5,354
Dairies[a]	61	9,927	3,786
Bakeries	1,049	5,932	526
Beverages	38	5,431	1,692
Tobacco[a]	7	1,318	521
Other food industries[b]	443	26,431	8,272

Source: Statistics Denmark (2004); some of the data was drawn from the online database resources of Statistics Denmark, accessed at http://www.statistikbanken.dk.

[a] 2001.

[b] The "other" category includes companies producing fish, food ingredients, and processed foods such as cakes and cookies, confectionary, and processed fruits and vegetables.

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[a] 2001.

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Table 3.3 Industry Revenues and Concentration, by Subsector, 2003

	Total Revenues (in Millions of Euros)	Concentration	
		Top Three	Top Ten
Food, drink, and tobacco industry	18,244	35.6%	49.9%
Slaughtering and meat processing	5,234	73.2	89.4
Dairies	3,383	90.1	96.0
Other food industry[a]	7,592	14.4	31.2
Beverages	1,487	75.0	96.0
Tobacco	547	90.1	100.0

Source: Statistics Denmark (2006, 293).

[a] Includes companies producing fish, food ingredients, and procesed foods, such as cakes and cookies, confectionaries, and processed fruits and vegetables.

Table 3.4 The Number of DMBC Members and Slaughterhouses, 1970 to 2003

	1970	1980	1990	2002	2003
Companies					
Cooperatives	50	18	5	2	2
Private slaughterhouses	4	2	1	0	0
Total	54	20	6	2	2
Plants					
Cooperative	56	34	25	17	16
Private	4	2	2	0	0
Total	60	36	27	17	16
Non-DMBC member companies					
Private slaughterhouses[a]	n.a.	n.a.	7	10	10

Source: Danish Meat and Bacon Council accessed at http://www.danskeslagterier.dk.
[a] Only slaughterhouses that slaughter more than 10,000 pigs per year.

Table 3.5 Chocolate and Confectionary Production, 1988 to 2003

	Confectionary		Chocolate		Total	
Year	Tons	Revenues (in Millions of Euros)	Tons	Revenues (in Millions of Euros)	Tons	Revenues (in Millions of Euros)
1998	44,862	148.6	25,123	162.9	69,985	311.5
1999	49,913	169.1	23,933	157.4	73,846	326.5
2000	51,538	167.5	24,437	158.7	75,975	326.2
2001	52,290	168.5	27,512	174.2	79,802	342.7
2002	51,838	172.1	25,774	163.6	77,612	335.7
2003	52,509	167.9	25,677	164.4	78,186	332.3

Source: FødevareIndustrien (FI) (2004) (accessed at http://www.fi.di.dk).

Table 3.6 Minimum Wages for Adult Employees in Slaughterhouses (in Euros), 2006

	Euros per Week	Euros per Hour
Basic rate	302.73	8.18
Piece-rate deficiency payment[a]	39.24	1.06
Time rate bonus	224.25	6.06
Total	551.32	15.30
Piece-work basis (adults)		8.36
Overtime		8.77

Source: Danish Food and Allied Workers' Union (NNF) (2004b).

[a] Piece-rate deficiency rates are paid for all hours not worked on piece rates.

Table 3.7 Hourly Wages of Apprentices in Slaughterhouses (in Euros), 2006

	Under Eighteen	Over Eighteen	Over Twenty
Basic rate	4.09	5.73	6.55
Piece-rate deficiency payment[a]	0.53	0.74	0.85
Time rate bonus	3.03	4.24	4.85
Total	7.65	10.71	12.25
Overtime		6.60	7.84

Source: Danish Food and Allied Workers' Union (NNF) (2004a).

[a] The piece-rate basis for apprentices is 75 percent of that for adult workers for the same performance after the first year of the apprenticeship.

Table 3.8 Average Hourly Wage for Slaughterhouse Workers (Current Prices), 1998 to 2005

Year	Euros per Hour[a]	Index 1980 = 100
1998	23.78	262
1999	24.51	271
2000	25.33	279
2001	26.55	293
2002	27.58	304
2003	28.63	316
2004	29.22	322
2005	30.05	331

Source: Danish Meat Association (2006).

[a] Includes holiday payment, public holiday payment, and social security.

Table 3.9 Hourly Wages for Workers in the Confectionary Industry, 2006

	Adults (Euros)	Under 18 (Euros)
Time rate	12.40	6.74
Compensation rate (for work-time reduction from forty to thirty-seven hours per week)	0.71	0.71
Training allowance (for workers with more than twelve months' employment in the company)	0.16	0.16
Sector allowance	0.13	0.13

Source: Dansk Industri (2004).

Table 3.10 The Number and Incidence of Reported Work Accidents, 2004

	Number of Reported Work Accidents	Incidence of Reported Work Accidents per 10,000 Employees
Pig and cattle slaughterhouses	2,258	1,338
Poultry slaughterhouses, fish and fodder factories	637	557
Bread, tobacco, and confectionery	589	219
Total entire economy	41,943	155

Source: Arbejdstilsynet (2005).

Table 3a.1 The Case Study Food-Processing Companies

	Brand Confectionary	Family Chocolate	PL Confectionary	Chicken	Danish Liver	Multi-Food	JV-Food
Sector	Confectionary	Confectionary	Confectionary	Meat processing	Meat processing	Meat processing	Meat processing
Ownership	Owned by foundation	Family-owned	Family-owned	Family-owned	Family-owned	Subsidiary of large meat company	Joint venture between Danish and Polish meat companies
Scope	MNC; three production facilities	Niche; one production facility	MNC; niche; one production facility	Denmark and export; three production facilities	Niche; practically no exports; two production facilities	MNC; eight production facilities in Denmark, two abroad	MNC; two production facilities (Denmark and abroad)
Competition	Slow, underlying growth of confectionary market; price competition in retailing	Market conditions favorable owing to consumer interest in quality products; strongest position in medium-size towns	Has gone through a turnaround process, cutting costs and improving efficiency, in order to become profitable again	Bird flu and the "cartoon controversy" have put pressure on entire industry, as has international sourcing by Danish retailers	Increasing competition, but company has strong brand, which makes it an attractive supplier for retailers	Intense competition	Strong international competition; company very influenced by international competition in the pork industry

Table 3a.1 (*Continued*)

	Brand Confectionary	Family Chocolate	PL Confectionary	Chicken	Danish Liver	Multi-Food	JV-Food
Business strategy	Sells mainly manufacturer brands, some PL (sold U.K. division that mainly made PL in 2005)	Two SBUs: production of coffee (mainly catering) and fine, handmade chocolates (sold mainly through forty-three company-owned outlets); focus on high quality and freshness of products	Has sold all brands to international confectionary company; now manufactures only for B2B market; PL and OEM; the company vision is to become the world's preferred supplier in its category	Trend toward more value-added products has increased the number of employees (despite rationalization of production); strict cost management in order to stay competitive	Focus on quality and developing strong brands; diversification through purchase of sausage factory	Wants to produce tasty, safe, and high-quality food products (according to company vision) but also maintain intense cost focus; has moved some production away from Denmark to reduce labor costs; ongoing rationalization of production	Parent company has evolved from national slaughterer to international food company; JV-Food is one element in this strategy (also processing in Germany and United Kingdom); views globalization as a possibility for future growth; trend toward value-added products

Source: Authors' compilation.
Notes: All company names are pseudonyms.
Abbreviations: MNC—multinational company; PL—private label; SBU—strategic business unit; B2B—business to business; OEM—original equipment manufacturer.

