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Corporate Arbitrage and CPL Maps: Hidden Structures of Control and Global Inequalities

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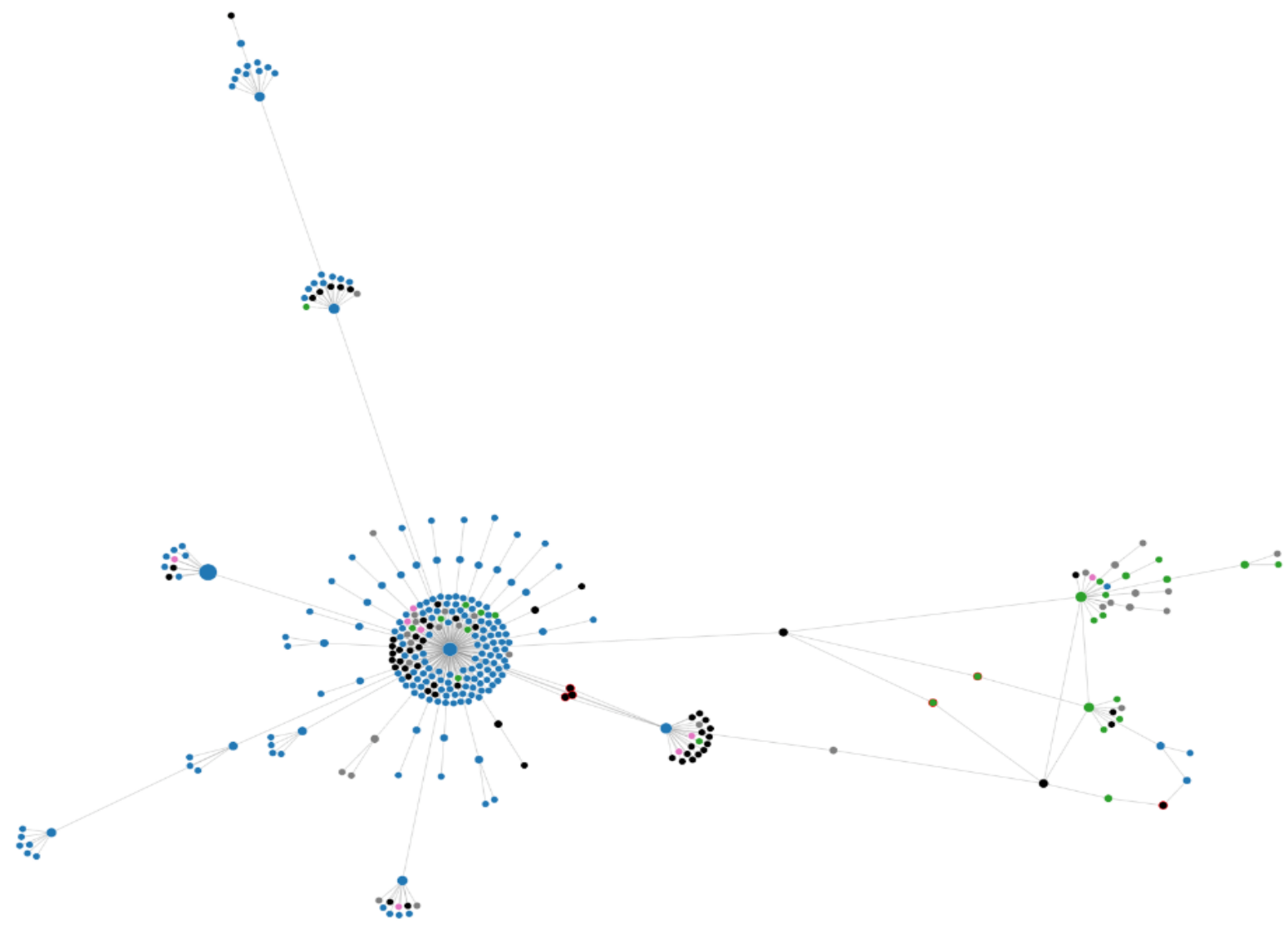
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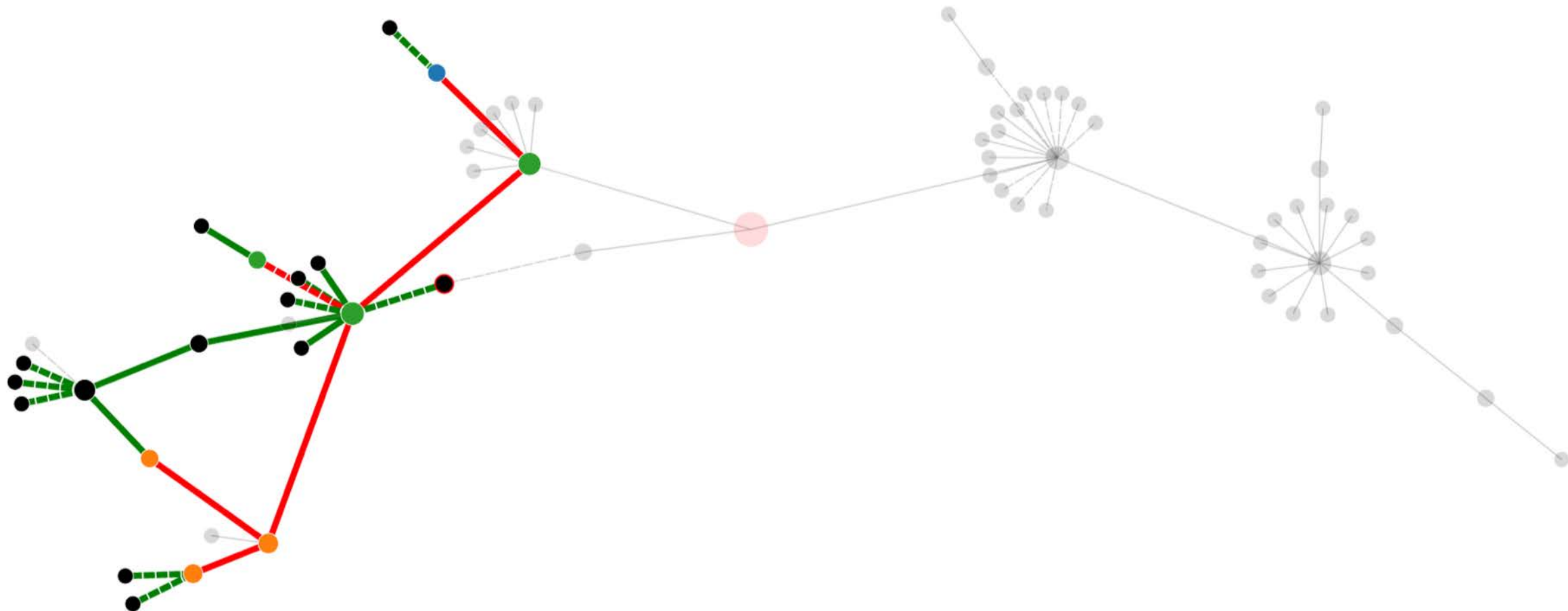
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What CORPLINK is about

