

NHH



# DIGITAL INNOVATION *for* SUSTAINABLE GROWTH

STRATEGY 2021 - 2023

Norway's leading research centre on digital transformation and  
innovation for sustainable growth.

NHH NORWEGIAN SCHOOL OF ECONOMICS

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Photo: Jan M. Lillebø

# ABOUT

## THE HISTORY

By merging three successful research centers - Center for Service Innovation (CSI), Future-oriented Corporate Solutions (FOCUS), and Center for Strategy, Organization, and Performance (STOP) - DIG is a national, non-profit partner-based research center located at The Norwegian School of Economics (NHH), Department of Strategy and Management. DIG was officially opened 1 September 2020.

Our partners include universities, research centers, telecom, fintech cluster, municipality, Government agency, insurance, logistic, retail, utilities, management consulting, employer unions – all working in the digital innovation space.

DIG's interdisciplinary research on and with partners will help Norwegian companies to better capture the economic value of their customer-oriented innovations, develop their business models, and adapt their organizations in a digital era.



Photo: Helge Skodvin



## WHY DIG?

Since the industrial revolution, engineers and scientists has provided organizations with new technology which has enabled leaders to realize lower costs and higher efficiency in their organizations' up-stream activities. With an industrial mindset, efficiency in operations was a safe way to better financial results for firms like Hydro, Kongsberg, Yara, Equinor, and Marine Harvest.

In 2021-Norway, services dominate, and leaders are exploring how to use technology in new ways to create, deliver, communicate, and capture value. Today, technology is an enabler of innovations and leaders realize that markets, like technology, can be created, ref videoconferencing and the el-car market. The shift in focus - from upstream efficiency to down-stream effectiveness - requires new knowledge when leaders attack issues related to digital value creation, business model innovation, digital ecosystems, and organizational transformation.

DIG will fill this gap. We will study how companies can enhance customer value added, increase customer equity, and become more agile by sustainably capture the economic value from technologies like AI, 5G, and IoT. In short: DIG will provide a science-based roadmap for organizations to become more digital and data driven.

NHH's mantra is DIG's mantra: "Together for sustainable value creation!"

# OVERALL OBJECTIVE

## GOAL

Norway's leading research centre  
on digital transformation and  
innovation for sustainable growth.

## WHAT

DIG will produce new and seminal research on how companies can implement digital innovations, better business models, and calibrate the organization, to increase value creation and commercial success

With our knowledge-based business approach, we will make important contributions to society. With our contribution the future will provide us with more profitable businesses, new jobs and contribute to more sustainable development.

## HOW

We achieve this by bringing together excellent researchers, across disciplines, in close collaboration with companies challenged by digitalization. DIG will connect with research partners from the strongest academic institutions inside and outside Norway

We will create the highest synergy effects from our unique partnerships. We do this by establishing collaborative models and establish arenas facilitating involved partners to contribute in an unique way for research institutions.

# DIG'S GOALS

DIG will develop new knowledge, frameworks and theories that will challenge established facts.

DIG will be a go-to place with a distinct identity for international and national researchers who want to learn about sustainable growth through digital innovation

DIG will be a melting pot for research connecting research and businesses at the crosspoint of students, researchers, and partners

DIG will be attractive to partners and by other companies

# THE BOARD

## CURRENT BOARD OF DIRECTORS:

Jørgen Taalesen, SVP Innovation, Gjensidige (Chair)

Malin Arve, Vice-rector, NHH

Tor Corneliussen, Municipal Director, Bergen Kommune

Daniel Grönquist, SVP Strategy, TietoEVRY

Mona Skaret, Director for development, The Norwegian Tax Authorities and Administration

Olav Folkestad, CEO, Bekk

Geir Jostein Dyngeseth, Director Organization and member, COOP

Geir Mikalsen, Director communication and external relations, NHH

Ivar Horneland Kristensen, CEO, Virke

Bjørn Taale Sandberg, Senior vice president and head of Telenor research, Telenor

Ingrid Schjøberg, Dean and professor, NTNU





*DIG's inaugural Board of Directors with management group in the back (1 September 2020)*



# STRATEGY IN BRIEF

## **VISION (WHAT WILL BE)**

DIG contributes to society through partners' and other stakeholders' increased value creation and employment.

Our research contributes to new jobs and ensures a sustainable development and funding of the welfare state.

## **MISSION (WHAT IS)**

DIG's research will improve the impact of (digital) innovations, value creation, and transformations by ensuring that key design and implementation decisions are science and evidence based.

We do this through research, dissemination, and training.