Table 4.1 Food Retailers in Denmark, 2006

Retailer	Retail Format	Number of Stores	Market Share
Coop Danmark[a]		1,150	36.3%
Kvickly Xtra	Superstore/hypermarket	14	3.1
Kvickly	Superstore	69	7.5
SuperBrugsen	Large supermarket	267	12.1
DagliBrugsen	Small supermarket	343	4.7
LokalBrugsen	Small supermarket	51	0.5
Irma	Supermarket	70	2.0
Fakta	Discounter	336	6.4
Dansk Supermarked		459	29.9
Netto	Discounter	375	11.8
Føtex	Superstore	70	5.1
Bilka	Hypermarket	14	12.9
SuperGros		881	20.6
SuperBest	Large supermarket	202	10.2
Spar	Small supermarket	270	3.0
Super Spar	Large supermarket	69	1.6
Edeka Danmark		232	3.9
Edeka Aktiv Super	Large supermarket	43	1.5
Edeka Merko	Small supermarket	90	1.1
Aldi Marked	Discounter	235	4.5
Rema 1000	Discounter	270	3.2
Lidl	Discounter	22	.5
Others	Various	63	1.5
Total		3,312	100

Sources: Bahr (2006), Dansk Handelsblad (2006), company websites.

[a] Includes both centrally owned stores and stores run by independent consumer cooperatives.

Table 4.2 Major Electrical Goods Retailers in Denmark, 2003

Retailer (parent)	Operations	Ownership	Number of Stores	Revenues (in Millions of Euros)
F-Group[a]	Brown goods	Centrally owned chain	84	311
Fona Gruppen[b]	Brown goods	Centrally owned chain	79	
Electric City	Brown goods	Centrally owned chain	5	
Punkt1[c] (Expert, Norway)	White goods	Voluntary chain	115	161[f]
Merlin (Wizard Holding, Iceland)[d]		Centrally owned chain	54	144
Electronic World	White and brown goods	Centrally owned chain	5	
Merlin	White and brown goods	Centrally owned chain	49	
El-Giganten (Elkjøp/ Dixons)	White and brown goods	Centrally owned chain	22	118[f]
Expert[e]	Brown goods	Buying group	100	107[f]
2Tal[e]	Brown goods	Voluntary chain	138	107[f]
Skousen	White goods	Combination of corporate chain and franchise	62	64
Panasonic Technics	Brown goods	Voluntary chain	50	27
Hi-Fi Klubben	Brown goods	Corporate chain	22	24[f]

Sources: Mintel (2003, 124) and company websites.

[a] F-Group has about 1,400 employees, of which Fona accounts for about 900.

[b] Fona was merged with Fredgaard in 2003.

[c] Punkt1 was established in 2003.

[d] Merlin was a fully owned subsidiary of FDB until 2005, when it was acquired by an Icelandic consortium. It has around 700 employees.

[e] Expert and 2Tal merged on January 1, 2004.

[f] Estimated.

Table 4.3 Number of Checkout Operators and Sales Assistants in the Food Retailing Industry

	Employees (Excluding Students)		Students		
	Low-Wage	Not Low-Wage	Low-Wage	Not Low-Wage	Total
Gender					
Men	592	2,592	282	408	3,874
Women	2,170	5,139	415	483	8,207
Age					
Eighteen to thirty	1,459	4,054	695	888	7,096
Thirty-one to forty	412	1,504	n.a.	n.a.	1,921
Forty-one to fifty	350	1,075			1,425
Fifty-one to sixty	541	1,118			1,659
Ethnicity					
Danish	2,630	7,447	663	855	11,595
Foreign	132	304	34	36	506
Education					
Secondary	1,789	2,127	468	545	4,929
Upper secondary	1,519	5,439	205	320	7,483
Postsecondary	54	185	24	26	289
Total	2,762	7,751	697	891	12,101

Source: Authors' calculations from Center for Corporate Performance (CCP) data.
Note: "Low-wage" is defined as two-thirds of the median hourly wage of the entire economy.

Table 4.4 Pay and Compensation for Workers in Danish Retail Stores, 2006

	Euros per Month	Euros per Hour
Minimum wage[a]		
Unskilled workers	2,021	12.61
Skilled workers	2,222	13.86
Under age eighteen		
Normal	1,057	6.59
Doing skilled work	1,278	7.97
Apprentices		
First year	1,167	7.28
Second year	1,311	8.18
Third year	1,384	8.63
Fourth year	1,456	9.08
Unsocial hours compensation (extra pay)		
Weekdays, 6:00 PM to 6:00 AM		2.65
Saturdays, 3:00 PM to 12:00 AM		5.00
Sundays, 12:00 AM, to Monday, 12:00 AM		5.70
Overtime		
First three hours on weekdays		+50%
More than three hours and Sundays		+100%

Source: Wages stipulated by the collective bargaining agreement between DH&S and HK Handel for 2004 to 2006 (DHS 2004).
Note: Pay and compensation figures exclude the 15 percent vacation pay.
[a] The minimum wage is stipulated in the collective bargaining agreement. Employees can earn more than this minimum wage depending on firm-level or establishment-level agreements. The minimum wage is not politically determined.

Table 4.5 Number of Salespeople in the Specialty Electrical Goods Industry

	Employees (Excluding Students)		Students		
	Low-Wage	Not Low-Wage	Low-Wage	Not Low-Wage	Total
Gender					
Men	162	1,011	12	21	1,206
Women	41	184	7	8	240
Age					
Eighteen to thirty	193	697	19	29	938
Thirty-one to forty	7	293			300
Forty-one to fifty	2	129			131
Fifty-one to sixty	n.a.	76	n.a.	n.a.	77
Ethnicity					
Danish	194	1,178	19	29	1,420
Foreign	9	17			26
Education					
Secondary	75	169	10	8	262
Upper secondary	127	980	9	16	1,132
Postsecondary	n.a.	46	n.a.	5	52
Total	203	1,195	19	29	1,446

Source: Authors' calculations from Center for Corporate Performance (CCP) data.
Note: "Low-wage" is defined as two-thirds of the median hourly wage of the entire economy.

Table 4A.1 The Case Study Food Retailers and Specialty Electrical Goods Retailers

	Disc	Fast	Super One	Super Too
Store type	Soft discounter	Soft discounter	Super stores	Super stores
Business strategy	Used to be Aldiclone. Now has a more innovative concept.	Founded in response to Aldi's market entrance. Has decentralized decision-making competence to store managers. Wants to turn the chain into a brand in its own right and focus on retailer brands. Wants to be the preferred store for groceries in the neighborhood.	On average opens three new stores every year.	Has had to focus on cutting costs in recent years, closing some manned counters (for example, fish and meat) and reducing the number of workers. Last year reported best results ever.
Concept	Neighborhood stores with products of high quality at the lowest prices on the market.	Fast and convenient grocery shopping at low prices.	Primarily quality food products and clothing, but also consumer electronics and hardware.	Broad range of food and non-food products.
Product range	Food and other groceries as well as weekly offers. Relatively narrow assortment.	Primarily food products and other groceries along with an ever-changing assortment of weekly special offers.	Broad and deep food assortment and significant nonfood assortment.	Broad and deep range of grocery products and broad range of electrical goods.

