

CSI CENTER for
SERVICE INNOVATION

FINAL REPORT

2011
—
2019

NHH 

CENTER FOR SERVICE INNOVATION (CSI)

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Foreword



Øystein Thøgersen

Professor, Rector NHH

NHH Norwegian School of Economics (NHH) was the first, and currently only business school to receive a grant under Research Council Norway's (RCN) prestigious Center for Research-based Innovations (SFI) program. Center for Service Innovation (CSI) has proved to be a success, not only for partner companies but also for research partners, faculty and students. RCN's SFI program has proved to be ideal for leading business schools like NHH, who thrive on interaction with and the ability to learn from and with major companies. The report "CSI's Value for Partners - collaborating for service innovation" documents a considerable value of interaction between CSI partners. The 160 master theses from students associated with CSI, prove a unique student-interest in the topic. This is important as many of NHH's students are tomorrow's leaders. The share amount of conference contributions, scientific articles, books, PhDs and PostDocs document CSI's strong academic focus.

Based on CSI's research, NHH-faculty have created a new master profile "New Business Development", and updated existing bachelor, master, executive, and PhD-courses.

The Norwegian Innovation Index (NII) (<https://www.nhh.no/norsk-innovasjonsindeks/>) - brain child of CSI - has since 2016 reported annually on how consumers perceive large Norwegian companies' innovativeness. The fact that NII so far has been "exported" to the USA and Sweden with interest from other countries, is a strong indicator of the quality and relevance of CSI's research.

Building on the unique service innovation competence acquired through CSI, NHH will continue to build a world-class innovation research faculty with a focus on digital innovation for sustainable growth - something that would have been much harder without the CSI-experience.

HARD WORK HAS PAID OFF:

CSI – A success story



Tor Wallin Andreassen

Professor and Managing Director CSI

CSI's final report summarizes highlights from eight years of extraordinary service innovation research conducted together to realize CSI's vision: "Through its internationally recognized research and collaboration between research and commercial partners, CSI will support innovation in service and service organizations."

CSI's sub-goals include:

- enhance the service innovation capabilities of its business and research partners
- improve the commercial success of Norwegian service providers' service innovation activities
- measure Norway's service innovation capability

The complexity of service innovation has covered design thinking and customer experiences via business models and organizational culture to leadership. In this report we discuss some of the main findings from four research areas:

1. Business Model Innovation (BMI)
2. Managing and Organizing for Service innovation and Transformation (MOST)
3. Service Design and Customer Experience (SD&CE)
4. Service Innovation Economics (SIE)

The sum of academic success and partner success made CSI an excellent research center (grade 5), according to RCN's report from Panel 6 – Economic-Administrative Research Area "Evaluation of the Social Sciences in Norway". Services are by definition intangible. So are their innovations. However, one tangible evidence of CSI is the Norwegian Innovation Index (NII) - a three years research project that so far has been implemented by three other countries (USA, Sweden and Finland). Tangible examples of impact are implementing Service Design Academy at Telenor, a book project "Nye forretningsmodeller i handelen" by Virke and CSI theme 1 Business Model Innovation (BMI) and building the field Service Innovation Economics (SIE) at Bekk. These and other impact cases will be described further in this report.

CSI researchers have published more than 350 publications, books and conference proceedings, supervised 220 Master Students writing 160 Master Theses and developed a new masterprofile at

NHH. In addition several courses for both students and executive. CSI has also disseminated knowledge in press (about 500 articles in newspapers / TV interviews) and participated in more than 800 meetings / workshops and 240 scientific publications (79 articles at ABS level 1, 2, 3 and 4 (ABS 4: 16, ABS 3: 23, ABS 2: 26 and ABS 1: 14)). Seven papers won publication awards. CSI had two collaborating international research institutions, Karlstad University in Sweden (KAU) and Copenhagen Business School (CBS) in Denmark, and CSI researchers have during the SFI period co-authored publications with researchers from numerous countries.

In 2016, CSI and NHH hosted the Frontiers in Service conference with more than 200 participants from several countries. This conference really put CSI / NHH on the map and made the center visible internationally. A total of 16 PhD students and 7 postdocs have been affiliated with the center, working closely together with professors, associate- and adjunct professors from CSI's four national research institutions.

CSI was organized as a virtual center providing several meeting places for collaboration, such as four annual research seminars, of which one was a two days seminar abroad, four annual consortium meetings, four board meetings, and one annual advisory board meeting. In addition CSI / partners has hosted several conferences and workshops, for example in 2018 / 2019 on the topic Business Model Innovation hosted by Telenor, 15th March; Digital transformation hosted by Posten 7th May; and Service Innovation Economics hosted by Bekk 17th January, all three open seminars with about 80 participants. Finally, CSI's closing conference "Innovation 2019 - reflections and visions" hosted by the Research Council of Norway in a crowded Moser auditorium 10th April.

In 2016, CSI's Board of Directors, as part of a continuation strategy, defined the need to better understand aspects pertaining to digital down-stream innovations for sustainable growth. The board encouraged NHH to apply for a new SFI grant standing on the shoulders of CSI, when exploring new innovations frontiers. NHH responded to the challenge and on the 25th of September together with outstanding partners submitted a new SFI-application with a tentative start up September 2020.

HARDT ARBEID HAR LØNNET SEG:

CSI – en suksesshistorie

CSI's sluttrapport oppsummerer en rekke høydepunkter fra åtte år med tjenesteinnovasjons- forskning, utført i samarbeid for å nå CSI's mål:

"CSI vil gjennom internasjonalt anerkjent forskning og samarbeid mellom forskningsinstitusjoner og bedriftspartnere støtte innovasjon i tjeneste- og serviceorganisasjoner."

Våre delmål inkluderer:

- forbedre tjenesteinnovasjon hos forretnings- og forskningspartnere
- forbedre den kommersielle suksessen til norske tjenesteleverandører
- måle Norges evne til innovasjon av tjenester

Fagfeltet "tjenesteinnovasjon" er komplekst og CSI har satt fokus på områder som designtenkning og kundeopplevelser, forretningsmodeller, organisasjonskultur og ledelse. I denne rapporten diskuterer vi noen av hovedfunnene fra fire forskningsområder:

1. Forretningsmodell innovasjon (BMI)
2. Organisering av innovasjon og transformasjon av tjenester (MOST)
3. Tjenstedesign og kundeopplevelser (SD&CE)
4. Tjeneste innovasjonsøkonomi (SIE)

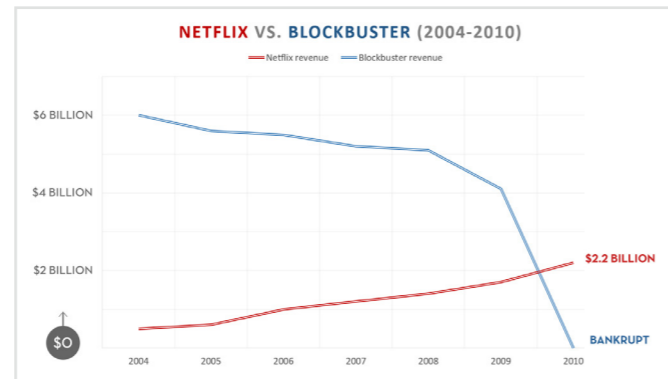
Summen av akademisk suksess og verdi for partnere ble rangert til nivå 5 - utmerket i NFRs rapport fra Panel 6 - Økonomisk administrative fag "Evaluation of the Social Sciences in Norway". Tjenester er per definisjon immaterielle. Det er tjenesteinnovasjoner også, men et konkret bevis på verdi fra CSI er Norske innovasjonsindeks (NII) - et treårig forskningsprosjekt. Innovasjonsindeksen er pt eksportert til og implementert i tre andre land (USA, Sverige og Finland), noe som viser dens relevans. Andre materielle eksempler på verdi for partnere er bl. a. implementering av Service Design Academy hos Telenor, formidling av kunnskap til varehandelsbransjen gjennom bokprosjektet til Virke og BMI: "Nye forretningsmodeller i handelen" og Bekks utvikling av forskningsområdet Service Innovation Economics (SIE). Disse og andre case vil bli beskrevet nærmere i rapporten.

CSI-forskere har publisert mer enn 350 publikasjoner, veiledet 222 masterstudenter som har skrevet til sammen 160 masteroppgaver, utviklet en ny masterprofil på NHH og holdt en rekke kurs både for studenter og næringslivet. CSI har vært godt synlig i media med ca. 500 avisartikler / TV-intervjuer og formidlet forskning og praksis på mer enn 800 møter / workshops.

Det er publisert 240 vitenskapelige artikler (79 artikler på ABS nivå 1, 2, 3 og 4 (ABS 4: 16, ABS 3: 23, ABS 2: 26 og ABS 1: 14)). Syv artikler har fått utmerkelse. Hvert år har CSI-forskere deltatt på internasjonalt anerkjente konferanser hvor de har presentert arbeidene sine og fått tilbakemeldinger, og samtidig kunne benchmarke CSI's forskning internasjonalt. I 2016 var CSI og NHH vertskap for konferansen "Frontiers in Service". Konferansen hadde mer enn 200 deltakere fra hele verden og satte CSI / NHH på kartet internasjonalt. CSI har hatt to internasjonale forskningsspartnere, Karlstad University (KAU) i Sverige og Copenhagen Business School (CBS) i Danmark, og i tillegg har CSI-forskere samt publisert med forskere fra flere land.

16 doktorgradsstudenter og 7 postdoktorer har vært tilknyttet CSI og jobbet tett sammen med fagstaben hos CSI's forskningspartnere. CSI er organisert som et virtuelt senter og har organisert en rekke årlige møteplasser for sine samarbeidspartnere, som fire årlige forskningsseminarer, hvorav ett over 2 dager utenlands, fire konsortimøter, fire styremøter og ett årlig advisory board møte. I tillegg har CSI vært vertskap for en rekke konferanser og seminarer, i 2018/2019 kan følgende nevnes: Business Model Innovation hos Telenor, 15. mars, Digital transformasjon hos Posten 7. mai og tjenesteinnovasjons økonomi seminar hos Bekk 17. januar (2019), alle tre har vært åpne seminarer med ca. 80 deltakere. Og ikke minst CSI's avslutningskonferanse "Innovation 2019 - refleksjoner og visjoner" 10 april i et fullsatt Auditorium Moser hos NFR.. I 2016 vedtok CSI's styre, som en del av CSI's videreføringsstrategi, at det var behov for en dypere forståelse av ulike aspekter ved digitale nedstrøms-innovasjoner for en bærekraftig vekst og oppfordret NHHs ledelse til å utarbeide en ny SFI søknad på dette temaet. NHH tok utfordringen og sammen med fremragende partnere sendte vi en ny SFI-søknad med tentativ oppstart september 2020.

INNOVATE OR DIE!



Tor Wallin Andreassen

Professor and Managing Director CSI

The Blockbuster – Netflix case is an ideal case to illustrate the importance of service innovation and business model innovation (or lack of), which we define as any perceived change in how firms create, deliver, communicate, and capture value.

The video rental giant Blockbuster established in 1985 went bankrupt in 2010 defeated by the incumbent Netflix. What most people do not know is that in 2000, Reed Hasting, CEO of Netflix, flew to Dallas to propose a partnership to Blockbuster CEO John Antioco and his team. The idea was that Netflix would run Blockbuster's brand online and Antioco's firm would promote Netflix in its stores. Hastings got laughed out of the room.

Fast forward 2019, Netflix is a 112-billion-dollar company, about fifty times what Blockbuster was worth. In the next section, I will compare how the two companies created, delivered, communicated, and captured value

For Blockbuster, value was created in the kiosk where customers would arrive by car and browse the shelves for attractive videos. If the preferred video was not in store, they looked for a replacement video. At Netflix, first time customers logged into Netflix and defined a handful of videos they would like to rent. Existing customers would automatically receive the next video from a customer-defined list of videos.

Blockbuster delivered value via franchised kiosks that was located close to customers and filled with videos arranged in genres often supplemented with popcorn and soft drinks. Netflix sent the

DVDs from one central warehouse home to customers via US Mail with one day delivery. For Blockbuster, value was communicated through TV-advertising and kiosks with distinct colors and signs and focused the wide selection of videos for all ages. Netflix, in addition to their webpage, also used TV-advertising focusing the ease of ordering from a wide selection. Capturing value, i.e. pricing model, was very different. For Blockbuster's customers the first day of rental would in 2005 cost \$2.99 for new releases and \$1.99 for older films. All movies would cost 99 cents for additional days. For a three-day rental they would charge \$4.99. Netflix had a different price model with a monthly subscription of \$17,99 allowing customers to rent as many videos they wanted and keep the DVD for as long as they wanted without any late fees. For Blockbuster, late fees, i.e. not returning video on time, was a significant revenue source.

In innovation we distinguish between analyses and execution. Blockbuster's management team saw what Netflix were doing to their business but were slow to respond. One example was the late return fee which was a considerable source of revenue for Blockbuster. While this was the number one value destroyer for customers, Blockbuster was late at removing it despite Netflix promoting no late fee. Killing a Golden goose is difficult.

What, if anything, can we learn from this story? The great Austrian School economist Ludwig Von Mises once wrote that the entrepreneur who fails to use his capital to the "best possible satisfaction of consumers" is "relegated to a place in which his ineptitude no longer hurts people's well-being.", i.e. bankrupt!

RESEARCH & BUSINESS

Hungry for change

CSI's application to RCN was based on a comprehensive qualitative inquiry of service innovation challenges at the policy and industry level, documented by Pedersen & Nysveen (2010). CSI was unique in its inclusion of large service providers, business knowledge partners, research institutions, and bridging partners into its research environment. This allowed for deeper studies of innovation in the service sector. Based on the innovation challenges, CSI was, during its first years (2011-2014) focusing research within four main research themes:

Innovations in customer and brand experiences

- WP 1 Test resource center
- WP 2 Customer and brand experiences
- WP 3 Self-service

Co-creation and open innovation processes

- WP 4 Service innovation processes
- WP 5 Service Innovation platforms

Business model innovations

- WP 7 Business Model Innovation
- WP 8 Sustainable Business Models

Regulatory and structural innovations

- WP 10 Service Innovation Systems
- WP 11 Foresight

To secure CSI's goal of being a driving force for enhancing innovation capabilities, CSI's new director invited early fall 2014 selected partners and two non-partners for a project called "Hungry for Change". The goal was to develop a new research agenda for the remainder period of CSI. The end result was approved by the Board of Directors and implemented in spring 2015.

As part of the change project, CSI's slogan became "Insight-driven service design and innovation" reflecting CSI's core and the emerging access to vast amounts of data and technology as a driver for change. We decided that rather than going deep into data analyses, to focus on generating insight from data in general and specifically within four main research themes is illustrated in figure 1:

Following this, we conducted empirical research of the firm-level interactions of the innovation system. We also investigated regulation as a source of service innovation and how the innovation system interacts with infrastructural elements that may influence the potential for innovation, such as transport, communication, and Ict services. It's always a potential challenge that business partners need to be commercial right away - and must prioritize methods and time with this in mind. Scientists can to a greater extent be «faithful» to their topic over time.

Øystein Berg, InFuture

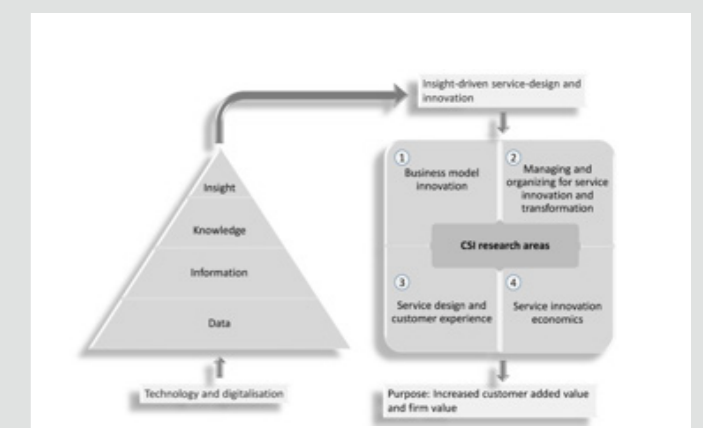


Figure 1: CSI conceptual model

01

Business model innovation (BMI)



We saw the telecom industry changing, becoming increasingly customer oriented. Differentiation through branding and customer experiences became important to us, which made CSI very relevant. There was also an interest in strengthening our research abilities.

Dagfinn Myhre, Telenor

Tina Saebi

Associate Professor and CSI theme leader, NHH

Companies that continuously look out for opportunities to innovate and re-design their business model are found to achieve higher growth rates and return to market. The need for innovative business models is especially relevant with regard to strengthening the competitiveness of Norwegian companies. With the onset of the “4th Industrial Revolution” (as coined by some economists) we can expect an acceleration in global competition paired with increased digitalization and shifting consumer trends that will contribute to the need for new business models that take advantage of these ongoing developments.

Back in 2014, we conducted a nation-wide survey among Norwegian CEOs to assess the extent to which they had innovated their business model over time. Our survey results showed that only a small percentage of Norwegian companies had innovated their business model – typically in response to a dire threat. In close collaboration with CSI partner firms, we uncovered two reasons for the low rate of business model innovation in Norway: executives are often unaware of their current business model or hesitant to change the status quo, hence foregoing opportunities to improve their current business model. In other cases, executives are eager to innovate the business model, but lack the required know-how to manage the transformation and implementation process.

Based on this insight, we proceeded to research the concept of business models and business model innovation in-depth, uncovering the main drivers of change and to demonstrate how these trigger the need for new business models, and to highlight the cognitive and organizational barriers that are impeding effective business model change. Hereby, we successfully contributed to

the emerging literature on business model innovation as well as to provide hands-on recommendations for practitioners on how to manage business model innovation effectively.

Highlights of our research work include publications in top international journals such as *Journal of Management*, *Long Range Planning* and an edited volume in Oxford University Press. In addition, we shared our research in the form of easy-to-understand managerial articles published in *Magma*, *The European Business Review* as well as through various seminars and workshops. Much of the research that we conducted at CSI during the past years has served as an invaluable foundation for creating new courses at the master level and executive level.

Looking into the future, more research is needed to understand the effects and impact of digitalization and new technologies on the emergence of new and innovative business models and how we can help incumbent firms to thrive in a new digital era.



BMI SEMINAR AT TELENOR

15 March 2018, CSI and CSI partner Telenor hosted an open half-day seminar at Telenor to discuss the implications of digitalization on new business models for service-based companies. The debate revolved around whether the “old” thinking of value chains and processes are “obsolete” and if the new business models in platform companies is the only way forward. The workshop was well-received by the 90 attendees.

