

CV

Karen Sæbbø Osmundsen

Karen is an Associate Professor in Information Systems at the Norwegian School of Economics (NHH). She researches and teaches on topics related to digitalization and digital transformation. Combined with experience from industry and consulting her expertise lies in the intersection between business and digital.

Personal Information

Date of birth: 19. April 1988

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Education

2017 – 2021: **Doctor of Philosophy (Ph.D.)** from Norwegian School of Economics (NHH), Department of Strategy and Management (SOL)
Research field: Information Systems
Thesis title: “Gather your employees: Digital transformation in incumbent firms. Insights from the Norwegian grid sector”.
Available at: <https://hdl.handle.net/11250/2780273>
Date of defence: 23.09.21

Fall 2020: **Visting PhD Scholar**, Freie Universität Berlin (FUB), Department of Information Systems, Digital Transformation & Strategic Information Management (DITRASIM) (Prof. Dr. Christian Meske).

2012 – 2014: **Master of Science (M.Sc.)** in Economics and Business Administration from Norwegian School of Economics (NHH)
Major: Business Analysis and Performance Management (BUS)
Minor: Financial Economics (FIE)

2007 – 2010: **Bachelor of Science (B.Sc.)** in Economics and Business Administration from Bergen University College (HiB) (Now Western Norway University of Applied Sciences (HVL))
Major: Logistics

Work Experience

2023 – t.d.: **Norwegian School of Economics (NHH)**, Department of Strategy and Management.
Associate Professor in Information Systems
01.01.23 – t.d.
Research group: Digital Business
Research field: Information systems

Research focus: Digitalization, Digital Transformation, Digital Competencies, Digital Platform Ecosystems, Digital Twins

- Course responsible: EEU411 Leading in the Digital Age (ENGAGE.EU Joint Program in Digital Transformation) Spring 2023, STR462 Applied Digitalization (master 7,5 ECTS) Fall 2023, & STR453 Digitalization (master 7,5 ECTS) Spring 2024 (planned)
- Course co-responsible: NHH Executive Managing Digitalization (MBA 15 ECTS)
- Master thesis supervision: 2 master theses Spring 2023

2021 – 2022.: **Norwegian School of Economics (NHH)**, Department of Strategy and Management.

Post doctor

01.11.21 – 31.12.22

Research group: Digital Business

Research field: Information systems

Research focus: Digitalization, Digital Transformation, Digital Competencies, Digital Platform Ecosystems, Digital Twins

- Course responsible: STR462 Applied Digitalization (master 7,5 ECTS) Fall 2022 (planned) & Fall 2021
- Course co-responsible: NHH Executive Managing Digitalization (MBA 15 ECTS) Fall 2022 (planned) & Fall 2021
- Master thesis supervision: 3 master theses Fall 2021 & Fall 2022
- Board member: Department Board of Strategy & Management, 2021-2025

2021: **Norwegian School of Economics (NHH)**, Department of Strategy and Management.

Lecturer and Researcher (Universitetslektor og Forsker)

15.08.21 – 31.10.21

2017 – 2021: **Norwegian School of Economics (NHH)**, Department of Strategy and Management.

Ph.D. Scholar.

Research field: Information systems

Research focus: Digitalization and Digital Transformation.

Highlights:

- Course responsible: STR453 Digitalization (master 7,5 ECTS) Spring 2020
- Teaching & guest lectures: SOL11 Project Management (bachelor 7,5 ECTS), STR453 Digitalization (master 7,5 ECTS), STR404 Strategic Analysis (master 7,5 ECTS)
- Teaching assistant: SOL18 Digital Business Understanding (bachelor 7,5 ECTS), SOL11 Project Management (bachelor 7,5 ECTS), STR453 Digitalization (master 7,5 ECTS), STR459 Artificial Intelligence and Robotization (master 7,5 ECTS)
- Master thesis supervision: 7 master theses in total
- (Deputy) Board member: Department Board of Strategy and Management, 2019–2021

2020: **Western Norway University of Applied Sciences (HVL)**. *Lecturer (20 % position)*.

Autumn 2020

Co-Course responsible: BØA110 Digital Business Understanding (bachelor 7,5 ECTS)

- 2014 – 2017: **Deloitte AS**, Consulting, Strategy and Operations. *Consultant / Senior Consultant*. Working on projects within several industries, as Oil & Gas, Higher Education, Media, Health Care etc. Projects consisted of different areas of expertise, including Business Process Management, Continuous Improvement, Strategy, Organizational Restructuring, Post Merger Integration, Profitability Analysis, etc.
- 2013 – 2013: **Nordea AS**, Nordea Markets. *Summer Intern*. Tasks mainly consisted of an extensive mapping of potential new clients with exposure in interest and currency.
- 2010 – 2012: **Kuehne+Nagel AS**, Seafreight Department. *Seafreight Operator*. Tasks mainly regarded to arranging and administrating export of containers from Norway to abroad, domestic transport, as well as import of containers to Norway.
- 2008 – 2009: **Laerdal Medical AS**, Finance Department. *Summer Intern*.
- 2006 – 2007: **Laerdal Medical AS**, Production Department. *Production worker*.