Service quality	Low	Low	Medium	Medium
Human resource management	Central HRM department	Central HRM department	Central HRM department	Central HRM department
Recruitment	Two issues considered essential for recruitment, retention, and development: company culture and reputation. Active effort to recruit older employees (age 50 and older).	The chain receives more than 5,000 unsolicited applications annually and is not experiencing any recruitment problems. Hires 16-year-olds as "service workers" for menial chores (cleaning and so on). Sales assistants hired by store manager. Flexibility is important.	Large, yearly apprentice and trainee recruitment campaign. Necessary because of competition for young people from banks and shipping. Large number of applicants. Generally no recruitment problems.	No recruitment problems. Receives many unsolicited applications (particularly from students). Focus on commitment. Tries to hire students early in their studies. In one store, 25 percent of cashiers are age sixteen to seventeen, of whom half are retained after they turn eighteen.
Retention	Owing to low unemployment, employees are not as loyal as they used to be. Therefore important to offer employees challenges, personal development, and career prospects. Employee turnover highest in Copenhagen and other large cities.	High labor turnover, although declining.	Upon completion of apprenticeship, sales assistants are introduced to career possibilities/training program. Many 25-year anniversaries.	Large turnover owing to many part-timers (typically students). Not regarded as problematic.

Table 4A.1 (*continued*)

	Disc	Fast	Super One	Super Too
Training	On-the-job training and introductory training at company HQ for new employees. Significant training program for budding store managers.	Mainly on-the-job training and e-learning modules for new sales assistants. Comprehensive training scheme for budding managers.	Large in-house training program (for future managers in particular). Own training facility.	Mainly on-the-job training. No additional training for cashiers. Offers a comprehensive training program for budding managers.
Working conditions	Fast work pace. Some physically demanding work.	Fast work pace. Some physically demanding tasks. Several informants had experiences with drunk, abusive, or violent customers. Even several cases of death threats were mentioned.	Generally described as good, but at times work pace high (although this is not necessarily regarded as bad). Some problems with repetitive work, heavy lifts, and cold. Frequent changes of managers disruptive, as new routines have to be learned, and workers have to make good impression on new boss.	Generally described as good. Some physically demanding tasks, but large improvements have been made. Work can be stressful (especially for middle managers), but employees prefer to be busy. Some problems with workers succumbing to stress. Manager in Copenhagen store had been very understanding in relation to two workers who were sick for prolonged periods.

Number of stores visited	Three	Three	Three	Two
Informants	HR manager (chain), three district managers, three store managers, eleven sales assistants.	HR manager (chain), one district manager, two store managers, four assistant managers, one sales assistant.	HR manager (chain), three store managers, employee representative, three middle managers, eight cashiers/sales assistants.	HR manager (chain), two store managers, two managers responsible for cashiers/checkout, two employee representatives, five cashiers/sales assistants.

	Hyper	Music	White One	The Goods
Store type	Hypermarket	Brown goods specialty store	White goods specialty store	White goods specialty store
Business strategy	Not possible to grow within Denmark owing to planning restrictions.	Company turned around from loss to profit in last couple of years. Wants to expand, but only moderately. Imports several brands that are sold exclusively by this chain. Has vertically integrated into production and bought suppliers.	Economies of scale in purchasing (volume discounts because largest buyer).	Has gone through a process of transition and professionalization. Expanding. Has worked to improve competitiveness in relation to core strength: service. Not only competing on price. Wants to be the neighborhood store (not located in shopping centers).

Table 4A.1 (*continued*)

	Hyper	Music	White One	The Goods
Product range	Quality products at discount prices. One-stop shopping. Focus also on shopping experience and good customer service.	Only brown goods (hi-fi and TV). Medium- to high-end. Typically sells own brands or brands sold exclusively by chain.	White goods, lighting, and consumer electronics.	Predominantly white goods.
Service quality	Medium	Very high	High	High
Human resource management	Central HR manager and HR manager in each store	Central HR manager	Central HR manager; can only act as consultant to stores, as he has no direct authority.	Central HR manager (relatively)
Recruitment	Large, yearly apprentice and trainee recruitment campaign. Necessary because of competition for young people from banks and shipping. Large number of applicants. Generally no recruitment problems.	Unsolicited applications. Or post job opening on own website. Often applicants are customers and therefore know the chain.	Difficult to hire skilled personnel, therefore often have to hire workers without experience in the white goods sector	Prefers to hire skilled salespeople (vocational training) from local community. Age or nationality not important, but whether applicant is a good salesperson. Internal recruitment and word of mouth. Many applications for apprenticeships.
Retention	Upon completion of apprenticeship, sales	Low turnover among full-timers, including	Some employee turnover.	Average seniority around five to seven years in

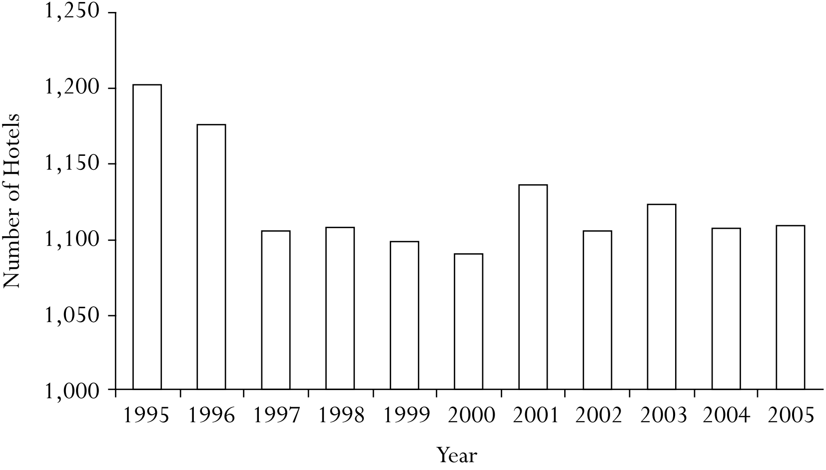
	assistants are introduced to career possibilities/training program	store managers. Hence few opportunities for career advancement.		Jutland, four to five years on Seeland. Large number of new openings lower average. Many employees in older stores have celebrated ten- or even twenty-five-year anniversaries.
Training	Large in-house training program (for future managers in particular). Own training facility.	No tradition for paid training and education, although country manager says all have access to this.		Introductory program for new employees and catalog of different courses. Internal training program for store managers/franchisees.
Working conditions	Generally described as good. Informants stress good social relations among employees.	Large differences in work pace between stores; in one of the three stores, significant problems with staffing and high work pace were reported. Some heavy lifting, but not considered to be problematic.	Some heavy lifts, but work not considered hard physically. Interviewees stress that they have good colleagues.	Many heavy lifts, but working conditions generally described in positive terms.