BOOK PROJECT

New business models in retail



Camilla Gramstad

Sustainability Manager, Virke

Sigrid Helland

Chief Adviser, Virke

The retail industry is facing significant disruption due to increased use of online platform, digital technologies, changes in consumer behavior, and demands of becoming more sustainable. How can retail companies face these new challenges and secure their competitive survival? To tackle this fundamental question we teamed up to write and edit a book “New business models in retail - Innovating for a digital and sustainable future” (published by Universitetsforlaget).

Editors of the book are Associate Professor Tina Saebi (NHH), Camilla Skjelsbæk Gramstad, Sustainability Manager (Virke), and Sigrid Helland, Senior Advisor in Industrial Policy (Virke). Joining forces on this academic endeavour was rewarding and illustrated the benefits of the collaboration between academics, industry experts and practitioners.

Our book aims to spark academic interest in the retail industry, the largest private employer in Norway, with around 370 000 employees, and to educate practitioners on how best to design and implement sustainable business models in practice.

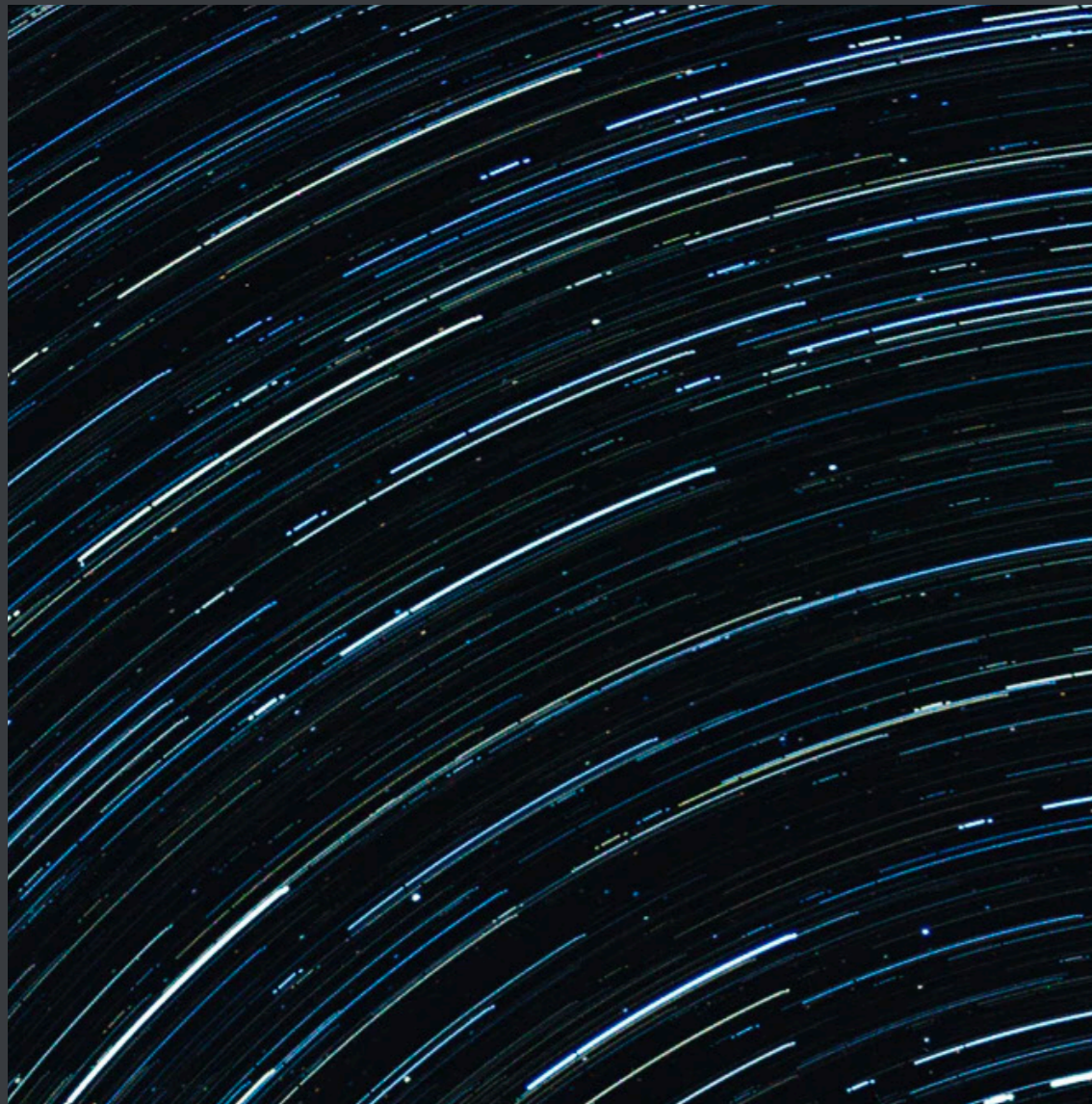
Gathering academic and industry experts with different backgrounds and fields, we edited a book that looks into how innovative the retail sector really is, how new business models in retail may

look like, and how to implement these. We had two successful book launches in Oslo and Bergen, and presented the book as part of Virke’s (the Enterprise federation in Norway) largest conference with 500 leaders from the retail sector, the book gained attention. The book has also been presented at around 30 events and seminars in the two years after publication.

The book has proved useful both for academics, practitioners in the retail sector, politicians and the NGO sector that are all interested in how the future of retail is crucial in creating a sustainable future for us all.

02

Managing and Organizing for Service innovation and Transformation (MOST)



Introduction of innovation as a tool in various organizations is not solved only by IT software. There is a lot of culture and change management that has to be in place too. The membership of CSI has provided us with valuable knowledge on how innovation can be introduced and operated in various businesses. We offer these services to customers in addition to software.

Kim Hamli, Induct Software

Tore Hillestad

Programme Director and CSI theme leader, NHH Executive

This theme has explored how service providers adapt to radical changes and disruption, and important driving forces are digitalization, business model innovation, customer centricity, the emerging of the sharing economy and increased awareness about sustainability. Established companies need to adapt their core competences and capabilities, to gain and sustainable competitive advantage in the future. We have investigated both barriers and enablers for organizational adaptability and agility, and the crucial ability to learn at the organizational level.

Our research indicates that even though many established companies have made progress and put a lot of both resources and effort in developing change capacity, they are still struggling to transform fast enough, especially when it comes to radical innovation. This is most certainly the case when it comes to efficient digitalization. Furthermore, during the CSI period, these challenges have accelerated for Norwegian service providers and leaders, as new competitors are entering their markets creating new ecosystems and increased competition. One of the key lessons and takeaways is the importance and role of organizational culture, in transforming mature organizations and institutions radically. Culture has been a source of sustained competitive advantage, representing the growth engine for several of the organizations that we have investigated in CSI.

A crucial problem is a lack of urgency, still threatening organizations to become victims of their own growth and success; caught in the competence trap. Our observations of several Norwegian service providers in CSI, indicates how culture often represents a barrier to radical innovation, both in business models and services.

An important reason is path dependency and risk aversion, and a tendency to prioritize short-term results, over the long term. The future challenge is to reduce the negative side effects of path dependency, often causing a bias that makes organizations overestimate and emphasize the factors that have created growth and customer value historically. At the same time, it underestimate or neglect the potential of innovating in their services and business models, to increase customer value in the future.

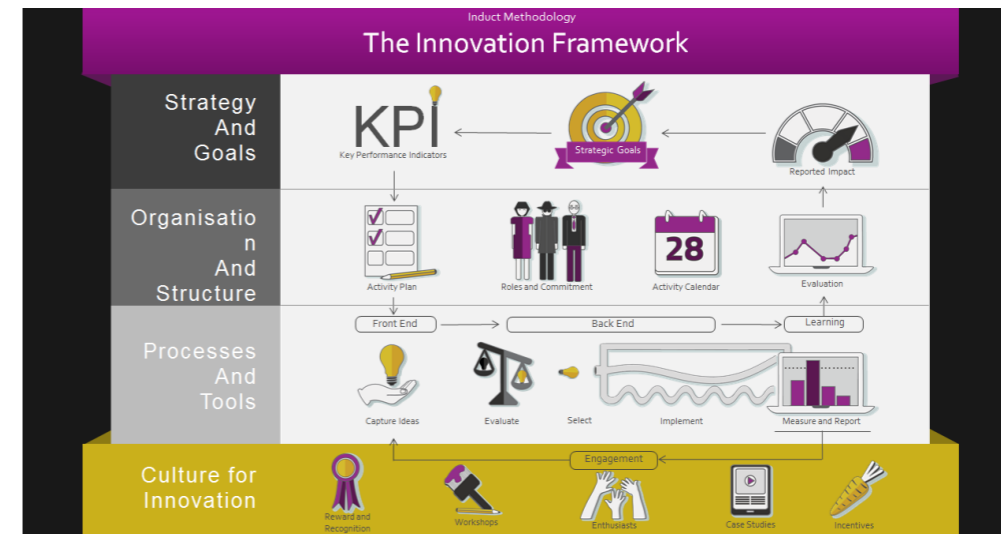
The challenge is to find concepts and approaches that enables and stimulates learning cultures in mature industries, companies and institutions. That is, to open up for radically new technology driven ways of both creating, delivering and capturing values from, and in cooperation with, customers in emerging ecosystems. In our research we have explored how measures such as organizational culture, structure, service design, and scenarios may contribute to increase organizations learning capacity. Future research should explore how organizations can organize to be able to innovate their business model, and at the same time exploit their current ones, which cultural conditions and characteristics that stimulates innovation and a broad learning perspective at the corporate level, how cross disciplinary organizational models and processes may enable and enhance the ability to exploit big data to gain customer insights, and finally; what kind of leadership styles that promotes innovation and a growth mindset.



DIGITALIZATION AND TRANSFORMATION

7 May 2018 CSI and CSI partner Posten hosted an open half-day seminar at Posten, related to CSI theme MOST. During the seminar it was discussed how to lead and exploit digital transformation.

HEALTHCARE NETWORK



Kim Hamli

Chief Innovation Officer, Induct Software

All health regions in Norway collaborated on a joint framework agreement called «Felles web-basert innovasjonsløsning». This framework agreement was announced as a tender in February 2015 and CSI partner, Induct Software, won this in December the same year.

The agreement concerned a methodology and software to support innovation activities in Norwegian hospitals. In addition to increasing local innovation capability, the agreement focused on increased sharing of successful innovations between hospitals.

As Service Innovation is an important element when it comes to innovation within healthcare, Induct's participation in CSI, and especially CSI theme 2 "Co creation and open innovation" (2011-2014) and "Managing and organizing for service Innovation and transformation (2015-2019) has played a significant role in improving our understanding and experience within the area. This experience has made an important impact on how we developed our software to better support service innovation.

Sharing successful innovations across hospitals have required a simple and efficient way to measure outcome of each implemented innovation. CSI has helped Induct delivering easy-to-use tools to measure different value from innovations.

Implementing innovation in hospitals goes beyond software support. It requires organizational changes and building a culture for innovations. The results from "Medarbeiderdrevet innovasjon" by postdoc Tor Helge Aas (Research on how to launch an innova-

tion initiative in large organizations) has been of great value for defining a best-practice on how to implement and practice innovation in a hospital.

The software and methodology delivered under this framework agreement is of high quality due to contribution from research projects in CSI among other elements.

The case-story from the Norwegian healthcare sector have paved the way for Induct winning huge tender processes with other healthcare organizations worldwide. For instance: BJC in US (Private hospitals chain consists of 14 hospitals), National health department in Catalonia, Spain (8 hospitals), several hospitals and healthcare organizations in NHS, UK (Portsmouth, SASH, "End of life" among others).

Example of success stories from hospitals:
<http://www.inductsoftware.com/innovation-in-health/>

03

Service Design Thinking and Customer Experience (SD & CE)



Back then we only talked about products. It has been a long journey to where we are today, talking about services. The focus on services is much more refined now. The customer journey and our whole vocabulary has developed during this time period. If not a direct effect, it is correlated to the CSI project.

Hans-Peter Daae, Forskningsparken, previous Posten

Annita Fjuk

Responsible for collaboration between research and business, Digital Norway.

Previously Telenor and CSI theme leader, NHH

Digitalization enables the way we live, act and make decisions at high speed. Customers are changing fast and have instantaneous access to global services and the expectation to superior service is higher than ever. This makes it increasingly tough to make a firm's product or service stand out from the crowd. Companies that want to pull ahead of the mainstream must use customer focus to guide everything they do. Every established company that has moved from products to services or from physical to digital touchpoints needs to focus afresh on customer experience as a competitive advantage. And every established company that focuses on innovation rather than efficiency to digitally transform must be able to constantly consider customers' needs and expectation smartly and experiment its way to awesome solutions. As a result, design thinking or similar ways of working are rapidly evolving business practices which has created a significant business and research attention over the past years.

According to design thinking, empathy with customer and co-creation, rapid prototyping and experimentation, iterative learning and tolerance for failure are essential elements of how services are designed, delivered and experienced. The more wicked, complex or uncertain a problem is the stronger the need for prototyping, to reduce risks early or even to change directions of focus. As one of the CSI C-level managers realised: "We must not end up with what a boss wants. What he thinks about the outcome is uninteresting. The driving force is the insight developed throughout the prototypes". Moreover, prototyping is not merely a means for matching customer needs and expectations, it is a proficient and visual way to catch management attention and to move fast in the digital marketplace.

Design thinking has been a main theme yet evolved throughout the eight years of CSI operations: From a focus on customer journey experiences across touchpoints to a focus on design thinking as a mindset or behavior for enhancing innovation capabilities and successful transformation in new and sustainable digital business

models. CSI business partners rapidly adopted the design thinking approach to business strategies and design thinking thus became more than a means for innovation. The companies have embraced design thinking as a core competence to discover new market opportunities, created new ways of working, and managed change in increasingly unpredictable and complex digital service ecosystems. Essentially, design thinking has become a primary set of corporate principles enabling the CSI companies to servitize their business and transform into modern firms of digital age.

To scale design thinking in the CSI companies' organisations, CSI has been instrumental to a large number of training initiatives aimed at educating non-designers and executives to design thinking. To effectively manage unpredictable and digitally-driven business environments, CSI has however emphasised that success is not merely a product of training.

The right business model - in terms of ecosystem of partners, innovation culture and rewards systems for handling uncertainties demands entrepreneurial key principles, hallmarked by taking risk and creativity, skilled and motivated employees where experimentation and embracing new ideas are driven by new customer value proposition. CSI research has been instrumental in putting this on the CSI companies' road maps. To evolve towards the right business model for the digital age, leaders must model the behaviour they want to embrace throughout the business model. Key elements of right culture such as experimentation, radical collaboration, tolerating failure and embracing change - that's what innovation is all about, without losing the focus on results-orientation, often described as an ambidextrous organization by leading scholars.



VR AND AR IN SERVICES

A half-day seminar hosted by SINTEF, March 16th 2017.

SERVICE DESIGN & DESIGN THINKING IN TELENOR

A longitudinal case study

Annita Fjuk

Responsible for collaboration between research and business, Digital Norway.

Previously Telenor and CSI theme leader, NHH

CSI has been a boost to Telenor's service innovation thinking. Telenor's customer journey approach initiated in 2007, created a strategic trajectory for both research and business development. The impact is e.g.:

- Seizing of gaps in the service delivery and implicated expenses (e.g. churn, repeated calls to customer service)
- Increased consciousness on target conflicts between different corporate functions (where the ownership of touchpoints are) and lack of end-to-end responsibility.
- Definition of service design and innovation as corporate capability, and aligned executive training
- Scaling of design thinking as an approach for innovation and agility

As a response to Telenor's strategy of offering superior customer experience, in-house research and prototyping of Customer Journey Mapping Framework (CJF), were initiated in 2007. The CJF was tested in different Telenor subsidiaries and further developed over the next four years. These iterative processes of prototyping constituted vital strategic trajectories of several research- and business activities. At the fundamental level, the main findings were that the delivery of superior customer experience fail due to inadequate attention to the customer journey. Furthermore, the research identified target conflicts between different corporate functions responsible for the touchpoints constituting the customer journey, and lack responsibility for the total customer experience (so-called "end-to-end"-responsibility). This particular finding resulted in the CSI spin off and RCN-funded cross-industrial and -disciplinary project. Customer Care 2015.

The research-driven corporate competence further implicated launch of CJF as Group-wide strategic tool in 2010. At the same time, and in collaboration with external research partners (AHO and NHH), Telenor initiated different explorative activities on design thinking to seize its broader strategic value and a broader set of methodologies from service design thinking were integrated in different projects and activities. As an outcome of these explorative studies, Telenor's executive management team defined (in Q1 2014) service design and innovation as a corporate capability going forward on the strategic ambitions of superior customer experience. Along with this capability, executive educational programs on service design thinking were conducted with academic partners AHO and NHH. Research conducted in the same period, documented that customer journey mapping had gradually become a shared institutionalized language and that a customer journey approach enabled the organizations to absorb knowledge from customers and different actors involved in the service offerings.

As a response to the new transformation strategy towards digitalization (2016-2020), and the high demands for innovation and agility, design thinking has become a part of different strategic projects as well as educational programs at different levels; from executive- to expert levels throughout the global organizations. In collaboration with NHH, ongoing research on the impact of these programs are monitored by using well-proven questionnaire batteries from research within the areas of leadership, corporate-entrepreneurship and innovation.

The research has created business impact in terms of; 1. Improved and innovative services to the marketplaces and 2. New ways of thinking and working (e.g. design thinking) for better adapt to changing customer behaviors and jobs.

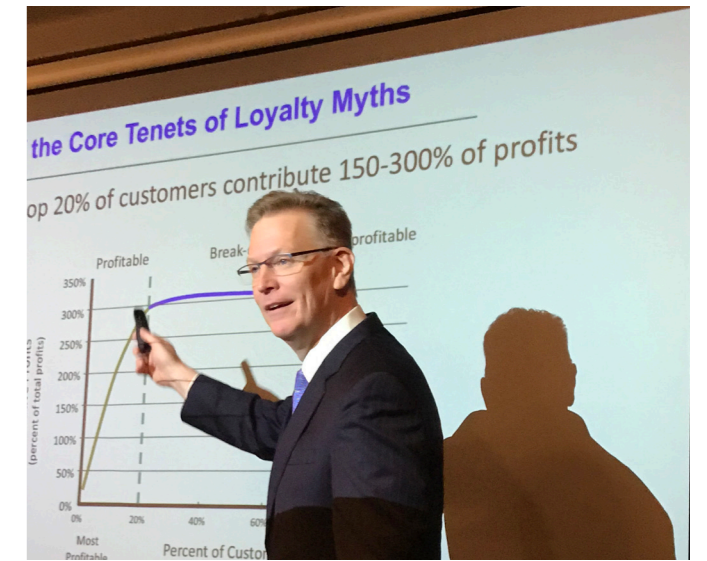
04

Service Innovation Economics (SIE)



CAN CUSTOMER EXPERIENCES THREATEN CUSTOMER PROFITABILITY?