Teaching

Institution	Course	Level (ECTS)	Role	Time	Link
Norwegian School of Economics (NHH)	STR462 Applied Digitalization	Master (7.5)	Course responsible	Fall 2023	Anvendt Digitalisering
ENGAGE.EU / NHH	EEU411 Leading in the Digital Age	Master (6)	Course responsible	Spring 2023	ENGAGE.EU Joint Programme in Digital Transformation
NHH	STR453 Digitalization	Master (7.5)	Lecturer	Spring 2023	Digitalisering
NHH Executive (NHHE)	Managing Digitalization	MBA (15)	Lecturer & Co-course responsible	Fall 2022 & Spring 2023	Digitaliseringsledelse
NHHE	Process Management	MBA (15)	Lecturer	Fall 2022 & Spring 2023	Prosessledelse
NHH	STR462 Applied Digitalization	Master (7.5)	Course responsible <ul style="list-style-type: none"> • Student evaluation overall course: 4.15 of 5 (response rate 46%) • Student evaluation Karen Osmundsen as instructor: 4.46 of 5 (response rate 46%) 	Fall 2022	
Western Norway University of Applied Sciences (HVL)	DIF001 Digital Business Understanding	BBA (15)	Lecturer	Fall 2022	Digital forretningsforståelse
NHH	STR462 Applied Digitalization	Master (7.5)	Course responsible <ul style="list-style-type: none"> • Student evaluation overall course: 4.25 of 5 (response rate 35%) 	Fall 2021	Nytt masterkurs: Anvendt Digitalisering

			<ul style="list-style-type: none"> • Student evaluation Karen Osmundsen as instructor: 4.75 of 5 (response rate 35%) 		
NHHE	Managing Digitalization	MBA (15)	<p>Lecturer & Co-course responsible</p> <ul style="list-style-type: none"> • Student evaluation Karen Osmundsen as instructor: <ul style="list-style-type: none"> ○ Pedagogical communication skills: 4.45-4.5 of 5 ○ Relevance: 4.55-4.7 of 5 ○ Professional quality: 4.64-4.7 of 5 	Fall 2021	
HVL	BØA110 Digital Business Understanding	Bachelor (7.5)	Co-course responsible	Fall 2020	
NHH	STR453 Digitalization	Master (7,5)	<p>Course responsible</p> <ul style="list-style-type: none"> • Student evaluation overall course: 4.2 of 5 (response rate 21%) • Student evaluation Karen Osmundsen as instructor: 4.8 of 5 (response rate 21%) 	Spring 2020	
HVL	DIF001 Digital Business Understanding	BBA (15)	Lecturer	Fall 2019	
NHH	STR404 Strategic Analysis	Master (7,5)	Guest lecturer, topic: "Digitalization and Transformation in a Digital Age"	Fall 2019	
NHH	STR453 Digitalization	Master (7,5)	Guest lecturer, topic: "Digitalization in the energy sector"	Spring 2019	
NHH	SOL11 Project Management	Bachelor (7,5)	Guest lecturer, topics: "The project leader", "Project organization"	Spring 2018	

Additional Teaching-Related Experience

Institution	Description	Timeframe
NHH	Supervision of master students: in total 9 theses + 1 thesis fall 2022	2017-td.
HVL	External examiner master theses. So far examination of 6 master theses conducted. Contract until 2024.	2020-td.
NHH	Course development: STR462 Applied Digitalization (new master course first offered Fall 2021)	2020-2021
NHHE	Course development: Managing Digitalization (NHHE EMIL) (new NHHE course first offered Fall 2021)	2020-2021
NHH	Reassessment of grades exams in MET3 Business Data Processing (Bachelor course, 7,5 ECTS)	2018-2020
NHH	Course assistant STR453 Digitalization (Master course, 7,5 ECTS)	2018-2019
NHH	Course assistant SOL18 Digital Business Understanding (Bachelor course, 7,5 ECTS)	2017-2019
NHH	Course assistant SOL11 Project Management (Bachelor course, 7,5 ECTS)	2018-2019
NHH	Course assistant STR459 Artificial Intelligence and Robotization (Master course, 7,5 ECTS)	Spring 2018
NHH	Course development: STR459 Artificial Intelligence and Robotization (new master course first offered spring 2018)	Autumn 2017

Pedagogy courses

2021: The Teaching Mentor Programme 2021 (100 hours)

2019: Pedagogical Training for NHH Academic Staff (50 hours)

Selected Publications

Osmundsen, K. S., Meske, C., & Thapa, D. (2022). Familiarity with digital twin totality: Exploring the relation and perception of affordances through a Heideggerian perspective. *Information Systems Journal*, 1–28. <https://doi.org/10.1111/isj.12383>