Table 4A.1 (*continued*)

	Hyper	Music	Whtie One	The Goods
Number of stores visited	Two	Three	Three	Three
Informants	HR manager (chain), one district manager, two store managers, four assistant managers, one sales assistant.	Country manager (responsible for marketing and HRM), three store managers, six full-time salespeople, one part-time salesman.	HRM manager, two store managers, six sales people.	HRM manager, two store managers, one assistant manager, two salespeople.

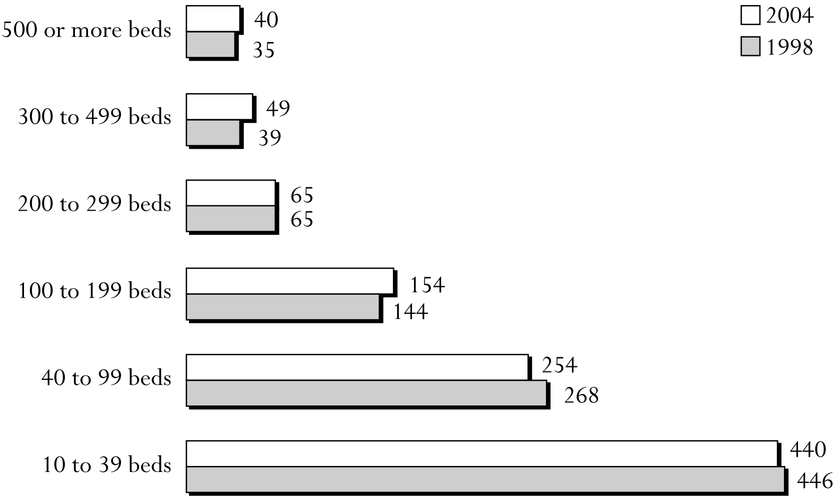
Source: Authors' compilation.
Note: The names of all chains are pseudonyms.

Figure 5.1 Number of Hotels, 1995 to 2005



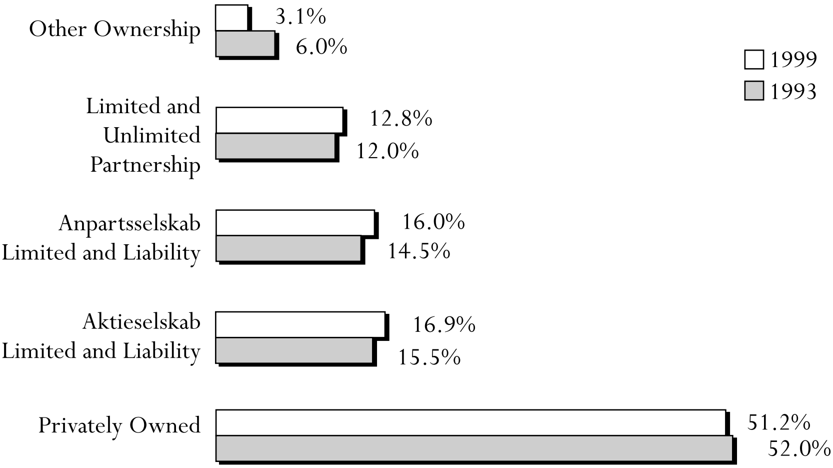
Source: Authors' calculations from Statistics Denmark and HORESTA data.

Figure 5.2 Hotel Size Distribution, 1998 and 2004



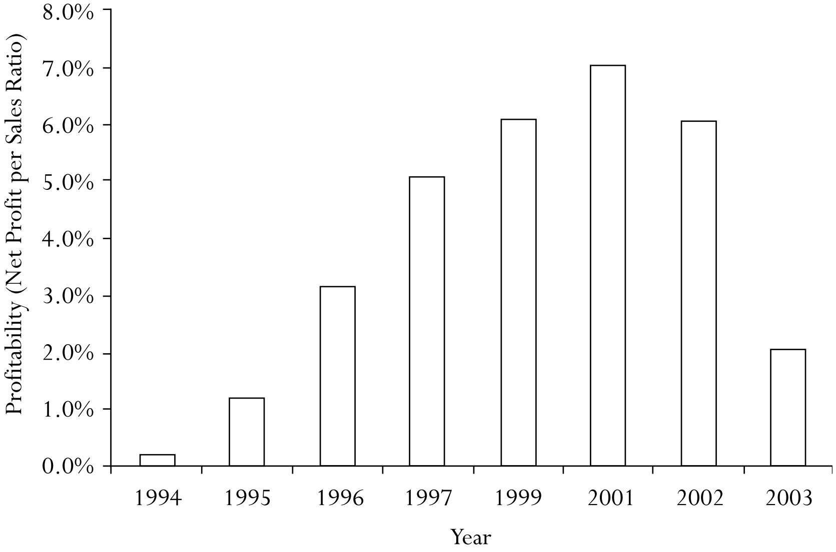
Source: Authors' calculations from Statistics Denmark and HORESTA data.

Figure 5.3 Ownership of Hotels in Denmark, 1993 and 1999



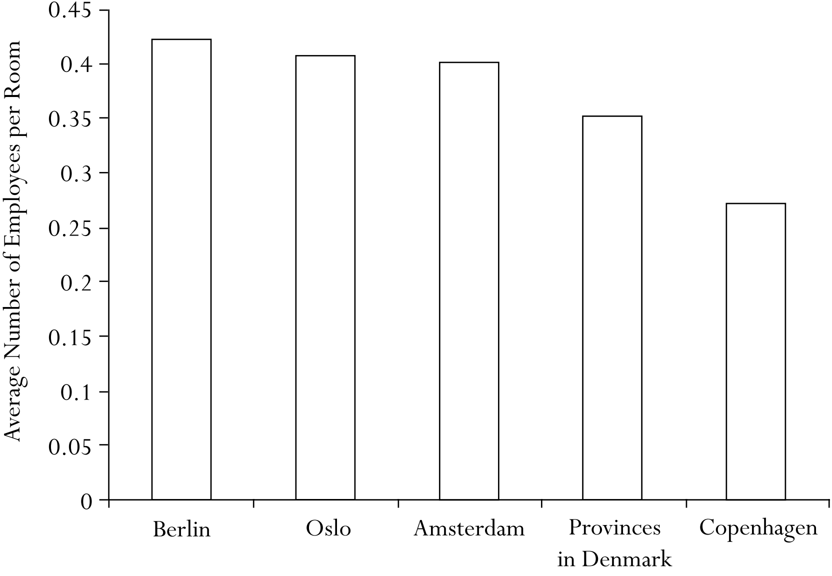
Source: Authors' calculations from HORESTA data.