17 January 2019, Bekk hosted a seminar on Service Innovation Economics. Keynote speaker was CSI Scientific Advisory Board member Professor Tim Keiningham, St. Johns University, USA, who asked the rhetorical question: What is wrong with customer experience and satisfaction as a measure of profitability? The seminar was well-received by the 80+ attendees.



Stian Daazenco

Principal and practice lead

Bekk Management Consulting and CSI theme leader

At the end of the day, service innovation is all about revenue, profit, and return on investments. Thus, a better understanding of the financial effects of service investments is key to keep the subject area relevant for business.

The need for better decision support for service investments was a particular requirement from CSI's business partners back in 2015. This was based on their common challenges and corresponding difficulties when applying traditional profitability models to calculate ROI. For this reason, the Service Innovation Economics research theme (SIE) was created. Initially in our work it soon became clear that this challenge was about more than the creation of a new ROI model. To really address the problem, we first had to look at the basic mindset behind how profitability is calculated.

Traditional profitability models are based on product-based logic. For products, value creation has historically been linked to standardized deliveries of physical products through a linear process, from production to consumption. For services, value creation is more complex. Value creation takes place in dialogue with the customer over time, and through co-creation in the customer's value network. Thus, services become more specialized and the lines between production and consumption get blurred. In this type of environment, the traditional profitability models fall short.

Our focus has been to develop profitability models with customer-based logic. In such models the value of your customer relationships, and not the value of individual services and products, are the subject for profitability analysis. A key factor in this work has been to establish Customer Lifetime Value (CLV) and Customer Equity as the basic measurements of profitability. Another key factor has been to develop models where we can segment the customer base based on future profitability potential. This is a prerequisite for doing service development targeted at customers that are most profitable over time.

With CLV and Customer Equity as the measurements of profitability, the underlying drivers for profitability change. Correspondently we also need to change the analyses that are relevant for evaluation of an investment. Some of the key drivers we have looked at are customer behavior, retention and relative attractiveness. We have also tested how we can best facilitate implementation of such models, primarily through model simplifications and the use of machine learning.

The work carried out in this research theme have had a practical focus, with the aim of developing and testing profitability models in practice. Instead of developing new theories and concepts, we have focused on how existing concepts, methods and tools can be combined and tailored for the situation at hand. This has first and foremost been done by applying methodologies and tools on actual cases. Our experience tells us that there is no solution or model that works for all situations. The way to do this is to start with the common mindset and then use available methods and tools to build something that works.

Through our work in SIE we have helped to put profitability on the map within a subject area that at times have had a unilateral focus on customer experience. We have also created a greater awareness of the importance of customer profitability in Norwegian businesses, both within and outside of CSI.

THE WORLD'S FIRST CUSTOMER-BASED RANKING OF MOST INNOVATIVE FIRMS.

Tor W. Andreassen

Professor and Managing Director CSI, NHH

Seidali Kurtmollaiev

Postdoc CSI, NHH

Line Lervik-Olsen

Professor, BI, NHH

The world's first customer-based ranking of most innovative firms. "If you cannot measure it, you cannot manage it" is an old management saying. This goes for innovations too. On the national level, the existing sources of systematic information on innovation efforts and innovation performance typically rely on macroeconomic indicators (e.g., Global Innovation Index, Bloomberg Innovation Index) or self-reports by managers or experts (e.g., Community Innovation Survey, Fast Company World's Most Innovative). This top-down, peer-based, and inside-out perspective is undeniably valuable, but it neglects the experiences and opinions of innovation recipients and the only natural source for cash, i.e. customers.

Ironically, innovation, by definition, requires the commercial application of a new idea, and being available on the market for customers is what distinguishes innovations from inventions. Recognizing that customers' adoption and usage decisions determine the commercial success of new products and, ultimately, of innovators themselves, CSI researchers have developed an outside-in and bottom-up approach to evaluating innovation efforts known as the Norwegian Innovation Index (NII).

NII is a theoretically derived measurement instrument that rests on two assumptions:

1. Countries cannot be innovative — companies can
2. Leaders and experts are not the final judges of innovations—customers are.

Through a carefully designed procedure, NII captures both firms' innovations and customers' perceptions of changes in value co-creation that result from these innovations. The main focus

is on assessing perceived firm innovativeness and on examining the effects of perceived firm innovativeness on firms' strategic positioning and customer loyalty. Understanding the customer perspective is crucial for both firm performance and social development. Firms that pay too much attention to the objects of innovations — such as product attributes and production costs — eventually lock-in on their own operations and profitability, "overshooting" their customers' needs, and lose market positions to more customer - focused firms. The NII brings attention to the importance of focusing on the subjects of innovations, i.e., customers, their experiences, emotions, perceptions, and behavior. We believe that this focus will lead to a broader and more sustainable perspective on innovation, which can increase chances of ensuring not only firms' own growth but also positive contributions to the society.

The publicly available result is the annual rating and ranking of Norwegian firms across a variety of sectors based on their innovativeness, relative attractiveness, and customer loyalty. In addition, NII allows a fine-tuned analysis of customer reactions to particular firms' innovation activities as well as a systematic analysis of innovation at the industry level. Posten has been the first firm to include NII as one KPI at top management level.

The NII methodology has been exported to USA, The American Innovation Index (AII) operated by Fordham University, NY, Sweden, The Swedish Innovation Index (SII) operated by Karlstad Business School, and Finland, The Finnish Innovation Index (FII) operated by Hanken Business School.

The Norwegian Innovation Index gives us valuable information on how to measure innovation activity and value for our customers.

Kim Hamli, Induct Software



The Swedish Innovation Index group visiting NHH, 6 November 2018.

What I believe has been key to our success is having dedicated personnel who worked with CSI together with scientists. We are in a position where we have our own resources who can cooperate and enter into partnerships. They made sure we operationalized and bridged the knowledge into Telenor's operations. We've had 3-4 people working almost full-time on this. This high level of engagement on our behalf has reaped effects for us.

Dagfinn Myhre, Telenor

Øystein Berg

Partner, InFuture

Based on knowledge and contacts gained through participation in CSI, inFuture was capable of setting up MOVON (The mobile shopping experience) as a 3-year research project supported by the Norwegian Research Council's BIA-program.

Through CSI and MOVON we have developed inFuture's capacities greatly in the areas of 1) service design (and in particular experimentation as a development methodology), 2) mobile services (and in particular location-based services), and 3) digital/physical customer journeys.

This has greatly contributed to expanding inFuture's business offerings in these areas, opening up new market opportunities resulting in significant revenue growth.

In particular, the impact has been underpinned by the research of and sparring with Professor Per Egil Pedersen (SNF/NHH) and Professor Herbjørn Nysveen (NHH).

The research carried out over the lifetime of the MOVON project from 2013 to 2016, but we have benefitted from sparring with Per Egil Pedersen ever since CSI was first set up in 2011. In MOVON Professors Pedersen and Nysveen were instrumental in designing the project's experiments, in order for these to both address the business partner's business challenges in the mobile area and contribute significantly to the academic research on mobile services.

The main research findings of the project are documented in an article in the Journal of the Academy of Marketing Science "Developing a model of in-store location-based mobile advertising effects: Moderating influences of advertising type, message appeal, product involvement, and consumer innovativeness" (Herbjørn Nysveen and Per Egil Pedersen).

Key results related to the future of retail and more generally to the ongoing wave of digitization of services affecting other industries are:

Methodology: for innovation processes, with specific focus on early prototyping and testing of services.

New services: Our service offerings are expanded to include new and more sophisticated services within data analysis.

New capabilities: Deeper retail competency, including digital marketing and sales, and also greatly expanded our capabilities with regard to mobile services – and location-based services in particular.

We believe that the findings of the project will have further ramifications in the retail industry, and to that end the Enterprise Federation of Norway (Virke) has been an active partner in the project focusing on dissemination.

INNOVATION REGION BERGEN



Innovations and entrepreneurship are the common denominators reflecting the many amazing initiatives taking place in Bergen and in the larger Bergen region. Sub-sea cluster, Media city cluster, Finance Innovation cluster, Seafood cluster, Health cluster, Climate cluster, Marine cluster, etc are just a few of the exciting innovation activities taking place. In an effort to connect all the good resources and to further innovations, CSI and NHH took the initiative of

fronting «The Innovation-region Bergen» as a brand that could function as an umbrella-term for all activities. Our thinking was based on MIT's ecosystem framework: academia, corporations, finance, entrepreneurs, and policy makers. 16 January CSI hosted the second breakfast meeting at Litteraturhuset in cooperation with Vis and Design Region Bergen, – a seminar that attracted about 80 people.

HIGHLIGHTS



STUDY TOUR WITH PARTNERS

After eight years of research on insight-driven service design and innovations, it was time to benchmark our skills and insights with the best. In February 2019 we organized a study tour to San Francisco and Silicon Valley reflecting CSI's four research topics. 15 participants from CSI's partners signed up for the five days study tour. Eminent contributors from among others UC Berkeley, IBM Research in Almaden, Stanford D-school, Innovation Norway in Palo Alto, and Accenture in San Francisco provided insightful lectures. Every day was closed with a plenary summary session reflecting on today's impressions and major take-aways from the various talks and discussions. From the debrief of the study tour, it was our distinct impression that the tour was greatly appreciated by all. Most of all the tour confirmed that CSI's research was at the forefront, i.e. what leading institutions "over there" talked about.



FEEDBACK FROM PARTICIPANTS

FROM HIERARCHY TO FISH SHOAL AND PANCAKES

The days spent in Silicon Valley were very educational in several areas. Firstly, the importance of design thinking in entrepreneurship to create something new and in existing businesses to make changes (Idean’s examples from Cisco and Honda). Justin Ferrell’s description of emergent systems – metaphorically described as the fish shoal – was very interesting, and was also described by Homa Bahrami in terms of the importance of small teams rather than big ones when changes are to be made. Bahrami’s description of successful leaders who have the ability to balance hierarchy (control) and innovation (pancake) was also interesting. These insights are important in NHH’s further work on Digital Innovation for Growth (DIG) in order to understand how established companies can lead radical technology-driven change. Secondly, Jim Spohrer’s lecture on artificial intelligence was very educational and thought-provoking. I take away the importance of open source, as Spohrer claimed that no company can resolve the artificial intelligence (AI) challenges alone. China has understood the importance of sharing and therefore seems to be making better progress than e.g. the USA in the AI field. He also questioned whether the exponential growth in AI will continue. Among other things, AI’s energy consumption is becoming a problem. Two phenomena from Spohrer’s lecture were particularly interesting: the digital worker and the cognitive mediator. Once AI solves the problem of episodic memory, we will see much more advanced and wide-spread use of AI. Thirdly, after the lectures and conversations in Silicon Valley, it is easy to be impressed by all they have managed to achieve, and we want to bring important knowledge to Norway. However, Bahrami’s lecture also gave us insight into the costs of a Silicon Valley culture in terms of high divorce rates, high burn-out rates and high infertility rates. This gives rise to reflection on how sustainable this whole ‘model’ is. Norway has a lot to learn, but it may be important to take into account the Nordic way of balancing work life and family life in our continued efforts to become more agile and make radical changes. We found in our conversations with Berkeley that they are very interested in cooperating with NHH, precisely because they consider it important to learn from ‘the Nordic way’.

Therese Sverdrup

Vice Rector for Innovation and Development, NHH and CSI Board member

FROM COMPUTER SCIENCE TO SERVICES – EXCELLENT!

I am impressed by the professionalism and the broad range of topics presented – from basic computer science (IBM), via service design (D School ++) and entrepreneurship (Berkeley) to storytelling (Stanford). The lecturers demonstrated a very high level of expertise.

What sets this trip apart was that we had an opportunity to listen to researchers/professors directly as they shared their research-based knowledge with us. That allowed us to get closer to the basic trends and drivers of digitalisation and innovation – ‘behind the curtains’. And there was ample time set aside for good dialogue in which we challenged each other.

One of the highlights was the talk by Professor Homa Bahrami (UC Berkeley) in which she presented models for innovation and entrepreneurship. I found her talk very interesting and highly relevant for us who work in a big industry group such as Telenor. She pointed out critical barriers and success factors for innovation, and had several pieces of good advice in the form of steps one can take to establish an innovative culture. It is a question of mindset, clear goals, small steps, healthy paranoia and committed stakeholders.

I consider our visit to IBM and Jim Spohrer’s lecture another highlight. He put AI and digitalisation into perspective, driven by basic technological progress. I particularly liked the concept of the ‘Digital Worker’. It was important to Spohrer that we should not hype AI too much, but maintain a healthy and deep understanding of the technological developments that facilitate the use of AI. I tried to think about what this means to us here in Norway. Succeeding with AI and digitalisation in Norway will require large-scale investment in competence development. We want to create Norwegian innovation and industrial development based on AI. Therefore, we must make sure that we become ‘producers’ of AI, not just consumers.

Dagfinn Myhre

Vice President, Telenor Research

PROBLEM. BABY STEPS. BE MORE POSITIVE

My expectations before the tour were mostly related to the most advanced technology coming from the Silicon Valley universities and companies. Very quickly during our visit I realized that we have much more to learn about packaging and marketing of our research and university education than about the technology itself. All the lectures we attended have a common story that can be summarized as

“Select an important problem. Make a plan for solving the problem in an iterative manner and go for it. Be positive – encourage and help other people without expecting anything back. And then, the success will come”.

Silicon Valley is a unique environment and we do not necessarily need to replicate it in Norway. But many of the ideas could definitely be applied in our institutes, companies, and universities.

One of the phrases I have noted was “the fastest mover advantage – not the first mover”. In our Norwegian context it means that we should put a lot of effort and money on a good idea immediately instead of spending a lot of time criticizing it. The difference between culture in Norway/Europe and Silicon Valley is best illustrated by the comment you receive when you present an idea. While in Norway they say, “It will never work” in Silicon Valley they say, “Tell me more about it”.

For me, the visit to IBM and the talk of Jim Spohrer was definitely the height of our study tour. We have got insight both in the latest technology developments and an insight into information about how such a research center organizes its work.

Getting to know other partners, talking to each other in informal settings such as dinners and long taxi tours, discussing how to take the best from Silicon Valley while keeping the best from Norway was also very important and can result in new ideas, projects and collaborations

Amela Karahasanovic

Research Scientist at SINTEF

FIRE HYDRANTS, WATER HOSES AND RAIN. STILL THIRSTY

‘Fire hydrants, water hoses and rain. Still thirsty’. That was my signature story about this amazing study trip from the summer-up on Friday afternoon. It describes my impression well, and I will elaborate below.

From an academic point of view, Jim Spohrer’s lecture at the IBM Research Center in Almaden, San Jose, was the definitive highlight. Jim explained in an enthusiastic and instructional manner what AI is and is not in terms of technological as well as ethical and social aspects and challenges. Jim is without doubt one of the top experts in this field, and he was the fire hydrant of this trip. Knowledge cascaded out to us, and we could only try to take in as much as possible.

In addition to Jim Spohrer, the trip also had several other highlights (if not quite as high). I am left with a lot of new inspiration and concrete new angles, metaphors and links. Among them are Justin Ferrell’s five fishes and creative confidence, as is Jennifer Aaker’s signature story. Not to mention Homa Bahrami’s pyramid pancake. Homa gave a wonderfully instructive lecture that I really enjoyed. Her message was well structured, with clear connections and descriptions.

These and other lecturers presented a good mix of findings and content I was already aware of, as well as new angles, points and recommendations that may be useful to me.

Still, I managed to take in the new elements they introduced. So that was like drinking from a water hose.

I am privileged to have received such an academic boost from such capable and pleasant people.

And I look forward to continuing work on these issues, because I’m still thirsty.

Harald Krogh

Managing director
Bekk Management Consulting

INNOVATING FOR TRUST

A book project

The book is particularly great because it was able to convey the research in a way that felt more fit for business needs and wishes. I am of the opinion that dialogue between the researcher and the business when it comes to making sure research questions are relevant to both parties is quite essential.

Daniel Grönquist, EVRY

In 2017 Edward Elgar Publishing published “Innovating for Trust”. The book summarizes CSI’s unique experience and approach to service innovation. The book culminated five years of CSI-research on large service organizations innovation efforts and provide a synthesis of learning. In the book, CSI researchers respond to the fundamental goal for any firm to maintain and enhance customer relationships based on trust. The book launch was hosted by CSI partner DOGA and about 80 people took part in the event.

“Innovating for Trust” addresses important aspects of innovation and adoption that are all too often ignored: the riskiness of both. They are risks that can only be ameliorated by trust - shared, relational and institutionalized understandings. The authors and editors address and adroitly stitch together considerations of the diverse aspects of interactions that are simultaneously influenced by and influence trust in a manner that is accessible and usable by researchers and practitioners alike. I highly recommend it for both, wrote Stephen L. Vargo, University of Hawai’i at Manoa, US in his review of the book.

Many of the partners have also written their own chapters in the book. More specifically the contributors are: T.W. Andreassen (NHH), K. Bentsen (University College of Southeast Norway), J. Blomkvist (Linköping University), D. Chasanidou (SINTEF), S. Clatworthy (The Oslo School of Architecture and Design), M. Filho (The Oslo School of Architecture and Design), A. Fjuk (Telenor), A. Følstad (SINTEF), J. Gloppen (DOGA), D. Grönquist (EVRY), R. Halvorsrud (SINTEF), W. Haukedal (NHH), T. Hillestad (NHH), M.T. Hos-sain (NHH), S. Jørgensen (NHH), A. Karahasanovic (SINTEF), T. Kobbeltvedt (NHH), P. Kristensson (NHH), S. Kurtmollaiev (NHH), K. Kvale (Telenor), L. Lervik-Olsen (NHH), M. Lüders (UiO), H. Nysveen (NHH), P.E. Pedersen (NHH), T. Saebi (NHH), S.E.R. Skard (NHH), B.A. Solem (University College of Southeast Norway), C. Tepfers (InFuture), H. Thorbjørnsen (NHH), L.J. Tynes Pedersen (NHH), B. Yttri (Telenor)



Björn Ivroth, Previous CEO EVRY



Sigue Brekke, CEO Telenor

CSI’S VALUE FOR PARTNERS

Collaborating for service innovation

Building networks and relationships is one of the most important effects, and it has been very inspiring from a scientific point of view. We’ve been part of the consortium, which makes sure we are updated and part of the discussion. They have found a format that works very well.