Osmundsen K., & Bygstad, B. (2022). Making sense of continuous development of digital infrastructures. *Journal of Information Technology*. 37(2), 144–164. <https://doi.org/10.1177/02683962211046621>

Iden, J., Bygstad, B., Osmundsen, K., Costabile, C., & Øvrelid, E. (2021). *Digital platform ecosystem governance: Preliminary findings and a research agenda*. NOKOBIT 2021 Proceedings. <https://ojs.bibsys.no/index.php/NIK/article/view/944>

Meske, C., Osmundsen, K., & Junglas, I. (2021). Designing and implementing a digital twin in the energy grid sector. *MIS Quarterly Executive*, 20(3). <https://aisel.aisnet.org/misqe/vol20/iss3/3>

Osmundsen, K. (2021). Gather your employees: Digital transformation in incumbent firms. Insights from the Norwegian grid sector. (*Doctoral dissertation, Norwegian School of Economics (NHH), Bergen, Norway*). <https://hdl.handle.net/11250/2780273>

Osmundsen, K. (2020). *Competences for digital transformation: Insights from the Norwegian energy sector*. Hawaii International Conference on System Sciences (HICCS) 2020 Proceedings. <http://hdl.handle.net/10125/64271>

Osmundsen, K., & Bygstad B., (2020). *Patterns of Interaction: Making sense of digitalization in incumbent firms*. Scandinavian Conference on Information Systems (SCIS) 2020 Proceedings. <https://aisel.aisnet.org/scis2020/7>

Osmundsen, K., & Iden, J. (2019). Robotisert prosessautomatisering i DFØ. *Magma – Tidsskrift for økonomi og ledelse*, 22(3), 51-57. <https://old.magma.no/robotisert-prosessautomatisering-i-dfo>

Osmundsen, K., Iden, J., & Bygstad, B. (2019). *Organizing robotic process automation: Balancing loose and tight coupling*. Hawaii International Conference on System Sciences (HICCS) 2019 Proceedings. <http://hdl.handle.net/10125/60128>

Osmundsen, K., Iden, J., & Bygstad, B. (2018a). *Digital transformation: Drivers, success factors, and implications*. Mediterranean Conference on Information Systems (MCIS) 2018 Proceedings. <https://aisel.aisnet.org/mcis2018/37>

Osmundsen, K., Iden, J., & Bygstad, B. (2018b). *Hva er digitalisering, digital innovasjon, og digital transformasjon? En litteraturstudie*. NOKOBIT 2018 Proceedings. https://www.researchgate.net/publication/329443799_Hva_er_digitalisering_digital_innovasjon_og_digital_transformasjon

Work in Progress

Osmundsen, K., & Iden, J. Digital transformation and the need for new competencies. *Revise & Resubmit at Information Systems Management*

Books & Book Chapters

In progress: Iden, J., Danilova, K.B., & Osmundsen, K.S. Digitaliseringsledelse. *Fagbokforlaget*.

Invited Talks

29.09.2022: **NHH Alumnikonferansen** (planned): “Digital transformation is about people, not technology” (Norwegian) [Alumnikonferansen | NHH](#)

01.02.2021: **Guest in podcast** “Digital Forretningsforståelse” by Tarjei A. Heggernes. Title: “Karen Osmundsen from NHH about people and digital transformation” (Norwegian) <https://shows.acast.com/digital-forretningsforstaelse/episodes/karen-osmundsen-fra-nhh-om-mennesker-og-digital-transformasj>

07.11.2019: **Participant in panel debate** at common professional seminar for Universities Norway (Universitets- og høyskolerådet (UHR)) – UHR-MNT (mathematics, natural sciences and technology) and UHR-Economics and administration. Topic of seminar and panel debate: Challenging our traditional education models. (Norwegian) [Utfordrer tradisjonelle utdanningsmodeller - Universitets- og høyskolerådet \(uhr.no\)](#)

23.10.2019: **NHH Forum 2019** with Petter Stordalen and Nordic Choice Hotels: PLEASE DISTURB!. Title: “Don’t forget your employees in your digital transformation” + Participation in panel discussion. (English talk + Panel discussion in Norwegian) <https://www.nhh.no/en/calendar/conferences/nhh-forum/>

27.08.2018: **Guest in podcast** “Digital Forretningsforståelse” by Tarjei A. Heggernes. Title: “Iden and Osmundsen about terminology related to digitalization” (Norwegian)

<https://soundcloud.com/user-860125002/s01e01-iden-og-osmundsen>

27-29.05.2018: **Video speaker** at the European Convention of Engineering Deans - A University Leadership Dialogue 2018 (ECED-ULD 2018). (English)

<https://www.youtube.com/watch?v=kMnR7YyD2vg>

Newspaper articles

17.09.2022: **Dagens Næringsliv:** Umilig å få tak i it-hodene? Gå ikke over bekken etter vann.

(Innlegg: Karen Osmundsen & Jon Iden) [Innlegg: Umilig å få tak i it-hodene? Gå ikke over bekken etter vann | DN](#)