Figure 5.4 Profitability of Hotels from 1994 to 2002



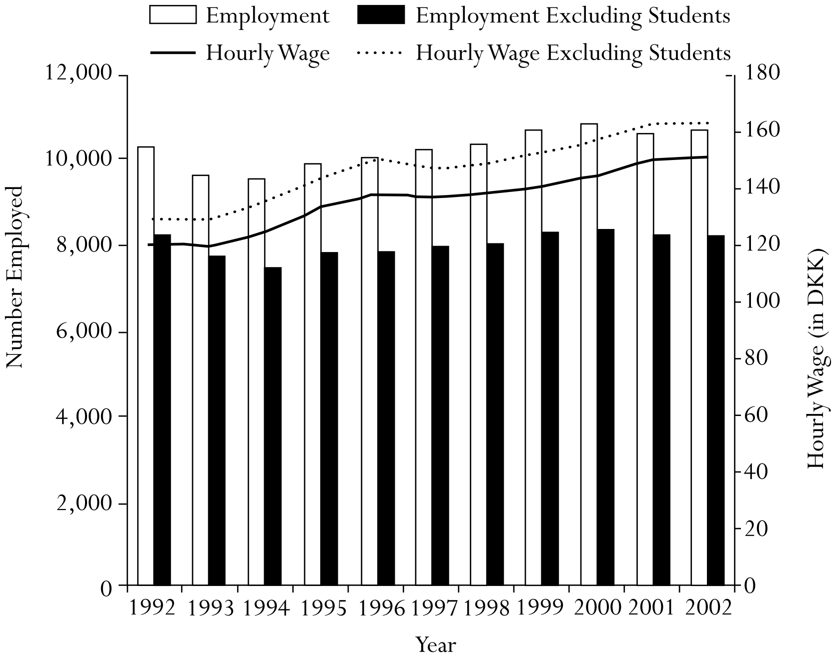
Source: Authors' calculations from HORESTA data.

Figure 5.5 Employee-per-Room Ratios in Selected Cities, 2004



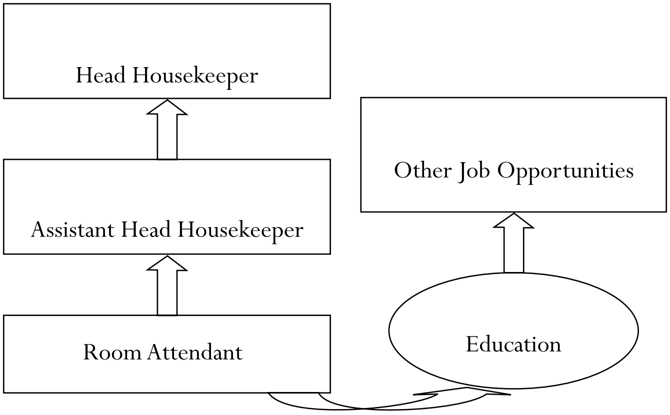
Source: Authors' calculations from HORESTA data.

Figure 5.6 Employment and Average Nominal Hourly Wages in the Hotel Industry



Source: Authors' calculations from Center for Corporate Performance (CCP) data.

Figure 5.7 Career Advancement Opportunities for Room Attendants



Source: Authors' compilation.

Table 5.1 Service Quality and Housekeeping at the Case Hotels

	Housekeeping Arrangement			
Service Quality	Copenhagen		Provincial Cities	
Luxury hotel (four to five stars)	Hotel 1	Outsourced	Hotel 5	In-house
	Hotel 2	In-house	Hotel 6	Outsourced
Budget hotel (two to three stars)	Hotel 3	In-house	Hotel 7	Outsourced
	Hotel 4	In-house	Hotel 8	In-house

Source: Authors' compilation from HORESTA data.

Table 5.2 Unemployment Insurance Coverage in the Hotel Industry, 2002

Employees	Low-Wage Employees	Non-Low-Wage Employees
Full-time workers (thirty hours a week or more)		
Full-time insured	27.1%	82.8%
Not insured	72.9	17.2
Part-time workers (excluding students)		
Insured	17.4	56.0
Not insured	82.6	44.0

Source: Authors' calculations from Center for Corporate Performance (CCP) data.
Note: "Low-wage" is defined as two-thirds of the median hourly wage of the entire economy.

Table 5.3 Distribution of Hotel Industry Low-Wage Employment (Excluding Students), by Gender, Age, and Education

	Gender		Age					Education					
Year	Men	Women	Nineteen to Thirty	Thirty-one to Forty	Forty-one to Fifty	Fifty-one to Sixty-five	Sixty-six and Above	1	2	3	4	5	6
1992	27.6%	72.4%	59.9%	11.0%	12.0%	13.9%	3.1%	48.2%	18.1%	29.9%	1.7%	1.8%	0.4%
1993	26.3	73.7	57.4	13.5	14.4	11.9	2.9	46.3	23.9	26.2	1.5	1.5	0.5
1994	28.8	71.2	59.1	10.8	14.1	12.2	3.7	48.7	22.5	24.3	2.1	1.9	0.5
1995	29.2	70.8	61.7	14.0	10.4	11.1	2.8	43.2	26.7	25.7	1.3	2.5	0.5
1996	28.7	71.3	61.4	14.6	11.5	10.3	2.2	40.0	30.3	23.1	2.6	2.7	1.2
1997	30.7	69.3	58.8	13.4	10.4	13.8	3.7	40.3	25.3	28.6	1.6	3.4	0.8
1998	27.6	72.4	55.0	16.0	13.1	12.5	3.4	37.6	27.5	30.1	2.0	2.4	0.3
1999	30.7	69.3	53.5	16.1	12.3	13.7	4.4	41.2	24.9	27.8	2.3	3.1	0.8
2000	29.2	70.8	50.5	18.0	12.0	14.4	5.2	42.2	22.4	27.9	2.8	4.0	0.7
2001	30.0	70.0	54.5	16.2	10.8	14.2	4.2	43.7	24.5	26.4	1.7	3.1	0.7
2002	29.7	70.3	51.7	16.4	12.6	15.0	4.3	45.0	22.6	26.5	2.3	3.1	0.6

Source: Authors' calculations from Center for Corporate Performance (CCP) data.
Note: "Low-wage" is defined as two-thirds of the median hourly wage of the entire economy.
Education: 1 = primary school; 2 = high school; 3 = vocational education; 4 = short college degree; 5 = college degree; 6 = master's or higher degree.

Table 5.4 Unemployment Experience Among Hotel Employees (Excluding Students), 2003

	Low-Wage Employees	Non-Low-Wage Employees
Experienced unemployment during 2003	13.8%	27.6%
Experienced unemployment:		
Less than 10 percent of the year	34.0	38.4
10 to 30 percent of the year	30.2	33.9
30 to 50 percent of the year	20.6	17.5
50 to 80 percent of the year	13.1	9.5
More than 80 percent of the year	2.1	0.7

Source: Authors' calculations from Center for Corporate Performance (CCP) data.