Judith Gloppen, DOGA

Evidently, CSI was very productive and successful from a pure academic perspective, i.e. PhDs, PostDocs, journals, master thesis, etc. How successful was CSI seen through the eyes of partners? What value did CSI offer to them? To answer these questions in an unbiased and professional manner, we engage a professional communication bureau, Corporate Communication, who also helped in the development of CSI’s communication plan. Their mandate was to answer the question: What, if any, value has CSI offered to partners? We asked them to perform quantitative and a qualitative study of current and previous partners. Corporate Communication performed individual interviews lasting from 1 to 2 hours. Based on input from the qualitative and quantitative studies, they wrote up their report. Key findings in the report show that CSI was able to create internationally recognized research and an active collaboration between research and commercial partners to support innovation in service and service organizations.

CSI created significant effects for knowledge- and business partners and enhanced the service innovation capabilities of both business and research partners. CSI contributed to improve the commercial success of partners’ service innovation activities and made a strong contribution to measuring companies’ innovativeness as perceived by their customers. Business partners mainly reported three types of effects from their participation in CSI;

1. New knowledge and decision support
2. An extended business network and market effects
3. Insight about research methods and an increased academic network

Both business partners and knowledge partners expressed an interest in applied science, and that one of the most interesting features about CSI was the interdisciplinary approach combining business practices and scientific methods. However, respondents also recognize the interdisciplinary nature of the project as one of the most challenging parts of working together in CSI.

Many respondents believe there is potential for value creation in an improved understanding and increased dialogue between the two types of organizations, as well as an alignment of goals and objectives in the research projects.

The findings from the quantitative survey documented that CSI activities had affected business activities, work methods and decision making. Interviews show that business partners have experienced increased knowledge about service innovation and that they have increased their capabilities in this field throughout the project period.

Another finding was that the activity level of business partners affects their experienced effect. The most active business partners to a larger extent agree that the CSI activities and research have given the desired outcomes and effects on their organization and business. Business partners who have an internal research function or R&D organisation reports higher activity levels and participation in CSI activities and has been able to gain greater effects from the cooperation with CSI researchers compared to those who report a lower activity level.

A key takeaway from survey and interview findings is the potential for future improvements in terms of collaboration and project design. Differing objectives and work styles affect the collaboration and the ability to achieve the desired effects for business partners. There is a shared ambition between the two types of partners in wanting to gather new knowledge and seek out new tools and methods for applied service innovation practices.

ACADEMIC HIGHLIGHTS



Best practitioners award, 2015
 “Change by Design: Transforming organizational mindsets through service design thinking” written by Annita Fjuk, Telenor, Ted Matthews, AHO, Simon Clatworthy, AHO, and Knut Kvale, Telenor, Frontiers in Service 2015, San Jose, USA



Elected Chair of Informs Service Science, 2015
 Tor W. Andreassen, CSI NHH



CTF international fellow, 2015
 Tor W. Andreassen, CSI NHH



Outstanding Paper Award in the Journal of Service Theory and Practice (JSTP), 2017
 “Improving service quality through customer journey analysis” written by Dr. Ragnhild Halvorsrud and Dr. Asbjorn Folstad, both researchers at Sintef, and Dr. Knut Kvale from Telenor



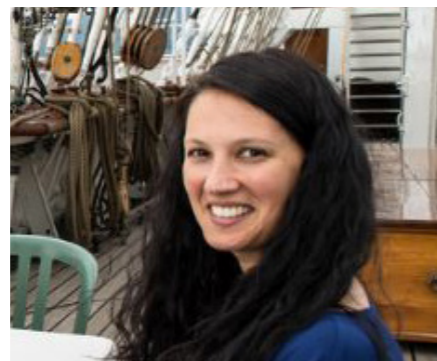
NHH Dissemination Award for outstanding ability to disseminate research and contribute to the public debate, 2017
 Tor W. Andreassen, CSI NHH



Best paper award, 2018
 “Virtual brand community engagement practices: a refined typology and model” written by Linda Hollebeek, NHH, Biljana Juric, The University of Auckland and Wenyan Tang, Harbin Institute of Technology. Frontiers in Service 2018, Austin Texas



Highly commended award, 2016
 “Journal of Service Theory and Practice - “Trend spotting and service innovation” written by Tor W. Andreassen, CSI NHH and Line Lervik-Olsen BI / NHH, Frontiers in Service conference 2016, NHH



Best practitioners award, 2016
 “Combining different sources of customer and service information to better understand customer churn and likelihood to recommend”, written by Elena Menichelli, Kenth Engø-Monsen, Asbjørn Følstad, Jarle Hildrum, Knut Kvale and Socrates Mokkas (first author + authors in alphabetic order. All from Telenor), Frontiers in Service 2016, NHH, Bergen, Norway.



Honorary Doctor at NHH, 2017
 CSI’s Scientific Advisory Board Member Dr Ronald T. Rust, Robert H. Smith School of Business at the University of Maryland



Best Practitioners Paper Award, 2018
 “The American Innovation Index” written by Gina Woodall, Rockbridge Associates, Inc., USA, Lerzan Aksoy, Fordham University, USA, Tor W. Andreassen, NHH, Norway, Charles Colby, Rockbridge Associates, Inc., USA and Timothy Keiningham, St. John’s University, USA. Frontiers in Service 2018, Austin, Texas



Highly Commended Emerald Literati Awards for Excellence, 2019
 “Customer journeys: a systematic literature review”, Journal of Service Theory and Practice written by Asbjørn Følstad, Sintef and Knut Kvale, Telenor



The ISSIP Distinguished Recognition Award
 for the Norwegian Innovation Index, by Tor W. Andreassen, Seidali Kurtmollaiev and Line Lervik-Olsen.

MIDWAY EVALUATION

25th March 2015, Research Council of Norway (RCN) accompanied by two generalists and two specialists, arrived at NHH for a one-day CSI inspection. The purpose of the meeting was to secure that CSI performed according to initial application and that continued operations and funding by RCN could be recommended. CSI's board had prepared well for the inspection CSI had a somewhat turbulent start. CSI had lost valuable time and was somewhat behind on deliverables. Consequently, the board's realistic goal was to obtain "a yellow light" from the evaluation indicating that there are issues that needs to be improved but that CSI hopefully could continue till end of contract, i.e., summer 2019.

From CSI's perspective, we were impressed by and thankful for the turnout and engagement by partners. RCN's summary of the meeting arrived 24th September 2015 and correctly pointed to relevant issues that should be improved. The final report from the experts arrived later the same year and contained 12 specific remarks. In conclusion, RCN renewed the grant for the remainder of the period. This proved to be a wise decision as RCN's report from Panel 6 – Economic-Administrative Research Area "Evaluation of the Social Sciences in Norway" three years later, in 2018, granted CSI the highest score 5 = Excellent:

"This well-organised group demonstrates very good scientific quality that is evidenced through the quality of its publications, by the mobility of the research staff it has trained, and through the impact of its work on practice. The group utilises systematic dissemination methods. It is well connected with other institutions, and it also has strong partnerships with industry."

CSI MID-WAY CONFERENCE:

On 28 October 2015, and hosted by RCN, CSI gave a one day research seminar on the topic "service innovation in changing times". The motivation was twofold: Norway's need to become less dependent on oil and the promotion of service innovation and the marking of CSI being at a mid-way point. through a number of short presentations from partners and researchers, CSI wanted to communicate some findings from the centers research. among the presenters, were professor Stephen L. Vargo, University of Hawaii, Jon Fredrik Baksaas, former CEO Telenor, Vibeke Madsen, former CEO Virke, and Håkon Haugli, former CEO Abelia. Head of ceremonies was Anne Kjersti Fahlvik, Vp Research Council Norway. Based on the feedback CSI can conclude that the conference was a huge success with standing room only in the Moser Auditorium at RCN.



CSI'S CLOSING SEMINAR Innovation 2019



TRANSFORMING SERVICE ORIENTED FIRMS THROUGH INNOVATION.

An excellent project needs to close on a high note. We decided to do two things: a closed round table discussion for partners at Hennie Onstad Art centre at Høvik outside Oslo, and an open seminar at Research Council of Norway's facilities at Lysaker. Both proved to be a success.

The round table discussion started out with two lecturettes by SVP Bjørn-Taale Sandberg, Telenor Research, on artificial intelligence and innovations and CEO SINTEF Digital Morten Dalsmo who talked about the report Digital 2020 – a report he had chaired. Following the short presentations, SVP Robin Bohlin, EVRY, moderated the discussion. After the discussions, we had a guided tour in the exhibition followed by dinner.

The closing seminar the following day at RCN filled the Moser auditorium. Key to the organizers were to involve as many of CSI's partners as possible who talked about various aspects of their involvement in CSI, what they had done and how they were progressing with the work. We closed the day by applauding IKEA and Toyota for winning the Norwegian Innovation Index's Commercial Innovation and Social Innovation Index respectively. One comment from a participant summarized the conference: "To be able to sit for an entire day and take notes from interesting and relevant talks without being bored, is amazing and fantastic."

DISSEMINATION

Disseminating research and engaging partners in research relevant to them, is critical to the success of a leading research project.

Since the start of the project in 2011, CSI's Managing Director Tor W. Andreassen and his predecessors has frequently been featured in national and regional news media, including Dagens Næringsliv, Bergens Tidende, Aftenposten, NRK TV, TV2 and NRK Radio. The level of media attention has increased over time, counting more than 500 articles / interviews during the SFI period . The main communication objective has been to position CSI as Norway's number one research environment on service innovation, value creation and growth in Norwegian businesses, and particularly in the service sector.

CSI gave more than 800 lectures and presentations on many different business-, political- and academic arenas over the years. Since 2013, CSI Managing Director has regularly distributed the newsletter "Food for Thought", as well as Summer and Autumn letters to CSI partners and contacts, and CSI has distributed quarterly newsletters. CSI has held several seminars, both for partners and researchers as to stimulate increased cooperation internally among partner organizations. CSI has also frequently hosted Brown Bag seminars at NHH with the main focus on sharing, developing and providing updates on the ongoing research at CSI.

CSI has actively used three social media platforms: blog, Twitter and Facebook. The CSI blog was CSI's "oldest" communication tool and existed since September 2009. In January 2017, the blog was incorporated into the new CSI website nhh.no/csi, which were launched January 2017.

The new CSI home page has been visited 28 674 times since its first year (2017) and has readers from all over the world. Apart from the CSI website, there has also been an increased interest in the Norwegian Innovation Index's web page. This page has received 6412 visits and 10042 views.

The CSI Twitter account (@CSLNHH) reopened in November 2013, and had about 600 followers. The tweets informed about blog updates, activities of CSI researchers and partners, and news from the innovation world.

The CSI Facebook account was launched in May 2013. The Facebook page has been used for posting news and photos from various CSI events, such as meetings and seminars. The page had about 400 followers and worked as an informal communication channel.



NHH DISSEMINATION AWARD 2017

Every 3rd year NHH honors a faculty member who has documented outstanding ability to disseminate research and contribute to the public debate. The winner of NHH's Research Dissemination Award 2017 was CSI director and NHH-professor. He was awarded the prize for his active dissemination efforts in the fields of innovation, marketing and the sharing economy

INTERNATIONAL COOPERATION

Since the beginning, CSI's two international research partners: Center for Service Research (CTF) at Karlstad University and Copenhagen Business School (CBS) have primarily collaborated at the individual level on projects for two reasons: institutional contracts are hard to obtain and service innovation was a new field.

Being a new field, CSI researchers participated and presented our research at international research conferences. In so doing, we could bench mark our research with the frontiers, promote CSI and network with leading international researchers.

Through SINTEF, CSI has been involved in the EU / H2020 project HUMANE 2015 - 2017. The project used a CSI study (with former CSI partner DnB) as a case. The same study was also published in the CSI book "Innovating for Trust".

The Norwegian Innovation Index (NII) was completed in 2017: the theory and model have been developed and tested on a larger database and we see the benefits of such measurements. NII has been presented at international research conferences with good feedback and The NII methodology has been exported to USA, The American Innovation Index (AII) operated by Fordham University, NY, Sweden, The Swedish Innovation Index (SII) operated by Karlstad Business School, and lately Finland, The Finnish Innovation Index (FII) operated by Hanken Business School.

In addition to extensive international cooperation, Professor Herbjørn Nysveen spent his sabbatical at Karlstad University from September 2012 until May 2013, co-writing a book chapter with Professor Per Kristensson. Throughout his stay, he became acquainted with CTF-researchers and the environment of research

partner CTF. During spring 2019, PhD Scholar Katrine Berg Nødtvedt spent time at Duke University, USA advancing her dissertation with some of the world's leading researchers. PHD student Hannu Tikkanen, from Hanken School of Economics, Finland was a visiting PhD at CSI, NHH from August 2017 until June 2018. His dissertation topic is related to studying how consumers make sense of well-being through the use of technology-based services, such as wearable devices and mobile applications. Postdoc Johan Blomquist, from Linköping University was a visiting postdoc at AHO from October 2014 until June 2015, working on in-house service design. In February 2016 he was back at AHO presenting research about in-house service design roles and discussing proposing some future directions for service design as a discipline of design, and its potential to contribute to the development of services.

Tor Helge Aas and Seidali Kurtmollaiev participated in the European Erasmus Network on Open Innovation in Higher Education and Training (OI-Net) 2014-2016 together with innovation researchers from 50 partner institutions from 35 countries. CSI director was invited as a thought leader at a seminar at University of Queensland, AUS, joined by 15 other international researchers. Finally, we visited Institute of Manufacturing, Cambridge School of Engineering twice to explore links between their B2B service research with CSI's B2C service innovation research. This contact is progressing as they are slowly turning toward service innovation and service-zation of manufacturing.

The established contacts with Karlstad, Gabelli and Hanken continues and are deepened as we progress into the next phase.



*Frontiers in Service conference
September 2018, Austin Texas, USA*



*CSI research seminar at CTF in Karlstad,
February 2018*

FRONTIERS IN SERVICE 2016

The Silver Edition, NHH



The opening reception was hosted by Bergen Municipality and The Mayor of Bergen Marte Mjøs Persen.

CSI and the Department of Strategy and Management (SOL) at NHH hosted the 25th Annual Frontiers in Service Conference, 23-26 June 2016. The conference is the world's leading annual conference on service research and management. Annually, Frontiers is sponsored by INFORMS, the AMA SERVSIG, and the Centre for Excellence in Service at the University of Maryland.

The Frontiers in Service 2016 had about 220 participants from all over the world and the theme for the conference was transformation by innovation and technology.

The committee chose three levels of analysis: the transformation of society, industries, and businesses. For each topic, was frugally selected and invited contributors - nationally and internationally. Also the Norwegian Minister of Trade and Industry, Monica Mæland, participated as a keynote speaker.

The opening ceremony included both an informal reception on the majestic tall-ship Statsraad Lehmkuhl. This historic 3-masted steel bark from 1914 took the participants on a mini-cruise



Professor Frøysten Gjesdal, NHH Rector 2013-2017

around the harbor of Bergen. The formal Conference Welcome Reception was held by Bergen Municipality and the Mayor of Bergen, Marte Mjøs Persen at the Håkonshallen. The Håkonshallen is 750 years old and was built by King Håkon Håkonsen as a royal residence and banqueting hall.

The award dinner took place at Norwegian School of Economics (NHH) and in accordance with traditions the annual awards included the prestigious Lifetime Achievement Award bestowed on the fortunate and well-qualified candidates.

On the program was also networking and a piano concert at Trollhaugen, the home of Norwegian composer Edvard Grieg. CSI researchers and partners were well represented as keynote speakers and discussants, Ben Reason, Livework, Annita Fjuk, Telenor and Per Kristensson, KAU. From Advisory Board Stephen L. Vargo and James Spohrer were keynote speakers. For the concurrent sessions 10 papers from CSI researchers and practitioners were presented.

CSI LOOKING FORWARD

CSI's goal is to outlive the Research Council of Norway's support for CSI. Thus, the phasing-out involves integrating CSI's expertise into the partner institutions as well as engaging firms to continue to fund part of the CSI activities after the 8-year span. The host institution NHH will, asked by CSI's board of directors, establish mechanisms to preserve expertise and other results from temporary initiatives such as a new Centers for Research-based Innovation (SFI) application. Since 2016, CSI's board of directors has together with researchers at NHH developed the value proposition and foundation for a new SFI-research center located at NHH named Digital Innovations for Growth (DIG).

DIG will be rooted in the challenges faced by Norwegian leaders of established firm, who have underscored four concerns regarding digital innovations and transformation:

1. Why do so many firms struggle in successfully implementing (digital) innovations?
2. How do they innovate their business models?
3. How can they understand and navigate in digital ecosystems?
4. How do they prepare their organizations for transformation and radical change?

Embedded in these four challenges is the underlying imperative of sustainability. DIG will address this from a microeconomic stakeholders' perspective, i.e. the opposite of the stakeholder first doctrine, by incorporating for example environment, employees, and customers. Leaders today must manage their companies lacking a rigorous, broad and integral understanding of digital innovations.

DIG's mission will be to improve the outcome of digital downstream innovations by ensuring that policy is informed by scientific evidence. DIG will respond to business leaders' needs for a deeper understanding, tools, and methods of 1) consumers' adoption of new behaviors, technologies, and innovations, 2) innovations in all facets of digital business models, 3) strategies in/for digital ecosystems, and 4) change and implementation capacity. DIG's research agenda has been built on these needs and articulated in a series of scientific aims grouped under five research themes which will contribute to the overall aims of the research-based innovation scheme objectives through concrete outputs.

TRAINING OF RESEARCHERS



From a CSI early Career Veteran

Seidali Kurtmollaiev

Associate Professor,
Kristiania University College and NHH

Research needs time. Learning how to do research needs much more time, may be the whole life. Yet, nothing can facilitate this learning better than a research environment where curiosity meets opportunities, budding academic skills receive competent nurture, and knowledge grows through sharing and debate faster than a snowball being rolled. I consider myself lucky to be one of those early career researchers who got a chance to experience exactly this kind of environment at CSI.

I started my CSI journey as a PhD student in the year the Center was established. Learning first-hand and in close cooperation about innovation research at NHH, CTF, SINTEF, AHO, and CBS and about innovation practice at Telenor, Posten, Bekk, Tryg, and Evry (to name just a few) was invaluable in my development as an academic. Basically, this combination of academic and business partners exposed all of us to various perspectives, but also allowed us to keep feet on the ground.

For example, our cooperation with Telenor brought about interesting research results, now published in top-tier journals. Since 2006, the company has been implementing various service design initiatives, which have ranged from occasional experimentation with design techniques to the systematic education of managers in service design. We found that the adoption of service design by this large, established organization was by no means an easy process. Managers, employees, and designers experienced considerable difficulties in practicing service design. Managers tended to assume that design was primarily a tool that could assist their firms in increasing profits and market share through novel material outputs. Designers often felt constrained and pressured by the organizational context. At some point, service design initiatives even started to disturb the operational performance of many teams.