- Puzzlement over the growing number of subsidiaries and affiliates of firms in time of 'hollowing' out and subcontracting
- Many modern firms contain thousands of corporate entities
- To what extent is the modern firm a 'political' organisation in the sense that it evolves in response to the changing political environment of taxation, regulation and other rules?
- We developed a new methodology we call equity mapping (EM) to generate visual 'maps' of modern firms
- The theory is that the resulting visual maps and data would help answer some of the project's core questions

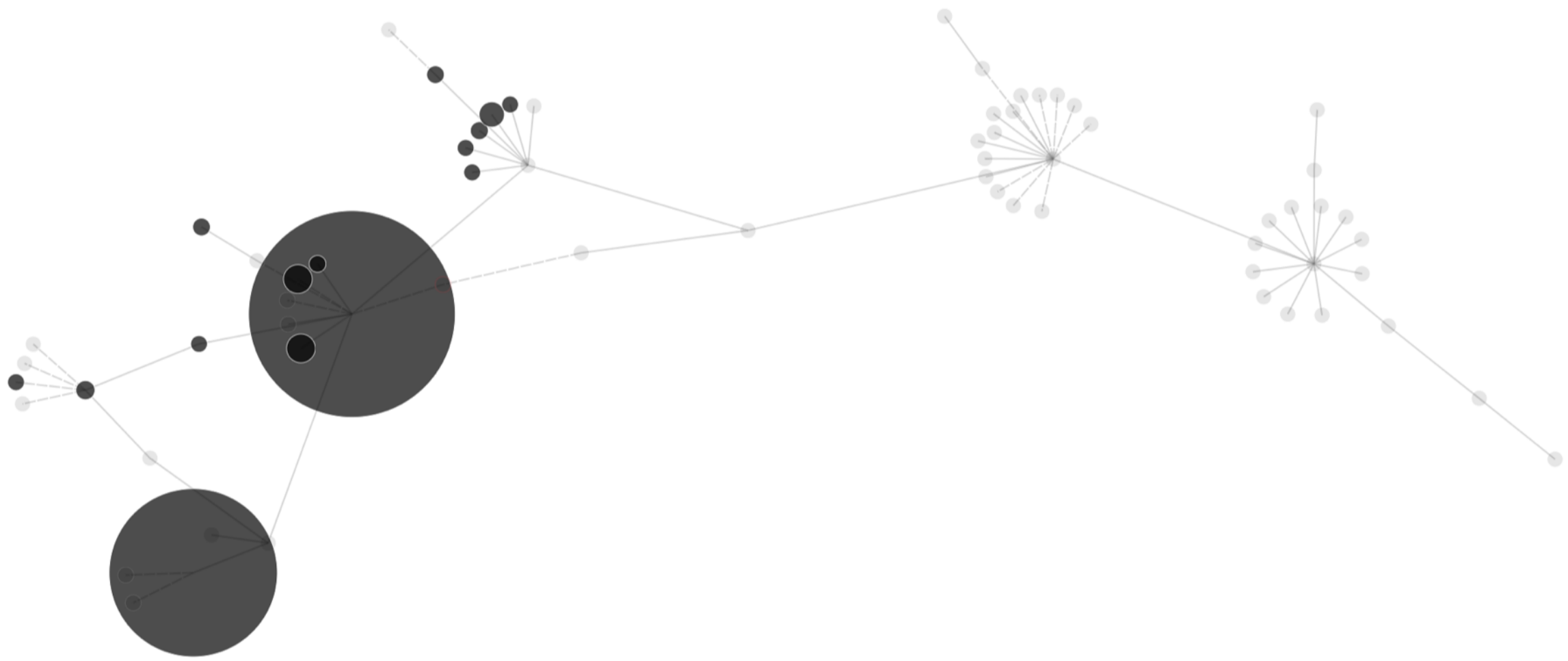
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Operating revenue (Turnover)___th USD

- Time Period: 2015
- Max value: 4,047,053.87
- Observations: 15 of 66 (22.7%)
- All nodes as % of rootnode: 87.6%



Arbitrage Power

- The project demonstrates that arbitraging of national rules and regulations is a key strategy of modern firms, and an important source of post-tax profits
- The capacity to arbitrate national rules and regulations is the principle source of corporate power in modern societies.

'Tips' on writing an application:

- Show that your work is 'cutting edge' research.. But being 'ahead of the time' is as risky as dated research.
- Claim innovation without denigrating existing research
- Situate the 'new' in the context of the 'old'
- Frame your application to fit into broad political, social or economic or cultural concerns of the day: (for instance, concern with corporate power, corporate tax avoidance reached zenith around 2014-5, hence my application appeared 'timely', 'relevant' and 'cutting edge'.
- Attitude to 'Risk taking'... application was framed in such way that the risk was all mine, not the ERC's

Accessibility of narrative

- I paid great deal of attention to language, structure and narrative of the application
- I began B1 with an accessible illustrative story
- Sophistication should not be confused with lack of accessibility
- Avoided jargon, or if used, explained the jargon in simple words
- Acknowledged possible counterfactual
- Use of nice illustrations, graphs and pictures

attitude

- Framed the application in such way that rejection would seem churlish
- The application appeared timely, theoretically sophisticated (if accessible) and contained what appeared as methodological innovation
- The potential for theoretical innovation was made clear: but the empirical work would have a value on of its own (hence the application appeared less 'risky')
- I acknowledged potential pitfalls and offered mitigation strategies
- Treated the application as a job application

The importance of the 'team'

- Several members of the team worked on the application
- 2 x two days workshop devoted to the application
- Listen to admin support