Table 5A.1 The Case Study Hotels

	Hotel 1	Hotel 2	Hotel 3	Hotel 4
Interviewed	Operations manager, responsible person from external cleaning company, assistant head housekeeper, two room attendants	Operations manager, head housekeeper, four room attendants	Administration manager, head housekeeper, assistant head housekeeper, and three room attendants	General manager (in charge of two chain hotels), assistant head housekeeper supervisor, three room attendants
Hotel status	Independent	Independently owned group	International chain	International chain
Star rating	Four stars	Four stars	Four stars	Three stars
Location	Copenhagen	Aalborg	Copenhagen	Copenhagen
Number of rooms	366	210	93	80
Market segmentation	Many business guests. Targets its customers broadly, from business travelers to leisure guests.	Both business and leisure guests mainly from Denmark, Norway, and Sweden.	Mainly business clients. Some leisure guests at weekends.	60 percent leisure guests, 40 percent business guests.
Occupancy (2005)	70 to 80 percent	45 to 50 percent	68 percent in 2005	80 percent
Rack rate	€162 to €335	€107 to €242	€201 to €429	€74
Number of staff	100	n.a.	117 (three chain hotels)	100 (three chain hotels)
Number of room attendants	One person responsible from cleaning company; three housekeeper supervisors; three thirty-hour fixed contract workers; forty part-time and casual workers	Seven room attendants: permanent contracts (one full-time, six fixed-hour contract); twenty to thirty room attendants; casual contracts	Two to five full-time room attendants; four to six fixed-hour contract room attendants; two to four casual contract room attendants	Four full-time; three to four fixed-hour contract room attendants; nine to fifteen casual contract
Contract cleaning?	Yes	No	No	No

Hotel 5	Hotel 6	Hotel 7	Hotel 8
Operations manager, head housekeeper from external cleaning company, three room attendants	Head housekeeper, three room attendants	Operations manager, head housekeeper, five room attendants	General manager, head housekeeper, three room attendants
National chain	International chain	Independent	National chain (Scandinavian)
Two to three stars	Four stars	Three stars	Three stars
Aarhus	Copenhagen	Aarhus	Kolding
192	201	108	180
Leisure guests and business guests (craftsmen, etc.). Good location. Cheap and clean.	Leisure guests and business guests.	Mainly business guests. Leisure guests are also important for the hotel.	Mainly business and conference guests. Leisure guests in summer.
50 percent	80 percent	45 to 50 percent	72 percent
€71 to €119	€166 to €225	€73 to €170	€156 to €197
Approximately thirty-five	Approximately eighty	Approximately. forty-one (thirty full-time)	Approximately ninety
One full-time; twelve fixed-hour (fifteen hours) contract	No full-time room attendants; fixed-hour contract, typically 27.5 hours per week (three room attendants work fifteen hours per week)	One head housekeeper (twenty-five hours per week); three full-time room attendants; three casual contract room attendants	One head housekeeper (fifteen to thirty-seven-hour contract); sixteen fixed-hour contract; four casual contracts (students) when busy
Yes	No	No	Yes

Source: Authors' compilation from HORESTA data.

Table 6.1 Case Study Hospitals, by Productivity

Low Productivity	High Productivity
Horsens (Hospital 1)	Randers (Hospital 2)
Hjørring (Hospital 6)	Holstebro (Hospital 3)
Brønderslev (Hospital 7)	Herning (Hospital 4)
Nykøbing (Hospital 8)	Ringkøbing (Hospital 5)
Thisted (Hospital 9)	

Source: Olesen (2004).

Table 6.2 Statistics for the Case Study Hospitals

	Hospital 1	Hospital 2	Hospital 3	Hospital 4	Hospital 5	Hospitals 6 and 7	Hospitals 8 and 9
County	Vejle	Aarhus	Ring-Købing	Ring-Købing	Ring-Købing	Northern Jutland	Viborg
Beds (2001)	251	315	299	280	65	360	201
Bed days (2004)	67,922	121,568	97,746	93,544	15,870	117,623	47,150
Occupancy rate (2003)	78%	89%	85%	86%	85%	79%	90%
Dismissed patients (2004)	16,535	30,269	21,410	20,928	3721	24,881	10,630
Ambulatory treatments (2004)	24,143	40,637	37,116	26,015	3,801	28,150	18,390

Source: National Board of Health (2006), Amtsraadsforeningen (2001).
Note: Patients treated at the emergency room are excluded from the ambulatory treatments.

Table 6.3 Health Care Statistics: Somatic Hospital Sector, 1995 to 2004

	1995	1998	2001	2004
Health care expenditure—hospitals	5,920	6,448	6,958	7,494
Number of hospitals	—	76	57	52
Discharges	970	996	1,030	1,089
Bed days	6,014	5,738	5,509	5,111
Number of beds	—	19,472	18,218	16,668
Number of discharged patients	608	606	612	630
Number of outpatients	3,428	3,764	4,663	5,704
Average duration of stay (days)	6.2	5.8	5.4	4.7
Bed occupancy rate	—	79.5%	82.3%	82.2%

Source: Ministry of the Interior and Health (2006).
Note: Health care expenditures are in millions of euros. Discharges, bed days, number of discharged patients, and number of outpatients are in thousands. Healthy newborns are not included.

Table 6.4 Total Expenditure on Health in Six Countries as a Percentage of Gross Domestic Product, 1975 to 2003

	1975	1985	1995	2000	2001	2002	2003
Denmark	8.7	8.5	8.1	8.3	8.6	8.8	8.9
France	6.4	7.9	9.4	9.2	9.3	10.0	10.4
Germany	8.6	9.0	10.1	10.3	10.4	10.6	10.8
Netherlands	6.9	7.1	8.1	7.9	8.3	8.9	9.1
United Kingdom	5.5	5.9	7.0	7.3	7.5	7.7	7.8
United States of America	7.9	10.1	13.3	13.3	14	14.7	15.2

Source: OECD (2006).

Table 6.5 Basic Health Indicators, 2003

	Life Expectancy at Birth (Years)		Probability of Dying (per 1,000): Under Age Five (Under-Five Mortality Rate)		Probability of Dying (per 1,000): Between Ages Fifteen and Sixty (Adult Mortality Rate)		Infant Mortality Rate (Deaths per 1,000 Live Births)
	Males	Females	Males	Females	Males	Females	
Denmark	74.9	79.5	5	5	117	72	4.4
France	75.8	82.9	5	4	132	60	3.9
Germany	75.5	81.3	5	5	112	58	4.2
Netherlands	76.2	80.9	6	5	89	63	4.8
United Kingdom	76.2	80.7	6	5	102	63	5.3
United States	74.5	79.9	8	7	137	81	7.0

Source: WHO (2006); OECD (2006).

Table 6.6 Wage Levels (Euros per Hour) and Pensions for Hospital Staff, 2006

	Service Assistants	Cleaning Staff	Hospital Porters	Nursing Assistants
Basic wage	14.10	13.90	14.10	15.40
Wage after two years		14.40		
Wage after three years	14.60		14.60	
Wage after four years				15.60
Wage after five years		15.10		
Wage after seven years			16.10	
Wage after ten years	16.30			16.80
Extra pay for work on public holidays	50%	50%	50%	50%
Extra pay for overtime	50	50	50	50
Extra pay for duty on weekdays 5:00 PM to 11:00 PM	29	29	29	29
Extra pay for duty on weekdays 11:00 PM to 6:00 AM	32.5	32.5	32.5	32.5
Extra pay for duty on Saturday 8:00 AM to Sunday 12:00 PM	40	40	40	40
Pension[c]	12.8	12.8[a] 7.69[b]	13.4	12.6

Source: Amtsraadsforeningen and FOA (2005a, 2005b); Amtsraadsforeningen et al. (2005); FOA (2005a, 2005b, 2005c, 2005d, 2005e).

[a] Twenty-five years old and four years of employment.

[b] Twenty-one years old and one year of employment.

[c] The total pension amount in percentage of the salary. One-third of the pension amount is payable by the employee.