We showed that the difficulties in implementing service design in the organization were not the results of misunderstanding or vice; instead, they were due to the poor fit of service design with the traditional organizational logic that favored performance orientation and formal, linear processes. Yet, service design proved to have a transformative potential and prompted organization-wide change. These included changes in beliefs, attitudes, and organizational vocabulary, followed by changes in behavior and practices. Our study suggested that top management could stimulate these changes by

encouraging the creation of a new, service-design-based corporate language, by realigning key performance indicators with service design principles and objectives, and by providing room for experimentation. As in the case of Telenor, a specialized training program of workshops might be particularly valuable in familiarizing managers and employees with service design and in stimulating organizational vocabulary change.

My postdoctoral period at CSI was no less exciting. Our large project on developing a unique, bottom-up approach to measuring innovativeness has become an important tool for analyzing firms' strategic positioning and customer responses to firms' innovation activities. Our point of departure was that customers—not managers or experts—were the best judges of innovations. This stood in stark contrast to all other sources of systematic information on innovation efforts and performance that typically relied on macroeconomic indicators (e.g., Global Innovation Index, Bloomberg Innovation Index) or self-reports by managers or experts (e.g., Community Innovation Survey, Fast Company World's Most Innovative). After many months of development and testing, we launched the Norwegian Innovation Index (NII) in 2016. The project is still growing, and as per now, we evaluate about 80 companies in 20 industries - basically, all the major players on the Norwegian consumer market. From year to year, we find that these firms focus primarily on quality rather than innovation. Yet, today, customers take quality for granted. To be attractive, firms need to evoke active emotions through innovations, but as our index shows, most firms fail to do it, choosing to remain predictable - but also fairly uninteresting - for their customers.

Moreover, our comparison of managers' and customers' viewpoints shows significant differences in how innovations are perceived. Managers see innovations as concrete initiatives and keep a clear line between the "old" and the "new" in their specific products, services, processes, and facilities. Although customers notice changes, they do not see them as separate innovations, but associate them with changes in the customer experience. For example, customers evaluate a new webpage based on how faster and easier it is to get information or place orders. Even more importantly, the perceptions of innovation differ not only between customers and managers, but also among customers. Managers tend to see automatization and digitalization as optimization, whereas



CSI researchers at work

customers interpret these initiatives as cost cutting, the use of customers as free labor force, and the development of the culture of greediness. Companies can see new segmentation as an opening of a new market, whereas customers view this as discrimination or neglect. Much of it happens because customers always see changes in a particular context and do it based on their backgrounds. For managers, innovations are always connected to the same context – company’s operations and sales. Customers, on the other hand, make use of company’s offerings in different contexts and may get a completely different view on what is happening. The contextual experiences often result in strong opinions and reactions, and many customers choose to oppose changes. Especially negative effect we see in the reactions to changes in customer relations. Although negativity usually decreases with time, it may have a significant impact on a company in the meanwhile. That is why it is important for managers to take an “outside-in” perspective, recognize customers’ beliefs, preferences, and emotions in a wider social context, and understand what effect a change could have on a total customer experience. Here, in the best traditions of rondo, I can recommend applying service design and refer back to our study in Telenor.

As the world’s first customer-based ranking of most innovative firms, NII has attracted significant attention abroad, and we are very proud that the US and Sweden have now launched their respective innovation indices based on our methodology. Several other countries have expressed their interest in adopting NII as well. For me, this continuation means that, although CSI’s formal part is over, its impact will last and be far-reaching in the years to come. And it will certainly continue to have an impact on me, through the knowledge and skills I have developed here, through research I have done, and through wonderful people from multiple organizations whom I am proud to call my colleagues.

PHD’S AND POSTDOCS

The research of CSI has been carried out in cooperation with master students, PhD candidates, postdocs and professors. A number of PhD candidates and postdocs has been affiliated with the center during the 8 years, some of them are presented below. In addition are Industrial PhDs and others listed in Appendix 2.

Abdallah Wumpini Issahaka

Issahaka is an international PhD student from Ghana, working as a research scholar at NHH. He is associated with the MOST research group and he is interested in value creation and value destruction in leading knowledge workers in today’s competitive economy, identifying new pathways to manage and organize resources for innovation and transformation imperative.

Alexander Sivertsen

On 14 May 2014, Sivertsen defended his PhD dissertation “Do We Really Like Things Better When They Are Easy To Imagine? An Exploration of How Consumers Interpret Simulation Fluency” at NHH.

Birgit A. Apenes Solem

On 18 March 2016, Birgit A. Solem gave a trial lecture and defended her PhD dissertation “The process of customer brand engagement in interactive contexts: Prerequisites, conceptual foundations, antecedents, and outcomes” for PhD degree at NHH.

Claire Dennington

Dennington is exploring the future customer experience and service innovation from a service design perspective at AHO. She is interested in the emotional aspects of design and customer experience, and how these can influence service innovation.

Dimitra Chasanidou

19. April 2018 Chasanidou, SINTEF, gave a trial lecture and defended her dissertation for the degree of Ph.D: “User participation in innovation platforms: empirical studies and a tool to design for motivation“ at the Department of Informatics at The University of Oslo.

Hussnain Bashir

Bashir from Pakistan is an international Research Scholar at the Department of Accounting, Auditing and Law at NHH, and he was affiliated with the WP Sustainable Business Models at CSI. His research interests are related to sustainable business model innovation and green consumer behavior, with an emphasis on field-experimental approaches.

Kathrine Berg Nødtvedt

Nødtvedt is affiliated with the CSI research team on adoption, studying consumer behavior in the access economy at NHH. In spring 2019, she spent several months at Duke University, USA.

Mauricy Alves da Motta Filho

On 22 June 2017, Filho gave a trial lecture and defended his PhD dissertation «Designing for Brand: Experience Operationalizing a Service Dominant Logic Approach to Branding through Service Design» for a PhD degree at AHO.

Ted Matthews

Matthews has studied how to use myths, rituals and ritual structures when building new services in attempt to create “sacred” experiences. He is currently working at AHO.

Hallgeir Sjøstad

Sjøstad worked as a CSI postdoctoral fellow from August 2017 - August 2018, affiliated with the “adoption” research team. The central topics in his research is future-oriented thinking and long-term decision-making, self-control and behavior change.

Kostantinos Boletsis

Boletsis was a postdoctoral researcher at SINTEF, examining the use of Virtual Reality in service design. He looked at the way Virtual Reality can affect the prototyping of services and its effect on service innovation. He is currently working as Digital Scientist at SINTEF Digital.

Seidali Kurtmollaiev

25 November 2016 Kurtmollaiev gave a trial lecture and defended his PhD dissertation “Service, Innovation, and Dynamic Capabilities: From Conceptualization to Explanation” at NHH. In 2017 he became a postdoctoral fellow at NHH on strategic management and marketing with focus on service innovation. He was also a member of the team working on the Norwegian Innovation Index.

Siv Rosendahl Skard

Skard was a CSI postdoctoral researcher at NHH studying the field of marketing and brand management. She has been affiliated with the center throughout the SFI period, currently associate professor at NHH and former WP 3.2 leader.

Tina Saebi

Saebi was a CSI postdoctoral researcher at NHH, studying Business Model Innovation. She has been affiliated with CSI throughout the SFI period, now working as associate professor at NHH. She was theme 1 Business Model Innovation leader / WP 1.2 leader.

Tor Helge Aas

Aas was a postdoctoral researcher at NHH, interested in innovation management and organizational effects of innovation, innovation processes and capabilities. He is now working as associate professor at The University of Agder.

BASIC FACTS AND ORGANIZATION

Partners

2011 – 2019	NHH	Research Partner
2011 – 2019	AHO	Research Partner
2011 – 2019	SINTEF	Research Partner
2011 – 2019	SNF	Research Partner
2011 – 2019	Telenor	User Partner
2015 – 2019	NorgesGruppen	User Partner
2011 – 2015	DnB	User Partner
2017 – 2019	Bergen Kommune	User Partner
2011 – 2019	Posten Norge	User Partner
2011 – 2014	Storebrand	User Partner
2011 – 2014	Tryg	User Partner
2011 – 2019	EVERY	User Partner
2011 – 2019	Bekk	User Partner
2011 – 2019	InFuture	User Partner
2011 – 2019	Induct Software	User Partner
2015 – 2019	Livework	User Partner
2011 – 2014	PWC	User Partner
2011 – 2016	Argentum	User Partner
2011 – 2019	Abelia	User Partner
2011 – 2019	Virke	User Partner
2011 – 2019	DOGA	User Partner
2011 – 2019	KAU	Int. Research Partner
2011 – 2019	CBS	Int. Research Partner

CSI was established by a consortium of 4 national research partners and 12 user partners, and in addition 2 international research partners. The partners appointed one member each for the Consortium meeting, which has prepared issues of strategic choice for the CSI board.

The board, of ten members with representatives from the host institution, user partners, KIBS- partners and research partners, was responsible for developing and adjusting research themes and innovation projects over time. All categories of user partners were either directly or indirectly represented in the CSI board.

CSI's success is to a large extent due to the dynamic and ambitious board of directors and their dedication, time and efforts in assisting CSI's management team.

CSI's management team, responsible for executing CSI's strategy and the daily operations of the center. The management team consisted of Managing Director, Center coordinator and Director of Partner Relationships.

Since 2014, CSI's Management team and Board of Directors have had the privilege to seek advice and get review from a very competent and internationally recognized Scientific Advisory Board (ISAB). This has included an annual one-day workshop on research at all levels, i.e., vision, focus, research programs, participation of senior scientists, activities of PhD students etc.



We are deeply thankful for ISAB's time and commitment to CSI. Their advice and guidance were key to our success.

ISAB MEMBERS 2014 - 2019:

*Dr. Irene Ng University of Warwick England
Dr. James Spohrer, IBM, USA
Dr. Janet McColl-Kennedy UQ Business School, Australia
Dr. Roland Rust University of Maryland, USA
Dr. Stephen L. Vargo University of Hawaii, USA
Dr. Timothy Keiningham St. John's University, USA*



CSI'S BOARD OF DIRECTORS

From left to right: Håkon Haugli, CEO Abelia, Hans-Peter Daae, Strategy & Innovations Posten, Nina Skage (Chair) NHH, Ivar Kristiansen, CEO Virke, Therese Sverdrup, Vice rektor NHH, Daniel Gönqvist, SVP Strategy EVERY, Morten Dalsmo, CEO SINTEF Digital, Harald Krogh, Managing Director Bekk-Management Consulting, and Tor W Andreassen, Director CSI.

CSI Board of Directors 2011 – 2019

2011 – 2012	NHH	Jan I. Haaland (Chair)
2013 – 2017	NHH	Frøystein Gjesdal (Chair)
2011 – 2012	NHH	Ole Hope
2013	NHH	Linda Rud
2014 – 2019	NHH	Nina Skage (Chair 2017-2019)
2017 – 2019	NHH	Therese Sverdrup
2011	Telenor	Ove Fredheim
2012 / 2016 – 2019	Telenor	Bjørn Taale Sandberg
2013 – 2015	Telenor	Dagfinn Myhre
2011 – 2012	DnB	Preben Lybekk
2013 – 2015	DnB	Hannah Cook
2011	Storebrand	Egil Thompson
2012	Storebrand	Jostein Dalland
2013 – 2019	Posten	Hans-Peter Daae
2016 – 2017	EVRY	Jarle Holm
2017 – 2019	EVRY	Daniel Grönquist
2011 – 2019	Bekk	Harald Krogh
2011 – 2012	Infuture	Nikolai Stefanovic
2013 – 2015	DOGA	Monica F. Petersson
2015	DOGA	Judith Gloppen
2016 – 2019	Abelia	Håkon Haugli
2016 – 2018	Virke	Vibeke Hammer Madsen
2019	Virke	Ivar Horneland Kristensen
2011 – 2017	Sintef	Bjørn Skjellaug
2018 – 2019	Sintef	Morten Dalsmo
2011 – 2012	AHO	Simon Clatworthy
2013 – 2015	AHO	Rachel Troye
2015 – 2019	AHO	Ole Gustavsen

CSIs management team 2011 – 2019

2011-2012	NHH	Per Egil Pedersen (Head of CSI)
2011-2012	NHH	Ingrid Skiftesvik Knoff Center (Coordinator)
2012-2013	NHH	Tor Fredriksen (Head of CSI)
2012	NHH	Hanne Refsvik (acting Center Coordinator)
2012-2014	NHH	Maria Prestmo (Center Coordinator)
2012-2019	Telenor / NHH	Annita Fjuk (Head of partner relationships)
2013-2019	NHH	Tor W. Andreassen (Head of CSI)
2014-2019	NHH	Irene Haukås Moe (Center Coordinator)
2019	Telenor	Birgitte Yttri (Head of partner relationships)

CSI's success had not been possible without a great team of excellent senior professors, associate professors and researchers creating exciting projects together with business partners and searching for new insight and knowledge. Central researchers with extra responsibility in whole or part of the center period are presented on the next page:

Senior Researchers

Professor	Tor W. Andreassen	NHH	Managing Director / WP 3.2
Sr. Researcher	Amela Karahasanovic	SINTEF	WP 3.1
Assoc. Professor 2	Annita Fjuk	Telenor / NHH	CSI management group, theme 3 leader and WP leader WP 3.1
Chief Scientist	Arne Jørgen Berre	SINTEF	CSI theme 4 leader 2011-2014
Professor	Eirik Vatne	NHH	WP leader WP 10
Professor	Helge Thorbjørnsen	NHH	CSI theme leader 1 (2011 - 2014) / WP leader
Professor	Herbjørn Nysveen	NHH	CSI WP leader WP 3.2
Professor	Jon Iden	NHH	WP leader WP 11
Assoc. Professor	Lars Jacob Tynes Pedersen	NHH	WP leader WP 1.1
Assoc. Professor	Marika Lüders	UiO, prev. SINTEF	WP 5 (2011 - 2014)
Professor	Nicolai J. Foss	CBS and Bocconi	WP 7 (2011 - 2014)
Professor	Per Egil Pedersen	USN / NHH	CSI founder and Managing Director (2011-2012), Theme 2 (2011 - 2014) and WP leader (WP 1 and WP 4)
Professor	Simon Clatworthy	AHO	Theme 1 leader and WP leader WP 1
Assoc. Professor	Siv R. Skard	NHH	WP leader WP 3.2
Assoc. Professor	Tina Saebi	NHH	Theme 1 leader and WP leader WP 1.2
Professor	Tor Fredriksen	NHH	CSI Managing Director (2012-2013) and WP leader WP 1
Project Leader	Tore Hillestad	NHHE	Theme 2 leader and WP leader WP 2.1

Other researchers contributed to CSI:

Researcher	Alexander Jakubanees	SNF	WP 2.2 and WP 3.2
Assoc. Professor	Alexander Madsen Sandvik	NHH	WP 2.2
Researcher	Asbjørn Følstad	SINTEF	WP 3.1
Assoc. Professor	Birgit Solem	USN	WP 3.2
Professor	Bo Edvardsson	KAU / NHH	
Professor	Gunnar Christensen	NHH	WP 11
PhD	Judith Gloppen	DOGA	WP 3.1
Researcher	Karl-Joachim Breunig	SINTEF	WP 5
Researcher	Katja Hydle	SINTEF	WP 5
Professor	Keld Laursen	CBS / NHH	
Professor	Kirsten Foss	NHH	
Professor	Leif Methlie	NHH	
Assoc. Professor 2	Linda D. Hollebeek	NHH	WP 3.2
Professor	Line Lervik - Olsen	BI / NHH	WP 3.2
Professor	Magne Supphellen	NHH	
Professor	Per Kristensson	CTF / NHH	WP 3.2
Professor	Sven Haugland	NHH	
Professor	Sveinung Jørgensen	INN / NHH	WP 1.1
Researcher	Sujit Pandey	NHH	WP 3.2
Assoc. Professor	Therese Kobbeltvedt	NHH	WP 2.2
Researcher	Ragnhild Halvorsrud	SINTEF	WP 3.1

CONCLUSIONS

Receiving a SFI-grant from Research Council of Norway is a blessing for ambitious research organizations. Its mandate is to develop new knowledge and insight that is of relevance to academia and businesses at the same time. There are at least three implications from this;

- you need to develop a research agenda that is relevant and interesting not only today but eight years ahead.
- you need to develop a culture of spending time with researchers and business people.
- you need to create value to both constituents: business and academia.

A major challenge is the speed of change in the two worlds. Academia is by definition a slower world than business. This is a potential source of frustration that needs to overcome which boils down to: what is academia best at doing? Business is excellent at finding solutions to problems in a manner they define as good enough and move on. Academics can not live with this level of precision and will twist and tweak everything before they reach a conclusion - a conclusion they are careful to generalize from. Business will respond by saying: It's better to be roughly right than exactly wrong!

At NHH we are convinced that the SFI-program is a blessing and that both parties need to work hard to make the arena for joint research work. Business decisions and challenges are increasingly of a magnitude that requires time and deep thinking at the level of academic research. Through the SFI-program researchers and PhDs will spend time with business and learn from their challenges - challenges that can easily be turned into research questions. Business can learn from academics about theories, models, and findings that is high value to them. There is nothing as practical as an excellent theory!

By spending time together, academics can calibrate what is relevant and interesting research - research that helps solving major problems. This is an excellent way to make sure that our education programs stay relevant and interesting for students - our next generation of business leaders.

Researchers are in the communication and persuasion industry, i.e., we want our research to have an impact on how leaders think about a problem or how they resolve a problem. For this to happen, we need to communicate our research not only to a limited audience within academia but a broader group of people in various roles: citizens, consumer, customer, employee, policy maker, or leader. Developing a communication plan is crucial to succeed in a world flooded with information. The question is: how do you reach your target audience most effectively and efficiently? being able to adapt your message, form and style to different audiences, is a steep learning curve to many academics who are primarily used to talk to peers.

Finally, for business to get the most out of being a SFI-partner, they need to organize for it. Specifically, they need to dedicate a person to be the liaison-person - person who speaks two languages: business and academic. A person who has KPIs tied to her new assignment. A person who have clear goals of what she wants to accomplish on behalf of the company. A person who has a burning passion for the topic and who can engage senior management who is dedicated.

If executed correctly, a SFI grant is not only a blessing but a win-win program for researchers, research institutions, business, and society that experiences more research-based innovations of higher value to end-users.



CSI research seminar in Cambridge, visiting CSI advisory board member Irene Ng, University of Warwick, August 2018.