Table 6.7 Employment in the Somatic Hospital Sector in Denmark

	Full-Time Equivalent Employees					
	2000	2001	2002	2003	2004	Increase in Employment
Doctors	9,161	9,325	9,584	9,830	10,163	10.9%
Nurses	25,834	26,196	26,549	26,653	27,271	5.6
Other nursing	9,577	9,588	9,902	9,663	9,135	–4.6
Other health care staff	14,296	14,335	14,606	14,678	14,873	4.0
Administration	2,418	2,533	2,658	2,661	2,605	7.7
Other	13,180	12,773	12,487	12,276	11,871	–9.9
Total	74,466	74,750	75,786	75,761	75,918	1.9

Source: National Board of Health (2006).
Note: Nursing assistants are included in "other nursing"; cleaners and hospital service assistants are included in "other."

Table 6.8 Low-Wage Workers in the Hospital Target Groups, 2003

Occupation	Low-Wage Employment Including Students	Low-Wage Employment Excluding Students
Nursing assistants	2.53%	2.25%
Cleaning and kitchen hands	12.37	11.72

Source: Statistics Denmark and Center for Corporate Performance (CCP) data.
Note: The percentage is calculated as the number of low-wage workers within each occupational group divided by the total number of workers within the occupational group.

Table 6.9 Number of Workers in Target Groups Changing Hospital Workplaces, 2001 to 2002 and 2002 to 2003

	2001 to 2002		2002 to 2003	
	Number	Percentage	Number	Percentage
Workers (excluding students) who moved from one hospital to another	705	5	992	7
Student-workers who moved from one hospital to another	68	26	101	34

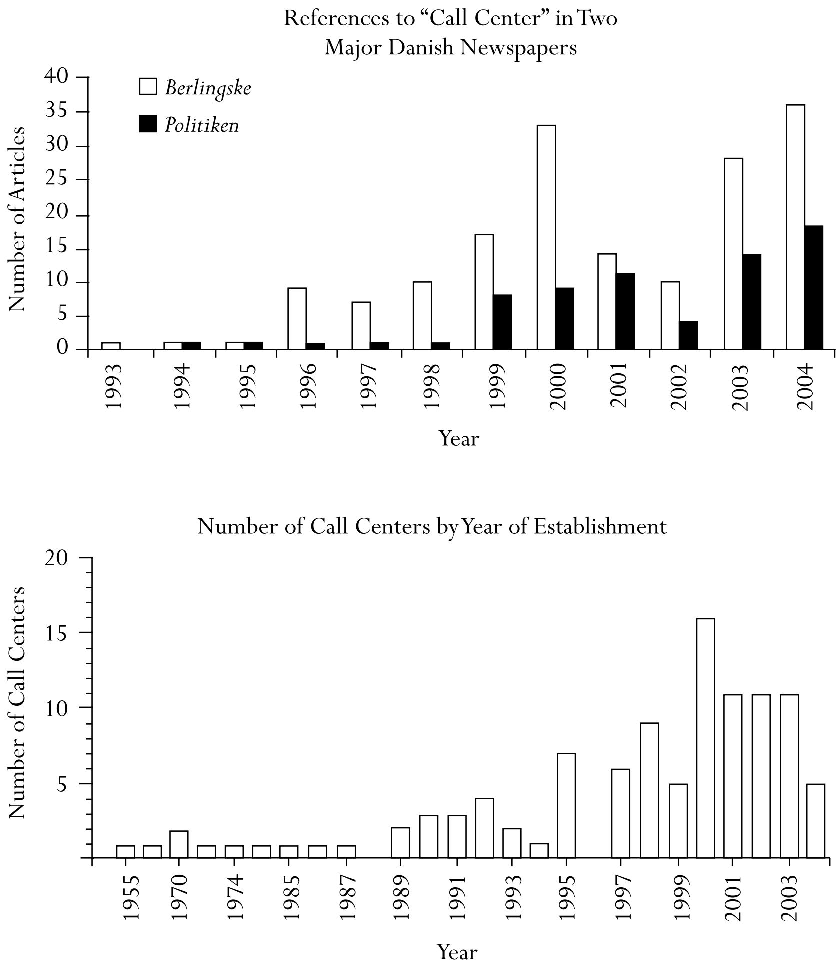
Source: Statistics Denmark and Center for Corporate Performance (CCP) data.

Table 6.10 Industries in Which Workers in the Target Groups Changed Jobs, 2001 to 2002 and 2002 to 2003

	Health and Social Work		Other		Total	
	Number	Percentage	Number	Percentage	Number	Percentage
Industry that workers came from (2001 to 2002)[a]	247	42	341	58	588	100
Industry that workers went to (2002 to 2003)[a]	702	82	149	18	851	100

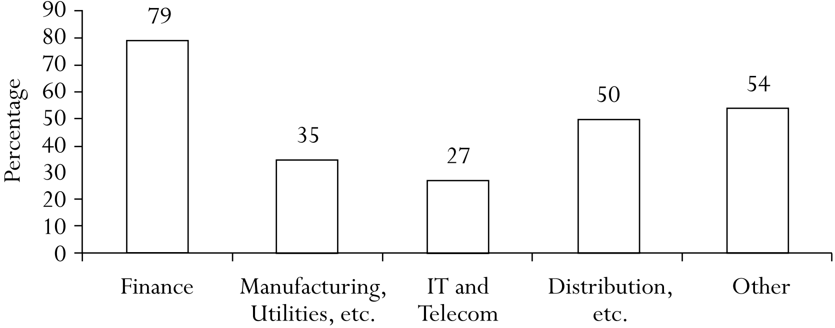
Source: Statistics Denmark and Center for Corporate Performance (CCP) data.
[a] Excluding students.

Figure 7.1 Growth in the Danish Call Center Industry



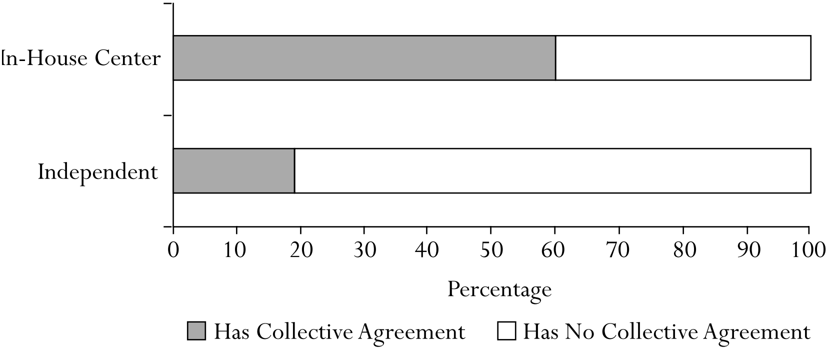
Source: Sørensen and El-Salanti (2005).

Figure 7.2 Percentage of Collective Agreements in Call Centers, by Sector



Source: Sørensen and El-Salanti (2005).

Figure 7.3 Collective Agreements at In-House and Independent Subcontracting Call Centers



Source: Sørensen and El-Salanti (2005).

Table 7.1 Size and Distribution of Call Centers

Subsector	Name	Type	Complexity	Size (Number of Employees)
Financial services	BigBank	In-house	Mid	150
	NewBank	In-house	Mid	200
	SmallBank	In-house	Low	20
	DataBank	In-house	Mid	50
Utilities	CityPower	In-house	Mid	100
	RuralPower	In-house	Mid	40
	MultiService	Subcontractor	Low	350
	ServiceUnit	Subcontractor	Low	250

Source: Author's compilation.
Note: Size is approximate to secure anonymity. The size is a calculated full-time equivalent.

Table 7.2 "Time to Become Competent" and Call Duration in Relation to Assessed Complexity of Call Centers

	Low-Complex		Mid-Complex	
Complexity	Competent (Weeks)	Duration (Minutes)	Competent (Weeks)	Duration (Minutes)
Utilities				
In-house	—	—	12–24	3–5
Subcontractor	2–4	¼–3	—	—
Financial services				
In-house	4–6	1–3	12–24	3–5
Subcontractor	—	—	—	—

Source: Author's compilation.

Table 7.3 Inbound and Outbound Activity in In-House and Subcontractors Call Centers, by Sector

	Finance	Manufacturing, Utilities, Etc.	IT and Telecom	Distribution, Etc.	Other	Total
How would you describe this center?						
In-house center	100%	95%	35%	75%	64%	73%
Subcontractor	0	5	65	25	36	27
The majority of your activities are?						
Inbound	100	86	80	90	68	83
Subcontractor	0	14	20	10	32	17

Source: Global Call Center (GCC) Project (Sørensen and El-Salanti 2005).

Table 7.4 Extra Pay for Work During Unsocial Hours in the Finance Sector

	Time	Addition/Time Off
Weekdays	7:00 AM to 8:00 AM	25%
	6:00 AM to 7:00 AM;	
	6:00 PM to 10:00 PM	45
	10:00 PM to 6:00 AM	65
Weekends and holidays	6:00 AM to 10:00 PM	65
	10:00 PM to 6:00 AM	75

Source: Finans Forbundet (2005).

Table 7.5 Pay and Job Quality for Employees at the Eight Case Call Centers

	Low-Complex			Mid-Complex				
	Subcontractor			In-House				
	Utility		Finance	Utility		Finance		
Case Name	MultiService	ServiceUnit	SmallBank	CityPower	RuralPower	NewBank	BigBank	DataBank
Employees became competent (weeks)	1–3	2–4	1–3	12–24	12–24	12–24	12–24	24+
Average tenure (years)	1.5	2.5	1	5	5	2	2.5	10
Annual turnover	50%	35%	50%	13%	5%	13%	20%	15%
Annual number of sick days	14	13	10	13	15	12	9	10
Training	Low	Middle	Middle	High	High	High	High	High
Promotion	Low	Low	Middle	Middle	Middle	High	Middle	Middle
Work environment	Low	Middle	Middle	High	High	High	High	High
Team discretion	Low	Low	Low	Middle	Middle	High	High	Middle
Temporary agents	67%	38%	43%	28%	0%	5%	20%	62%
Wage (permanent)	73	98	86	92	107	99	105	110
Wage (temporary)	66	64	70	76	—	67	73	112

Source: Author's compilation.
Note: Wages are reported relative to the median of the hourly wage distribution among full-time Danish employees. Evaluations are based on statements from employees and managers and on case study observations.

APPENDIX

Table 7A.1 The Case Study Call Centers

Case Name	Subsector/ Complexity/ Type	Owner-ship	Collective Agreement	Coopera-tion Board	Local Unemploy-ment	Size[a] (Number of Employees in Utility Teams)
MultiService	Utility/low/ subcontractor	SE	No	No, roundtable	6 to 10%	350 (6)
CityPower	Utility/middle/ in-house	DK	No	Yes	6 to 10%	100
ServiceUnit	Utility/low/ subcontractor	DK	No	No	6 to 10%	250 (8)
RuralPower	Utility/middle/ in-house	DK	No	Yes	6 to 10%	40
SmallBank	Finance/low/ in-house	DK	Yes	Yes	6 to 10%	20
BigBank	Finance/middle/ low/in-house	SE	Yes	Yes	0 to 2%	150
NewBank	Finance/middle/ low/in-house	DK	Yes	Yes	0 to 2%	200
DataBank	Finance/middle/ in-house	DK	Yes	Yes	0 to 2%	50

NOTES

1. Typically I spent one and a half hours with a manager, one hour with an employee representative and a supervisor or team leader, two hours with two to four employees (typically in a focus group), and forty-five minutes with a human resource representative. I recorded all interviews and transcribed some of them. I observed and photographed planning systems and office locations and made some field notes. Finally, most of the case companies provided additional statistical data. All of the call centers were very supportive, open, and friendly. Visits were conducted over the course of two days, and the planning of the activities was well structured. Subsequently, I systematized the data and produced eight case reports, which were validated by the contact person in each com-

Type of Contract	Main Hours	Main Working Patterns	Pay/Hour, Permanent (Percentage FT)	Pay/Hour, Temporary (Percentage FT)	Training/ Promotion	Work Environment
FT (33%)	10:00 AM	37 hrs/	€16.00	€14.50	Low/low	Low
PT (67%)	to 5:00 PM	week	(73)	(66)		
FT (88%)	10:00 AM	37 hrs/	€20.20	€16.70		
PT (12%)	to 5:00 PM	week	(92)	(76)	High/middle	High
FT (62%)	10:00 AM	37 hrs/	€21.50	€14.10	Middle/low	High
PT (38%)	to 5:00 PM	week	(98)	(64)		
FT (100%)	10:00 AM	37 hrs/	€23.50	n.a.	High/middle	High
PT (0%)	to 5:00 PM	week	(107)			
FT (57%)	8:00 AM	37 hrs/	37 hrs/	€15.30	Middle/middle	Middle
PT (43%)	to 9:00 PM	week	37 hrs/(86)	(70)	High/middle	High
FT (80%)	8:00 AM	37 hrs/	€22.70	€16.00		
PT (20%)	to 8:00 PM	week	(105)	(73)		
FT (51%)	8:00 AM	37 hrs/	€21.60	€14.70	High/middle	High
PT (49%)	to 9:00 PM	week	(99)	(67)		
FT (38%)	11:00 AM	37 hrs/	€24.00	€24.60	High/high	High
PT (62%)	to 2:00 PM	week	(110)	(112)		

Source: Author's compilation.

Note: FT: full-time, permanent employment; PT: part-time, temporary employment; SE: Sweden; DK: Denmark.

a. Size of the call center is approximate to secure anonymity. The size is a calculated full-time equivalent. The figure in parentheses is the number of employees working with utility calls.

pany. Employee statements were validated by the involved employees before they were used.

2. The intention of the case study design was to select case companies of the same size to keep this factor constant. But because it was not easy to get access to companies in the utility sectors, selecting call centers of the same size was not an option. In finance, it was difficult to find a center with low complexity. Most low-complex financial call centers were smaller than the cutoff size of twenty-five employees. However, two of the mid-complex centers turned out to have a substantial number of students who performed low-complex tasks that were very sim-

ilar to those performed by the full-time employees in the low-complex center.

3. In this context, a call center is defined as “an organizational unit where a minimum of five employees as their primary work task provide service to customers, potential customers, or citizens with the help of integrated telephone and computer technology” (Sørensen and El-Salanti 2005). The call center industry is defined as the totality of in-house centers and subcontractors.
4. These figures are found in a consultancy report based on a management survey of 120 call centers.
5. When several people use the same computer workplace, tables and chairs have to be adjustable.