FINANCING AND RESULTS

Key Figures



CSI researchers gathered for a two days workshop in Oxford 26-28 August 2015.

Summary sheet for the main categories of partners MNOK

Contributor	Cash	In-kind	Total
Host	0	41988	41988
Research partners	0	27874	27874
Companies	2374	51012	53386
Public partners	250	1513	1763
RCN	74454	0	74454
Sum	77078	122387	199465

Results - Key figures

	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Scientific/scholarly publications	12	20	21	14	35	37	50	42	9	240
Conference proceedings	2	9	14	22	19	20	24	13		123
Dissemination for users	17	77	102	79	128	115	205	105	66	894
Dissemination for general public	19	17	30	55	105	54	73	87	35	475
Number of new/improved methods	3	8	5	5	7		3	2	2	35
Number of new/improved products		3	8	5	1	5	7	2		31
PhD degrees completed				1		2	1	1		5
Master's degrees	10	28	27	22	37	40	18	32	7	221

Employment of PhD candidates (number)

Centre company	Other companies	Public organizations	University	Research institute	Outside Norway	Other	Total
0	1 (not completed)	0	1	3	1	0	6

APPENDIX 1

Statement of accounts for the complete period of centre financing

Cost

Activity/Item	Admin.	BMI WP 1.1 (8)	BMI WP 1.2 (7)	MOST WP 2.1	MOST WP 2.2	SD & CE WP 3.1 (1,4,5)	SD & CE WP 3.2 (2,3)	SIE WP 4.1	SIE WP 4.2	WP 10	WP 11	SUM
RCN												
NHH	25 507	4 628	6 640	4 640	820	14 339	27 060	506	633	2 462	1 084	88 319
AHO	28					13 671	6 839					20 538
SINTEF						21 733	301					22 034
SNF	636	370	740	2 256	1 500	2 235	7 173			848	291	16 049
Abelia	47	121				44				28		240
Argentum	3									81		84
Bekk	50		486	205		372	160	1 018	260			2 551
Bergen Municip.				186	45		67					298
DNB	224	80	256			391	730			400		2 081
DOGA	82	90	90			519	350					1 131
EVRY	176	150	150	230	45	784	1 155					2 690
Induct	10	16	20	450	51	864	352					1 763
inFuture	84		230			441	1 049			75		1 879
Livework	10					428	88					526
NorgesGruppen	50				7	43		4				104
Posten	70	333	661	60	60	652	1 159	95	95			3 185
PWC		416	150							154		720
Storebrand		11				55	920					986
Telenor	270	1 563	689	1 563	521	11 676	15 050			765		32 097
Tryg		270					734					1 004
Virke	260	49	629			178				70		1 186
Sum	27 507	8 097	10 741	9 590	3 049	68 425	63 187	1 623	988	3 643	2 615	199 465

Funding

Activity/Item	Admin.	BMI WP 1.1 (8)	BMI WP 1.2 (7)	MOST WP 2.1	MOST WP 2.2	SD & CE WP 3.1 (1,4,5)	SD & CE WP 3.2 (2,3)	SIE WP 4.1	SIE WP 4.2	WP 10	WP 11	SUM
RCN	12 269	491	1 280	2 697	1 983	36 924	18 133	138	138	200	200	74 453
NHH	5 961	4 628	6 640	4 640	820	4 339	10 275	506	633	2 662	884	41 988
AHO	28					7 876	3 090					10 994
SINTEF						10 621	301					10 922
SNF	386	170	182	1 456	817	535	1 673			448	291	5 958
Abelia	47	121				44				28		240
Argentum	3									81		84
Bekk	50		486	205		372	160	1 018	260			2 551
Bergen Municip.				186	45		317					548
DNB	224	80	256			391	1 430			400		2 781
DOGA	82	90	90			519	351					1 132
EVRY	176	150	150	230	45	784	1 155					2 690
Induct	10	16	20	450	51	864	352					1 763
inFuture	84		230			441	1 049			75		1 879
Livework	10					154	362					526
NorgesGruppen	550				7	43		4				604
Posten	70	333	661	60	60	652	1 159	95	95			3 185
PWC		416	150							154		720
Storebrand		11				55	920					986
Telenor	270	1 563	689	1 563	521	11 676	16 224			765		33 271
Tryg		270					734					1 004
Virke	260	49	629			178				70		1 186
Sum	20 480	8 388	11 463	11 487	4 349	76 468	57 685	1 761	1 126	3 643	2 615	199 465

APPENDIX 2

List of Post-docs, Candidates for PhD and MSc degrees during the full period of the centre

Postdoctoral researchers with financial support from the centre budget

Name	M/F	Nationality	Scientific area	Years in the centre	Scientific topic	Main contact
Hallgeir Sjøstad	M	Norway	Adoption WP 3.2	24.08.17 – 23.08.18	Future oriented thinking and long term decision making	Helge Thorbjørnsen
Kostantinos Boletsis	M	Greece	Virtual reality WP 3.1	12.09.16 – 12.09.18	Prototyping of services and its effects on service innovation	Amela Karahasanovic
Lars Jacob T. Pedersen	M	Norway	Business Model Innovation WP 1.1	01.11.09 – 31.10.12	Sustainable business innovation	Trond Bjørnenak
Seidali Kurtmollaiev	M	Ukraine	SD & CE WP 3.2	01.04.17 – 04.08.19	Norwegian Innovation index	Tor W. Andreassen / Per Egil Pedersen
Siv R. Skard	F	Norway	SD & CE WP 3.2	01.07.11 – 17.06.19	Marketing and brand Management	Herbjørn Nysveen / Helge Thorbjørnsen
Tina Saebi	F	Germany	Business Model Innovation WP 1.2	01.01.12 – 30.06.15	Business Model Innovation	Nicolai J. Foss
Tor Helge Aas	M	Norway	WP 2	01.11.11 – 30.08.14	Innovation management and effects on innovaton	Per Egil Pedersen

PhD candidates who have completed with financial support from the centre budget

Name	M/F	Nationality	Scientific area	Years in the centre	Thesis title	Main thesis advisor
Alexander Sivertsen	M	Norway	WP 2	15.08.09 – 14.01.14	«Do We Really Like Things Better When They Are Easy To Imagine? An Exploration of How Consumers Interpret Simulation Fluency.	Helge Thorbjørnsen
Dimitra Chasanidou	F	Greece	WP 3.1	01.09.13 – 31.08.17	“User participation in innovation platforms: empirical studies and a tool to design for motivation“	Amela Karahasanovic
Mauricy Alves da Motta Filho	M	Brazil	WP 3.1	01.09.11 – 31.08.15	Designing for Brand Experience	Simon Clatworthy
Seidali Kurtmollaiev	M	Ukraine	WP 3.2	01.10.11 – 30.04.16	Service, Innovation, and Dynamic Capabilities: From Conceptualization to Explanation	Per Egil Pedersen

PhD candidates who have completed with other financial support, but associated with the centre

Name	M/F	Nat.	Funding source	Scientific area	Years in the centre	Scientific topic	Main contact
Birgit A. A. Solem	F	Norway	HBV	WP 3.1	01.08.11 – 31.07.15	The process of customer brand engagement in interactive contexts: Prerequisites, conceptual foundations, antecedents, and outcomes.	Per Egil Pedersen
Erlend Aas Gulbrandsen	M	Norway	HIL	WP 1.1	01.04.15 – 11.05.19	Sustainable Business Model Innovation	Lars Jacob T. Pedersen
Njål Siverstøl	M	Norway	NFR / Telenor	WP 3.1	01.09.09 – 28.02.13	Online Communities for Customer Support: A Study of Participation and its antecedents	Ingeborg A. Kleppe

PhD students with financial support from the centre budget who still are in the process of finishing studies

Name	M/F	Nationality	Scientific area	Years in the centre	Thesis topic	Thesis advisor
Abdallah Issahaka	M	Ghana	WP 2.1	15.05.15 – 14.05.19	MOST	Rune Lines
Claire Dennington	F	Norway	WP 3.1	01.09.15 – 31.08.18	SD&CE	Simon Clatworthy
Hussnain Bashir	M	Pakistan	WP 1.11	15.08.18 – 14.08.22	Sustainable BMI	Lars Jacob Tynes Pedersen
Kathrine Berg Nødtvedt	F	Norway	WP 3.2	15.08.16 – 14.08.20	Adoption, SD&CE	Helge Thorbjørnsen
Mohammed Touhid Hussain	M	Bangladesh	WP 3.2	15.08.11 – 19.12.15	SD&CE	Helge Thorbjørnsen
Ted Matthews	M	England	P 3.1	01.09.11 – 26.04.16	SD&CE	Simon Clatworthy

PhD students with other financial support who still are in the process of finishing studies

Name	M/F	Nat.	Funding source	Scientific area	Years in the centre	Thesis topic	Thesis advisor
Hege Mathea Haugen	F	Norway	NFR / Telenor	WP 3.1	01.10.15 – 04.04.20	SD & CE	Siv R. Skard
Kristin Ringvold	F	Norway	NFR / CapGemini	WP 1.2	01.08.14 – 01.08.18	Business Model Innovation	Tina Saebi
Magne Angelshaug	M	Norway	NFR / Sbanken	WP1.2	15.10.16 – 15.10.20	Business Model Innovation	Tina Saebi

**MSc candidates with thesis related to the centre research agenda
and an advisor from the centre staff**

Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor	Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor
Pål Strutz	M	Norway	WP 2 (3.2)	2011	How do failures in self-service technologies affect consumers' brand experience?: a conceptual analysis	Helge Thorbjørnsen	Astri Fotland	F	Norway	WP 3 (3.2)	2012	Intention to use RFID-enabled services. Theoretical review and case study	Herbjørn Nysveen
Pia-Marie Ingvaldsen Sølje	F	Norway	WP 1 (3.1)	2011	Deltakelse og jobbtillfredshet: hvordan har økt deltakelse som følge av Lean påvirket de ansattes tilfredshet i Tryg?	Tor Fredriksen	Dennis Heltne Hou	M	Norway	WP 3 (3.2)	2012	Co-creating brand experiences : empirical findings in retail banking	Herbjørn Nysveen
Christine Bruteig Henriksen	F	Norway	WP 1 (3.1)	2011	Deltakelse og jobbtillfredshet: hvordan har økt deltakelse som følge av Lean påvirket de ansattes tilfredshet i Tryg?	Tor Fredriksen	Andreas Dale	M	Norway	WP 3 (3.2)	2012	Brand experience in the online private banking industry: construct validation, antecedents and consequences	Herbjørn Nysveen
Finn Filip Sigurjonsson Finborud	M	Norway	WP 10	2011	Ventura capital: An introduction to the industry and its effects on firm investments in R&D	Jarle Møen	Leif Inge Husabø	M	Norway	WP 3 (3.2)	2012	Brand experience in the online private banking industry: construct validation, antecedents and consequences	Herbjørn Nysveen
Olav Borud	M	Norway	WP 3 (3.2)	2011	What are the channel preferences of different experimental types of customers?	Herbjørn Nysveen	Mari Lindahl Kårhus	F	Norway	WP 3 (3.2)	2012	Sponsorship as Experiential Marketing	Siv Skard og Helge Thorbjørnsen
Birthe Linn Dyrdal	F	Norway	WP 3 (3.2)	2011	Hvilke faktorer påvirker personers giver vilje og lojalitet til nonprofit-organisasjoner? Et opplevelses- og holdningsperspektiv?	Herbjørn Nysveen	Alexander Berg Gustavsson	M	Norway	WP 11	2012	Når bør tjenester lanseres, og hvordan kan man sikre lansering til planlagt tid? En litteraturstudie	Jon Iden
Therese Prestmo Rosenvold	F	Norway	WP 4 (3.1)	2011	Bergens Tidende på nettbrett - jakten på en lønnsom forretningsmodell	Per Egil Pedersen	Tor Erik Røynesdal	M	Norway	WP 11	2012	Når bør tjenester lanseres, og hvordan kan man sikre lansering til planlagt tid? En litteraturstudie	Jon Iden
Tobias Mørland Kvaslerud	M	Norway	WP 4 (3.1)	2011	Bergens Tidende på nettbrett - jakten på en lønnsom forretningsmodell	Per Egil Pedersen	Eirik Bø Bakke	M	Norway	WP 3 (3.2)	2012	Brand in hand : an empirical investigation of the effects of app usage on brand loyalty	Leif Hem
Mattis Thompson	M	Norway	WP 4 (3.1)	2011	A segmentation model for the Norwegian retail banking market	Per Egil Pedersen	Sara Marie Eilertsen	F	Norway	WP 1 (3.1)	2012	Eksperimentelle metoder i tjenesteinnovasjon	Vidar Schei
Matias Haukom	M	Norway	WP 4 (3.1)	2011	A segmentation model for the Norwegian retail banking market	Per Egil Pedersen	Anette Nordvik	F	Norway	WP 1 (3.1)	2012	Tjenstedesign. Kan bruk av tjenstedesign være hensiktsmessig for å frembringe god kunnskapsopplevelse?	Tor Fredriksen
Astrid Heggland	F	Norway	WP 10	2012	Innovasjonssystemer i norsk reiseliv: en casestudie av NCE Tourism - Fjord Norway	Eirik Vatne	Alice Norlie	F	Norway	WP 1 (3.1)	2012	Tjenstedesign. Kan bruk av tjenstedesign være hensiktsmessig for å frembringe god kunnskapsopplevelse?	Tor Fredriksen
Benjamin John Brue	M	USA	WP 8 (1.1)	2012	Social Value Creation in Business Models of Social Entrepreneurship: A case study of two B1G1 organizations	Lars Jacob Tynes Pedersen	Anna Dahl	F	Norway	WP 5 (3.1)	2012	Agile/UX Integration: how user experience-related practices and processes are integrated with Agile development in real-world projects.	Amela Karahasanovic
Eivind Berglund	M	Norway	WP 10	2012	Ulike tilnærminger til integrering av CSR i virksomheters styringssystem : et studie av tre norske finansinstitusjoner	Daniel Johansson	Christian von Hanno	M	Norway	WP 1 (3.1)	2012	Nordic Choice Hotels, for alle	Birger Sevaldson
Sigrid S. V. Berglund	F	Norway	WP 10	2012	Ulike tilnærminger til integrering av CSR i virksomheters styringssystem : et studie av tre norske finansinstitusjoner	Daniel Johansson	Ulrikke Pedersen	F	Norway	WP 1 (3.1)	2012	Designing an e-book experience	Jonathan Romm
Iva Emilova Germanova	F		WP 8 (1.1)	2012	Incentives for subcontractors to adopt carbon emission reduction practices : a case study of Bring Norway	Lars Jacob Tynes Pedersen	Rebecca Riordan Larsen	F	Norway	WP 1 (3.1)	2012	Designing an ebook experience	Jonathan Romm
Michael Kent Hellerslien	M	USA	WP 4 (3.1)	2012	How the "open Innovation" concept might be used to improve profitability in the service industry	Per Egil Pedersen	Anne Lene Hårstad	F	Norway	WP 1 (3.1)	2012	Min Medisin	Jonathan Romm
Andreas Hennie	M	Norway	WP 4 (3.1)	2012	Utfylt.no : et enklere økonomiprogram : en auto etnografisk utforskning av lean startup-metodikken	Per Egil Pedersen	Kaipei Feng	F	China	WP 1 (3.1)	2012	AUDI (confidential project)	Jonathan Romm
André Vitória Borges Pereira	M	Brazil	WP 3 (3.2)	2012	Consumer adoption of NFC mobile wallets : antecedents of usage	Herbjørn Nysveen	Jan Kristian Strømsnes	M	Norway	WP 1 (3.1)	2012	Designing for dignity in sexual violence response system	Birger Sevaldson
Michael Johansen	M	Norway	WP 3 (3.2)	2012	Customer engagement on Facebook : a social brand experience	Herbjørn Nysveen og Per Egil Pedersen	Manuela Aguirre	F	Chile	WP 1 (3.1)	2012	Designing for dignity in sexual violence response system	Birger Sevaldson
							Judith Bragelien	F	Norway	WP 3 (3.2)	2013	Teori og best practice for customer co creation ved tjenesteinnovasjon	Leif E. Hem
							Lise Beate Nordblom	F	Norway	WP 3 (3.2)	2013	Teori og best practice for customer co creation ved tjenesteinnovasjon	Leif E. Hem
							Audun K. Brekke	M	Norway	WP 5 (3.1)	2013	Mapping the Customer Journey - A Study of data collection methods	Ragnhild Halvorsrud / Amela Karahasanovic
							Tina B. Holt	F	Norway	WP 5 (3.1)	2013	Capturing the User Experience with diaries and interviews	Amela Karahasanovic / Ragnhild Halvoersen

Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor	Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor
Hans-Christian Grung -Olsen	M	Norway	WP 11	2013	Prosessledning og innovasjon. En litteraturstudie	Jon Iden	Janu Ramchandani	M	India	WP 8 (1.1)	2014	Assessing the relevance of carbon accounting standards in service sector SMEs: a case study	Lars Jacob Tynes Pedersen
Martin Andestad	M	Norway	WP 11	2013	Prosessledning og innovasjon. En litteraturstudie	Jon Iden	Anders Naterstad	M	Norway	WP 3 (3.2)	2014	Lojalitets- og lønnsomhetsstyring av kundebasen: en casestudie av hvordan fordelsrabatter kan signalisere kundeloyalitet og kundelønnsomhet i forsikringsbransjen	Tor W. Andreassem
Astrid Sky	F	Norway	WP 3 (3.2)	2013	How can service organizations improve the customer orientation of frontline employees: A cross cultural study	Magne Supphellen	John Eirik Indrebø	M	Norway	WP 3 (3.2)	2014	Lojalitets- og lønnsomhetsstyring av kundebasen: en casestudie av hvordan fordelsrabatter kan signalisere kundeloyalitet og kundelønnsomhet i forsikringsbransjen	Tor W. Andreassem
Even Meek Olsen	M	Norway	WP 3 (3.2)	2013	How can service organizations improve the customer orientation of frontline employees: A cross cultural study	Magne Supphellen	Elisabeth Solberg	F	Norway	WP 2.1	2014	A customer-centric journey - alignment of KPI and incentive systems: a case study of DNB, Posten and Telenor	Tor W. Andreassem
Cathrine Åsegg Hagen	F	Norway	WP 8 (1.1)	2013	Interessedialog som kilde til ny kunnskap: En casestudie av Storebrand, TINE og Tryg	Lars Jacob Tynes Pedersen	Pia Solheim	F	Norway	WP 2.1	2014	The lean, mean, and customer centric team: How BPM culture promotes customer centricity	Tore Hillestad
Benedicte Holgersen	F	Norway	WP 8 (1.1)	2013	Interessedialog som kilde til ny kunnskap: En casestudie av Storebrand, TINE og Tryg	Lars Jacob Tynes Pedersen	Ingrid Hognaland	F	Norway	WP 7 (1.2)	2014	How business models in the newspaper industry are selected and innovated: a case study of two Norwegian media groups	Tina Saebi
Tine Charlotte Ovreå	F	Norway	WP 3 (3.2)	2013	Brand positioning: an enhancement proposal to differentiation strategies based on secondary benefit associations	Magne Supphellen	Yingrui Zhang	F	China	WP 7 (1.2)	2014	How complementor partners add value to e-tailers?	Svein Haugland
Johan Krogh Eide	M	Norway	WP 1 (3.1)	2013	Design for brukermedvirkning i psykiske helsetjenester	Birger Sevaldson	Cilia Holmes Indahl	F	Norway	WP 8 (1.1)	2014	Business model innovation for sustainability: from current to next practices	Sigurd Troye
Mikael Johnsen	M	Norway	WP 1 (3.1)	2013	The Future of Offshore Supply	Sigbjørn Windingstad / Marcus Høy Petersen	Elena Tragudistis	F	Russia	WP 2.1	2014	Exploring a path to customer centricity: the role of organizational values	Alexander Madsen Sandvik
Maria Karlsen	F	Norway	WP 1 (3.1)	2013	Food Awareness - through mindful eating	Nina Bjørstad / Geir Øxseth	Natalia Drozdova	F	Russia	WP 3 (3.2)	2014	Measuring Emotions in Marketing and Consumer Behavior: Is Face Reader an applicable tool?	Siv Skard
Åse Kydland	F	Norway	WP 1 (3.1)	2013	Å styrke den pårørende - et tjenestedesign-prosjekt for pårørende til mennesker med demens	Ted Matthews / Birger Sevaldson	Christian Ree Eriksen	M	Norway	WP 11	2014	Innovasjon i management consulting. En eksplorativ casestudie av norske konsultantselskaper	Jon Iden
Marit Karin Støylen	F	Norway	WP 1 (3.1)	2013	Å styrke den pårørende - et tjenestedesign-prosjekt for pårørende til mennesker med demens	Ted Matthews / Birger Sevaldson	Anders Bjørneby	M	Norway	WP 11	2014	Innovasjon i management consulting. En eksplorativ casestudie av norske konsultantselskaper	Jon Iden
Wanxi Li	F	China	WP 1 (3.1)	2013	A design to rejuvenate chinese tea culture among young generation	Geir Øxseth / Carsten Loly	Karin Frida Lovisa Almqvist	F	Sweden	WP 1 (3.1)	2014	Å avslutte et svangerskap	Birger Sevaldson / Kaia Misvær Kistorp
Ragnhild Mjønner	F	Norway	WP 1 (3.1)	2013	Foreldre + lærere = sant	Ted Matthews / Mosse Sjøstad	Victoria Hovland	F	Norway	WP 1 (3.1)	2014	Å forebygge ensomhet blant eldre	Kaia Misvær Kistorp
Seyedeh Niussha Mousavizadehdafchahi	F	Iran	WP 1 (3.1)	2013	Wellbeing of Seafarers Abroad Offshore Vessels	Steinar Killi / Sigbjørn Windingstad	Christina Helen Iversen	F	Norway	WP 1 (3.1)	2014	Offshore Business as a Service Business	Steinar Killi / Simon Clatworthy
Emilie Strømmen Olsen	F	Norway	WP 1 (3.1)	2013	Designutdanning i Risør	Ted Matthews / Birger Sevaldson	Hilde Dybdahl Johannessen	F	Norway	WP 1 (3.1)	2014	Designing Change	Einar Sneve Martinussen
Elisabeth Bjørndal Skjelten	F	Norway	WP 1 (3.1)	2013	Røde Kors Norskjelpen	Birger Sevaldson	Sung Hoon Kim	M	South Korea	WP 1 (3.1)	2014	Change for funding - Creating a profit for an environmental NGO	Kaia Misvær Kistorp
Malgorzata Wesolowska	F	Polen	WP 1 (3.1)	2013	Industrial Heritage Trail	Nina Bjørnstad / Peter Hammersam / Janike Larsen	Astrid Langnes	F	Norway	WP 1 (3.1)	2014	Psychology in design – «My Commute»	Ted Matthews
Wenying Zhang	F	China	WP 1 (3.1)	2013	Where's Mummy? A locating and communicating device for children aged 3-8	Geir Øxseth	Anna Sara Svennevik	F	Norway	WP 1 (3.1)	2014	En enklere hverdag	Einar Sneve Martinussen
Lars-Ive Gjørder	M	Norway	WP 1 (3.1)	2013	Rituals and Service Design. A match made in Heaven?	Ted Matthews	Cathrine Einarsson	F	Norway	WP 1 (3.1)	2014	Tjenestedesign som verktøy for felles forståelse.....	Ted Matthews
Julian Kristoffer Guribye	M	Norway	WP 1 (3.1)	2013	Electric car charging station	Steinar Killi	Linda Natalia Tunheim	F	Norway	WP 1 (3.1)	2014	Designing for Health Care at Sea	Geir Øxseth
Jens Magnus Trevisan Kjeldsen	M	Norway	WP 1 (3.1)	2013	Design for økt sykkelglede i Oslo	Nicholas Stevens							
Mirjua Sutela	F	Finland	WP 1 (3.1)	2013	Beyond the Next Step. An Example of improving Women's Experience in Gynecological Services	Ted Matthews							

Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor	Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor
Yannick Lew Yaw Fung	M		WP 5 (3.1)	2014	A value development framework for service innovation	Arne Jørgen Berre	Leda Atena Rivero Meendez	F	Peru	WP 3.2	2015	Creativity in customer care teams. Differences between top and bottom performing teams.	Per Kristensson
Linda Kristiansen	F	Norway	WP 3.2	2015	Drivers of Adoption and their Modifiers – Self-Service Technology in a Business-to-Business Context	Herbjørn Nysveen	Anna Borovova	F	Russia	WP 10	2015	Contextual study of VC investments: the case of Norway	Eirik Vatne
Aria Nejad	F	Norway	WP 3.1	2015	Crowdsourcing food shopping	Amela Karahasanovic	Ines Maria Stoegerer	F	Austria	WP 3.2	2015	The interplay of trustworthiness and perceived risk and their influence on consumer's acceptance of self-service technology innovations: the case of Digipost by Posten Norge AS	Siv Skard
Kristoffer Tønjum Hol	M	Norway	WP 3.1	2015	Crowdsourcing food shopping	Amela Karahasanovic							
Gunnar Øyvin Fredrikson	M	Norway	WP 3.1	2015	Gamification in OIP	Dimitra Chasanidou / Arne Jørgen Berre	Anna Alexandra Alexi	F	Hungary	WP 3.2	2015	The interplay of trustworthiness and perceived risk and their influence on consumer's acceptance of self-service technology innovations: the case of Digipost by Posten Norge AS	Siv Skard
Silje Sørfonn Moe	F	Norway	WP 1.2	2015	How can Retailers Take Responsibility? : Responsible Business Model Innovation in the Retail Industry a quantitative approach	Tina Saebi							
Anna Christina Rosenqvist	F	Norway	WP 1.2	2015	How can Retailers Take Responsibility? : Responsible Business Model Innovation in the Retail Industry a quantitative approach	Tina Saebi	Wenje Chen	M	China	WP 3.2	2015	Logistics and distribution in e-commerce: deciding on "make-or-buy"	Seidali Kurtmollaiev
Valeria Duml	F	Italy	WP 1.2	2015	Collaborative Consumption: Live Fashion, Don't Own It! Developing New Business Models for the Fashion Industry	Tina Saebi	Mie Birgitte Dalen	F	Norway	WP 3.2	2015	Visual website aesthetics: The relationship between the dimensions of visual website aesthetics, website trust and consumers' intention to visit the website	Herbjørn Nysveen
Anna Soler Perlacia	F	Spain	WP 1.2	2015	Collaborative Consumption: Live Fashion, Don't Own It! Developing New Business Models for the Fashion Industry	Tina Saebi	Line Thorvildsen Bogen	F	Norway	WP 3.1	2015	Taktskifte i eldreomsorgen i Oslo, med skille og spesialisering	Ted Matthews
Helle Einstabland	F	Norway	WP 2.1	2015	How a customer focus helps firms identify relevant value drivers	Marcus Selart	Mikkel Brandt Bugge	M	Norway	WP 3.1	2015	2020 Oslo tram	Steinar Killi
Ingrid Sunde Sletten	F	Norway	WP 2.1	2015	How a customer focus helps firms identify relevant value drivers	Marcus Selart	Tarald Jansen	M	Norway	WP 3.1	2015	2020 Oslo tram	Steinar Killi
Tom Hiis Bergh	M	Norway	WP 1.2	2015	Business models and business model innovation: theoretical development of a conceptual, general business model framework illustrated with a case on Norwegian marine technology company Sea-Hawk Navigation AS	Svein Haugland	Jane Pernille Landa Hansen	F	Norway	WP 3.1	2015	Service design as a service: Exploring why projects are not implemented and what we can do about it	Berit Lindquister / Steinar Killi
Kristoffer Berg Kahrs	M	Norway	WP 1.2	2015	Business models and business model innovation: theoretical development of a conceptual, general business model framework illustrated with a case on Norwegian marine technology company Sea-Hawk Navigation AS	Svein Haugland	Daniel Søland Jackson	M	Norway	WP 3.1	2015	Service design as a service: Exploring why projects are not implemented and what we can do about it	Berit Lindquister / Steinar Killi
Maria Holmen Høyem	F	Norway	WP 3.2	2015	Implikasjoner av ny postlov og dens innvirkning på innovasjonsinsentivene i Posten Norge AS: en teoretisk studie av det norske postmarkedet	Trond Olsen	Theodor Andreas Henriksen Aas	M	Norway	WP 3.1	2015	Between the three of us - A diploma on how to design for trust in digital services	Einar Sneve Martinussen
Ragni Grydeland	F	Norway	WP 3.2	2015	Implikasjoner av ny postlov og dens innvirkning på innovasjonsinsentivene i Posten Norge AS: en teoretisk studie av det norske postmarkedet	Trond Olsen	Richard Bernt P. Jensen	M	Sweden	WP 3.1	2015	GENERATION * 3 - Designing quality CPR education for schools	Adrian Paulsen
Lisanna Carolina Kujala	F	Finland	WP 3.2	2015	Pre-purchase customer experience: a multiple case study of leading service providers in Norway.	Mohammad Touhid Hossain	Marianne Helen Sulen Sælensminde	F	Norway	WP 3.1	2015	GENERATION * 3 - Designing quality CPR education for schools	Adrian Paulsen
Citic, Marija	F	Croatia	WP 3.2	2015	Pre-purchase customer experience: a multiple case study of leading service providers in Norway.	Mohammad Touhid Hossain	Syver Møksvold Lauritzen	M	Norway	WP 3.1	2015	Honest Mistakes: Exploring Imperfections in Digital Design	Ståle Stenslie
							Bjarte Andreas Misund	M	Norway	WP 3.1	2015	Kokan Gemu - A Transaction Experience	Mosse Sjøstad
							Maria Mårefors	F	Sweden	WP 3.1	2015	Design for intellectual disability	Steinar Killi / Maria Cappelen
							Niklas Schmidt	M	Sweden	WP 3.1	2015	More than meets the ear - Exploring the music experience through interaction design	Nicholas Stevens
							Caterina Rios Forno	F	Chile	WP 3.1	2015	To learn to learn - Challenging formal education by enabling the students to reflect on their learning	Mosse Sjøstad
							Ask Helseth	M	Norway	WP 3.1	2015	Potential energy - Exploring service opportunities in energy producing neighbourhoods	Mosse Sjøstad // Einar Sneve Martinussen / Adrian Paulsen

Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor	Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor
Elisabeth Rose Le Blanc	F	USA	WP 3.1	2015	In their shoes - An observational approach to developing resources for nursing home employees	Kaia Misvær Kistorp	Jon Trygve Hegnar	M	Norway	WP 3.2	2016	How can Choice Hotels Innovate to compete with Airbnb	Tor W. Andreassen
Mats Andreas Kildahl Hverven	M	Norway	WP 3.2	2016	Valg: en velsignelse eller forbannelse?: effekten av fondsguide på salg av investeringsfond	Tor W. Andreassen	Åge Bjørnsen	M	Norway	WP 3.2	2016	How can Choice Hotels Innovate to compete with Airbnb	Tor W. Andreassen
Michael Hansson	M	Norway	WP 3.2	2016	Valg: en velsignelse eller forbannelse?: effekten av fondsguide på salg av investeringsfond	Tor W. Andreassen	Olaug Jerpstad	F	Norway	WP 3.2	2016	Uber mot drosje: En økonomisk vurdering av forretningsmodeller	Tor W. Andreassen
A. Johannes T. Solbraa Bay	M	Norway	WP 3.2	2016	Innovation Adoption in Robotics: Consumer Intention to Use Autonomous Vehicles	Herbjørn Nysveen	Anja Basioli Kirkvik	F	Norway	WP 3.2	2016	Uber mot drosje: En økonomisk vurdering av forretningsmodeller	Tor W. Andreassen
Candela Santos Haugen	F	Norway	WP 3.2	2016	En adopsjonsstudie av en selvbetjeningskanal	Herbjørn Nysveen	Maria Vattøy	F	Norway	WP 1.2	2016	Could Crowdfunding Disrupt the Fashion Industry?: Emergence of new business models due to crowdfunding, and their implications	Tina Saebi
Fredrik Grøstad Madso	M	Norway	WP 3.2	2016	En adopsjonsstudie av en selvbetjeningskanal	Herbjørn Nysveen	Emil Vindheim	M	Norway	WP 1.2	2016	Could Crowdfunding Disrupt the Fashion Industry?: Emergence of new business models due to crowdfunding, and their implications	Tina Saebi
Manuela Twrnsnick	F	Germany	WP 3.2	2016	Influencing of Customer Personality Traits on Co-creational Activities	Herbjørn Nysveen	Julie Normann Eikaas	F	Norway	WP 1.2	2016	How to become a Food Waste-Fighter?: An exploratory study into food waste-reducing business practices in the food service industry.	Tina Saebi
Liyang Zeng	F	China	WP 3.2	2016	Factors Influencing the Adoption of Self-Service Technologies: A Study of the Benefits and Risks of Self Service Technologies and Trust Beliefs of Service Providers.	Herbjørn Nysveen	Kristine Amundsen Wold	F	Norway	WP 1.2	2016	How to become a Food Waste-Fighter?: An exploratory study into food waste-reducing business practices in the food service industry.	Tina Saebi
Ribekka Breitveit	F	Norway	WP 3.1	2016	Longer than nine months	Mosse Sjøstad / Berit Lindquister	Arsene Frank Burakeye	M	Norway	WP 1.2	2016	Social business models in Norway: how do they finance and monetise social value creation?: a qualitative approach	Tina Saebi
Ola Johan Brandsnes	M	Norway	WP 3.1	2016	Ashes to Ashes	Steinar Killi / Adrian Paulsen	Pål Idar Christiansen	M	Norway	WP 1.2	2016	Social business models in Norway : how do they finance and monetise social value creation? : a qualitative approach	Tina Saebi
Alfred Clatworthy Holmen	M	Norway	WP 3.1	2016	Fordel – An online platform to facilitate participation in local budget decisions	Einar Sneve Martinussen / Mosse Sjøstad	Andreas Henrik King	M	Norway	WP 1.2	2016	Business Model Categories for the Base of the Pyramid and Challenges in the South African Market	Tina Saebi
Runar Dahlsengen	M	Norway	WP 3.1	2016	Using Screen based Interaction design to reduce domestic food waste	Einar Sneve Martinussen / Håkan Edleholt / Natalia Egudelo	Terje Slagnes Lyngghjem	M	Norway	WP 1.2	2016	Business Model Categories for the Base of the Pyramid and Challenges in the South African Market	Tina Saebi
Nils Erik Gustav Hansen	M	Norway	WP 3.1	2016	Better together – A framework for community building in Oslo's student housing	Einar Sneve Martinussen / Håkan Edleholt / Natalia Egudelo	Aleksandra Kosintceva	F	Russia	WP 1.2	2016	Business models of sharing economy companies : exploring features responsible for sharing economy companies' internationalization	Tina Saebi
Oda Midtlyng Klempe	F	Norway	WP 3.1	2016	The Unfashionable Fashion – Exploring a new value proposal, a potential for systematic change	Berit Lindquister / Mosse Sjøstad	Krysta Alexa Singh	F	USA	WP 1.2	2016	What is stopping Norwegian firms from innovating their business models? : towards a business model perspective on innovation	Tina Saebi
Cecilie Gulestøl Liset	F	Norway	WP 3.1	2016	Information Flow – information on a journey from A to B via an Avinor Airport	Einar Sneve Martinussen / Mosse Sjøstad / Berit Lindquister	Oda Sortland	F	Norway	WP 3.2	2016	User generated insurance. Using artificial intelligence to empower users and boost innovations	Berit Lindquister / Tor W. Andreassen
Ida Elise Nystad Marrable	F	Norway	WP 3.1	2016	Information Flow – information on a journey from A to B via an Avinor Airport	Einar Sneve Martinussen / Mosse Sjøstad / Berit Lindquister	Benjamin Drivdal	M	Norway	WP 1.1	2016	Transparency and the sustainability reporting practice of Norwegian Companies	Lars Jacob Tynes Pedersen
Kamilla Nave Maaseide	F	Norway	WP 3.1	2016	Arveprosessen	Natalia Agudelo / Berit Lindquister	Jørn Erik Skjeldrum Toppe	M	Norway	WP 1.1	2016	Motiver for deling: er forbrukere villig til å dele på sine eiendeler?	Lars Jacob Tynes Pedersen
Bili Xia	F	China	WP 3.1	2016	Bring Old Tales and Myths Back	Geir Øxseth / Natalia Agudelo	Inga Øystese Hovde	F	Norway	WP 1.1	2016	Motiver for deling: er forbrukere villig til å dele på sine eiendeler?	Lars Jacob Tynes Pedersen
Trygve Rønningen	M	Norway	WP 2.1	2016	A change Towards Design Thinking: Implementation of Service Design as a Key Capability	Tore Hillestad							

Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor	Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor
Runar Bleie Bertheussen	M	Norway	WP 1.1	2016	Bildelerne i Norge: en studie om norske bildelere: hvem er de og hva driver dem?	Lars Jacob Tynes Pedersen	Yafei Ma - K	F	China	WP 3.1	2017	Improvements for the lives of individuals with autism and the people around them	Kaia Misvær Kistorp / Mosse Sjøstad
Mari Arnestad	F	Norway	WP 1.1	2016	Bildelerne i Norge: en studie om norske bildelere: hvem er de og hva driver dem?	Lars Jacob Tynes Pedersen	Simon Guzman	M	Chile	WP 3.1	2017	Supporting the journey of recovery: Designing interventions to support the lived experience of spinal cord injury patients at Sunnaas hospital	Natalia Agudelo / Jonathan Romm
Åsne Ramford	F	Norway	WP 1.1	2016	Miljøstyring i kraftbransjen : en studie av styringspraksiser	Lars Jacob Tynes Pedersen	Sofie A Thomassen	F	Norway	WP 3.1	2017	Wandering mind - Helping teenagers manage stress and anxiety through interactive mindfulness-meditation	Natalia Agudelo / Jonathan Romm
Kaja Helene Thorjussen	F	Norway	WP 1.1	2016	Miljøstyring i kraftbransjen : en studie av styringspraksiser	Lars Jacob Tynes Pedersen	Juan Alberto Soriano Valtierra	M	Mexico	WP 3.1	2017	Wandering mind - Helping teenagers manage stress and anxiety through interactive mindfulness-meditation	Natalia Agudelo / Jonathan Romm
Thomas Tjøstheim	M	Norway	WP 3.2	2017	Breaking bank monopolies with bank hubs	Tor W. Andreassen	Christina Lund	F	Norway	WP 1.2	2018	Investing with dual objectives: the investment decision of impact investors and their preferences for the business model of social ventures: a qualitative exploration	Tina Saebi
Åse Mari Månun Hidem	F	Norway	WP 1.2	2017	Healthcare got smart: the effect of smart technology on business models in the Norwegian health care industry: a qualitative exploration	Tina Saebi	Helen Kvande Due	F	Norway	WP 1.2	2018	Investing with dual objectives : the investment decision of impact investors and their preferences for the business model of social ventures: a qualitative exploration	Tina Saebi
Stine Wennberg Vintervoll	F	Norway	WP 1.2	2017	Healthcare got smart: the effect of smart technology on business models in the Norwegian health care industry: a qualitative exploration	Tina Saebi	Frederica Fabiano	F	Italy	WP 1.2	2018	Shifting towards smart, connected products : a business model innovation perspective	Tina Saebi
Benedicte Næss Liisberg	F	Norway	WP 1.2	2017	What are the effects of digitalization on service-based business models?: an exploratory study into the concept of digitalization, and its impacts on business models	Tina Saebi	Franziska Martens	F	Germany	WP 1.2	2018	Shifting towards smart, connected products : a business model innovation perspective	Tina Saebi
Helene Lien Heitman	F	Norway	WP 1.2	2017	What are the effects of digitalization on service-based business models? : an exploratory study into the concept of digitalization, and its impacts on business models	Tina Saebi	Madeleine Ardby	F	Sweden	WP 1.2	2018	Focusing on the two 'ecos' in ecopreneurship : how ecopreneurial hybrid firms implement ecological and economic logics to solve environmental challenges	Tina Saebi
Francesca Barberio	F	Italy	WP 1.2	2017	Internationalization in sharing economy : a business model approach	Tina Saebi	Jacob Mørch	M	Norway	WP 1.2	2018	Entrepreneurship education beyond university campuses : examining the results of an independent entrepreneurship education programme – and its implications for how we educate the future entrepreneurs we need	Tina Saebi
Hussnain Bashir	M	Pakistan	WP 1.2	2017	Internationalization in sharing economy : a business model approach	Tina Saebi	Ellen Marie Solem	F	Norway	WP 1.2	2018	One step closer to the hybrid ideal: a qualitative approach	Tina Saebi
Francesca Accerbi	F	Italy	WP 1.1	2017	The sustainability communication challenge : two-sided message framing and virtual reality to tackle the self promoting paradox	Lars Jacob Tynes Pedersen	Helene Støve Otterdal	F	Norway	WP 1.2	2018	One step closer to the hybrid ideal: a qualitative approach	Tina Saebi
Torkel Aannestad	M	Norway	WP 1.1	2017	The sustainability communication challenge : two-sided message framing and virtual reality to tackle the self promoting paradox	Lars Jacob Tynes Pedersen	Anders Tveita	M	Norway		2018	The Adoption of Blockchain Technology in Norwegian Corporations	
Paul Schulte-Brüggemann	M	Germany	WP 3.2	2017	Service Innovation, Customer-Perception & Loyalty: An Experiment: How Does Customer-Perceived Service Innovation Affect Customer Loyalty?	Seidali Kurtmollaiev							
Yvonne Streit	F	Germany	WP 3.2	2017	Service Innovation, Customer-Perception & Loyalty: An Experiment: How Does Customer-Perceived Service Innovation Affect Customer Loyalty?	Seidali Kurtmollaiev							
Espen Bye	M	Norway	WP 3.2	2017	Tilgangsbasert konsum: Klesutleie i Norge. Hvorfor leier noen klær og hvordan endrer klesutleie brukernes forbruksmønster?	Kathrine Berg Nødtvedt							
Martine Hatlebrekke	F	Norway	WP 3.2	2017	Tilgangsbasert konsum: Klesutleie i Norge. Hvorfor leier noen klær og hvordan endrer klesutleie brukernes forbruksmønster?	Kathrine Berg Nødtvedt							
Stian Kongsvik	M	Norway	WP 3.1	2017	Text Input Techniques in Virtual Reality Environments: An empirical comparison	Costas Boletsis / Amela Karahasanovic							

Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor	Name	M/F	Nationality	Scientific area	Year	Scientific topic	Thesis advisor
Martin Borander	M	Norway		2018	The Adoption of Blockchain Technology in Norwegian Corporations		Miryam Verena Josephine Pippich	F	Germany	WP 3.1	2018	Across Subjects - Supporting teachers in interdisciplinary project planning	Natalia Agudelo / Ted Matthews
Viktoriia Winnik	F	Ukraine	WP 3.2	2018	User adoption of mobile applications: Extension of UTAUT2 model	Herbjørn Nysveen	Thiago Lopes de Aguiar Freytas	M	Brazil	WP 3.1	2018	Clear - Air Quality Data as a tool for the enabling of learning and community action	Kaja Misvær / Birger Sevaldson
Niusha Baradaran	F	Iran	WP 3.2	2018	Human or Machine? An experimental study of the effects of approachability on the intention to adopt a new technology	Seidali Kurtmollaiev	Melina Hozgabari	F	Iran	WP 3.1	2018	HOME in transition	Birger Sevaldson / Linda Blåsvær
Sara Malakoutisermani	F	Iran	WP 3.2	2018	Human or Machine? An experimental study of the effects of approachability on the intention to adopt a new technology	Seidali Kurtmollaiev	Niloufar Ghavavi	F	Iran	WP 3.1	2018	HOME in transition	Birger Sevaldson / Linda Blåsvær
Vilde Dyrnes Ulriksen	F	Norway	WP 3.2	2019	Mirror, Mirror on the Wall: A study of AR-powered Magic Mirror technology and its influence on consumer experiences and attitudes	Seidali Kurtmollaiev	Yung Han Hisao	F	Taiwan	WP 3.1	2018	Together	Birgitta Cappelen / Ted Matthews
Simen Sæther Jørgensen	M	Norway	WP 3.2	2018	A startup no more: An in-depth study of the organizational maturity process at Kahoot!	Seidali Kurtmollaiev	Marius Sollund Brendlien	M	Norway	WP 3.2	2019	Influences of service quality and co-creation on customer satisfaction and loyalty	Herbjørn Nysveen
Fridtjof Berg Kahrs	M	Norway	WP 3.2	2018	A startup no more: An in-depth study of the organizational maturity process at Kahoot!	Seidali Kurtmollaiev	Aleksaner Erichson	M	Norway	WP 3.1	2019	I'm sorry HelseHeidi, I'm afraid I can't trust you with that - Young adults' trust in chatbots for health information	Marita Skjuve / Amela Karahasanovic
Emilie Berg Kaasin	F	Norway	WP 3.2	2018	Growing by Exciting: A Study of the Effects of Perceived Firm Innovativeness on Customer Satisfaction, Customer Loyalty, and Firm Performance	Seidali Kurtmollaiev	Martin Arentsen Espeland	M	Norway	WP 3.1	2019	I'm sorry HelseHeidi, I'm afraid I can't trust you with that - Young adults' trust in chatbots for health information	Marita Skjuve / Amela Karahasanovic
Anneline Solberg	F	Norway	WP 3.2	2018	Growing by Exciting: A Study of the Effects of Perceived Firm Innovativeness on Customer Satisfaction, Customer Loyalty, and Firm Performance	Seidali Kurtmollaiev	Camilla Gudmindsen Høiland	F	Norway	WP 3.1	2019	Hi, can I help? An exploratory study of designing a chatbot to complement school nurses in supporting youth's mental health	Asbjørn Følstad / Amela Karahasanovic
Thea Kristine Wisløff	F	Norway	WP 1.2	2018	The impact of servitization on business model innovation : understanding the transition towards a service-based business model	Marcus Selart	Victoria Giesen	F	Germany	WP 1.2	2019	Creating Shared Value: Concept Clarifications and a Practical Framework A Guide to Unleash the Power of "Creating Shared Value" in Practice	Tina Saebi
Zuzanna Ziolkowska	F	Poland	WP 1.2	2018	The impact of servitization on business model innovation : understanding the transition towards a service-based business model	Marcus Selart	Benedetta Bellotti	F	Italy	WP 1.2	2019	A multi-case analysis of how SMEs can focus on the social aspect of the circular economy while staying profitable	Tina Saebi
Monika Solheim	F	Norway	WP 3.1	2018		Siv Skard	Syed Ahmer Saeed	M	Pakistan	WP 1.2	2019	A multi-case analysis of how SMEs can focus on the social aspect of the circular economy while staying profitable	Tina Saebi
Martin Langås	M	Norway	WP 3.1	2018	Psykologisk avstand mellom supportere og idrettslag : hvilke faktorer påvirker psykologisk avstand?	Siv Skard							
Karoline Gåre	F	Norway	WP 3.1	2018	Psykologisk avstand mellom supportere og idrettslag : hvilke faktorer påvirker psykologisk avstand?	Siv Skard							
Jarl Eric Cedergren	M	Norway	WP 3.1	2018	Evaluating the User Experience and Usability of Virtual Reality Locomotion Techniques: An Empirical Comparison	Costas Boletsis / Amela Karahasanovic							
Stian Kongsvik	M	Norway	WP 3.1	2018	Text Input Techniques in Virtual Reality Environments - An empirical comparison	Costas Boletsis / Amela Karahasanovic							
Nikolai Hegelstad	M	Norway	WP 3.1	2018	Collaborative consumption: exploring new ways to enhance the exchange phase of C2C marketplace apps	Ragnhild Halvorsrud / Amela Karahasanovic							
Irèn Skjelbostad Andresen	F	Norway	WP 3.1	2018	Across Subjects - Supporting teachers in interdisciplinary project planning	Natalia Agudelo / Ted Matthews							

APPENDIX 3

List of Publications

2011

Clatworthy, S. (2011):
Service innovation through touch-points: Development of an innovation toolkit for the first stages of new service development,
International Journal of Design, 5(2). ISSN 1991-3761

Dahlén, M., Thorbjørnsen, H. and Sjödin, H. (2011):
A Taste of Nextopia: Does the Next Product Affect our Preferences Today,
Journal of Advertising, 40(4). ISSN 0091-3367

Foss, N., Laursen, K. and Pedersen, T. (2011):
Linking customer interaction and innovation: The mediating role of new organizational practices,
Organization Science, 22(4). ISSN 1047-7039

Gloppen, J. (2011):
The Strategic use of service design for leaders in service organizations.
FORMakademis, 4(2), 3-25. ISSN 1890-9515

Jonsson, A. og Foss, N. (2011):
International expansion through flexible replication: Learning from the internationalization experience of IKEA, 42,
1079-1102. Journal of International Business Studies. ISSN 0047-2506.

Jørgensen, S. and Pedersen, L. J. T. (2011):
The Why and How of Corporate Social Responsibility,
Beta: Scandinavian Journal of Business Research, 2. ISSN 1504-3134

Laursen, K. (2011):
User-producer interaction as a driver of innovation: costs and advantages in an open innovation model,
Science and Public Policy, 38(9): 713-723. ISSN 0302-3427.

Nysveen, H. and Pedersen, P.E. (2011):
Self-service Technology: An Overview of Existing Research,
SNF working paper no.05/11, Institute for Research in Economics and Business Administration, Bergen. ISSN 1503-2140

Pedersen, P. E. (2011):
The impact of Service Innovation on Firm Level Financial Performance,
Service Industries Journal, Vol. 31, No. 13

Skard, S., Nysveen, H. and Pedersen, P.E. (2011):
Brand and Customer Experience in Service Organizations: Literature Review and Brand Experience
Construct Validation, SNF working paper no. 09/11, Institute for Research in Economics and Business Administration, Bergen. ISSN 1503-2140

Thorbjørnsen, H. and Dahlen, M. (2011):
Customer Reactions to Acquirer-Dominant Mergers & Acquisitions,
International Journal of Research in Marketing (IJRM), 28(4). ISSN 0167-8116

Thorbjørnsen, H. and Supphellen, M. (2011):
Determinants of Core Value Behavior in Service Brands,
Journal of Services Marketing, s 68-76 Vol 25(1). ISSN 0887-6045

2012

Aas, T.H. (2011):
Management control of service innovation activities: an exploratory investigation of best practice.
International Journal of Services in Technology and Management. Vol. 16, Numbers 3-4, December 2011.

Aas, T.H. and Pedersen, P.E. (2011):
The Impact of Service Innovation on Firm Level Financial Performance.
Service Industrial Journal, Vol. 31, No. 13 2011. ISSN 0264-2069

Aas, T.H. and Pedersen, P.E. (2012):
Open Service Innovation: A Feasibility Study,
in Huizingh, K.R.E., Conn, S., Torkkeli, M. & Bitran, I. (eds): Proceedings of the 23rd ISPIM Innovation Conference, Barcelona, June 17-20.

Berre, A. J. (2012):
An Agile Model-based Framework for Service Innovation for the Future Internet,
in Grossniklaus, M. & Wimmer, M. (eds): ICWE 2012 International Workshops. MDWE Berlin, Germany. July 2012. Springer.

Clatworthy, S. (2012):
Bridging the gap between brand strategy and customer experience,
Managing Service Quality, Vol. 22(2), 108-127

Gloppen, J. (2012):
Service design leadership: shaping service innovations at the intersection of design and strategic management.
PhD Unpublished PhD, The Oslo School of Architecture and Design (AHO), Oslo. ISSN 1502-217x

Iden, J. and Methlie L.B. (2012):
The drivers of services on next-generation networks.
Telematics and Informatics. Vol. 29, Issue 2, pp. 137-155.

Karahasanovic, A., Lüders, M., Terradillos, E., Alejandro, M., Rodriguez, J., Núñez, J.M. and Florez, D.R. (2012):
Insights into usage of multimedia streaming services.
IADIS International Journal on WWW/Internet 2012 ;Volume 10.(1) s. 105-121

Laursen, K. (2012):
Keep searching and you'll find: What do we know about variety creation Through firms' search activities for innovation?
Industrial and Corporate Change. Vol. 21, No. 5, pp 1181-1220.

Laursen, K., Masciarelli, F. and Prencipe, A. (2012):
Trapped or spurred by the home region? The effects of potential social capital on involvement in foreign markets for goods and technology,
Journal of International Business Studies, online publication 15 November 2012.

Lüders, M. (2012):
Organizational requirements in open service innovation,
in Folstad, A., Ståhlbröst, A., Ebbeson, E. & Svensson, J. (eds): ISM 2012 Workshop proceedings:
Innovation through Social Media. Trondheim. Akademika Forlag.

Nysveen, H., Pedersen, P.E., Skard, S. and Thorbjørnsen, H. (2012):
Innovasjon i merkeopplevelser,
MAGMA, no. 3, pp. 51-58.

Nysveen, H., Pedersen, P. E. and Thorbjørnsen, H. (2012):
Consumer Reactions to New Service Value Propositions.
Scandinavian Journal of Business Research, Vol. , No. 2

Nysveen, H., Thorbjørnsen, H. and Pedersen P.E. (2012):
Samskapning og innovasjon,
MAGMA, no. 3, pp. 26-34.

Pedersen, P.E., Nysveen, H. and Thorbjørnsen, H. (2012):
Consumer Reactions to New Service Value Propositions.
Scandinavian Journal of Business Research, Vol.No.2.

Sjøholt, P. and Vatne, E. (2012):
Understanding the role of services in the globalisation process: The case of Norway.
Norsk Geografisk Tidsskrift - Norwegian Journal of Geography, Vol. 66,99-112. ISSN 0029-1951.

Troye, S.V. and Supphellen, M. (2012):
Consumer Participation in Co Production: "I Made it Myself" Effect on consumers' Sensory Perceptions and Evaluations of Outcome and Input Product.
Journal of Marketing, Volume 76, No 2, March 2012

2013

Aas, T.H. and Pedersen, P.E. (2013):

The usefulness of componentization for specialized public service providers,
Managing Service Quality 2013; Volume 23.(6) s. 513-532

Berre, A. J. Man, H. d. and Lindgren, P. (2013):

Business Model Innovation with the NEFFICS platform and VDML.
NGEBIS'2013 workshop at CAISE'2013, Valencia June 2013, I: CEUR Vol-1006, ISSN 1613-0073

Breunig, K. J., Aas, T. H. and Hydle K.M. (2013):

Innovation incentives or performance measures for improved innovation practices: The case of scale intensive service firms,
Measuring Business Excellence, Vol. 18 Iss 1 pp. 45 – 54

Schiama, G. Spender, J.C., Public, A. (Eds),

Smart Growth: Organizations, Cities and communities,
Proceedings of the 8th IPDKAD (International Forum on Knowledge Asset Dynamics) conference, Zagreb, June 12-14, 2013, pp. 1846-1858

Clatworthy, S. (2013):

Design support at the front end of the New Service Development (NSD) process. The role of touchpoints and service personality in supporting teamwork and innovation processes.
PhD Thesis, AHO, The Oslo School of Architecture and Design.

Dahlen, M., Thorbjørnsen, H., Hansen, H., Linander J. and Thunell, C. (2013):

What will they think? Marketing leakage to Undesired Audiences and the Third Person Effect,
European Journal of Marketing, vol 47 (11)

Følstad, A. and Karahasanovic, A. (2013):

A guide to online applications for user involvement in Living Lab innovation.
I: Information Systems and Technology for Organizations in a Networked Society., IGI Global 2013 ISBN 978-1-4666-4062-7. s. 34-52

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