Photo: Hundven-Clements Photography

# DIG'S RESEARCH AGENDA

- **Methodology for blending technology and consumer trends for customer-centric innovations**
  - i) Developing a methodology to identify early digital trends
  - ii) Developing a methodology for safe and efficient experimentation with new technologies, consumer trends, business models, ecosystem, and organizational structures.
- **Adoption of technologies, innovations, and new behaviors**
  - i) Analyzing factors hindering digital adoption
  - ii) Identifying conditions to develop users' digital trust
- **Creating and capturing value in the digital era**
  - i) Digital business models: barriers, facilitators and performance outcomes
  - ii) The link between digital business models and sustainability
  - iii) The link between what firms innovate and how customers perceive it
- **Strategy in and for digital ecosystems**
  - i) Characterizing digital ecosystem and their dynamics
  - ii) Exploiting digital ecosystems for value creation and capture
  - iii) Exploiting the symbiosis between digital ecosystems and entrepreneurship
- **Organizational capacity for radical change and innovation (Norwegian Research Council project: RaCE)**
  - i) Identifying opportunities for innovation capacity based on ambidextrous and agile solutions
  - ii) Analyzing innovation capacity in corporate ventures and ecosystems

# DIG'S UNIVERSE

What makes DIG unique is its anchoring in real life through partners and its access to faculty (e.g., NHH, Norwegian Open AI Lab/NTNU, UiO, Sintef and SNF) from various fields of research. Our “universe” consists of two entities: the research center DIG and the Digital Transformation HUB@NHH (The HUB@NHH), which is an arena for leaders who are engaged in digital transformations and innovations.

Launched 30th October 2020, The HUB@NHH has three functions: disseminating research, networking, and training. Through the HUB we contribute to and collaborate with leading actors in the field like: NHH's Executive education, AFF's Accelerator program, Open Innovation Lab of Norway, and NTNU & NHH's Master of Technology Management program which is offered in a joint effort by NTNU and NHHE. The goal is for DIG-researchers and partners to develop and disseminate relevant and interesting insights from DIG's research.

Together, DIG and The HUB@NHH will be the preferred go-to place for researchers, leaders, and policymakers concerned with issues on how to better capture the economic value of digital innovations, value creation, and transformations.



abelia



BERGEN  
KOMMUNE

oii  
norregion  
open all lab

Forskningsrådet



Laerdal  
helping save lives

posten

tieto  
EVRY

BEKK

eviny

coop

DNB

NCE  
Finance  
Innovation  
Norwegian Centres of Expertise

telenor

Deloitte.

Digdir

Skatteetaten

Gjensidige

VIRKE  
HOVEDORGANISASJONEN



# DIG AND THE HUB@NHH

## WE ARE FACILITATORS

**Strategic goal:** Through DIG and the Digital Transformation HUB@NHH (The HUB@NHH), we will advance a dynamic ecosystem where leaders, investors, and academic researchers collaborate and learn from each other.

We connect our members with experts to stimulate mutual learning and novel collaborations. This is done using different formats, including personal introductions, workshops, educational seminars, EU projects, meeting places, and events. Entrepreneurs and SMB-companies are connected to academic experts, service providers, and larger corporate partners, through The HUB@NHH. One of the goals of DIG is to actively contribute to the development of a new generation of business leaders and young talented researchers. Developing current and future leaders of established firms and academics will among other things take place through The HUB@NHH and courses offered through NHHE.

## WE ARE AMBASSADORS

**Strategic goal:** Through DIG and The HUB@NHH, connect partners to other partners in academia and industry.

The academic innovation community is global. Therefore, it is crucial to promote DIG and our partners internationally and be part of leading international value-networks like the community of business schools who have adopted the Norwegian Innovation Index approach in their countries. Inviting partners to participate at leading academic conferences, is another example.



## WE ARE CHANGEMAKERS

**Strategic goal:** By better capturing the economic value of organizations' (digital) innovations, value creation, and transformations, DIG's research will contribute to continued high employment and long-term funding of the welfare state.

To transform excellent academic research into innovative products and services is a complex and challenging endeavor, which requires a broad range of skills and expertise. Therefore, we contribute to the training and education of NHH's students (bachelor, master, PhD), and faculty, and offer educational meetings for academics and industry professionals. We contribute to strengthening the Norwegian innovation ecosystem, for example by collaborating with NTNU/Norwegian Open AI Lab, SINTEF and UiO/Computer Science.

We aim to expand DIG's partnerships and network to bridge the gap between digital inventions and innovations. This will grant DIG access to emerging technologies and complementary expertise, especially in digital technologies and artificial intelligence for sustainable value creation. Cross-sectoral collaborations with other clusters will expose our partners to facilitate access to new competences.



# PARTNERS AND MEMBERS



telenor



BERGEN  
KOMMUNE



Gjensidige



tieto *EVRY*



Skatteetaten

BEKK



eviny

VIRKE

abelia

NCE  
Finance  
Innovation  
Norwegian Centre of Expertise

Digdir

Tryg

NHH  
NORWEGIAN SCHOOL OF ECONOMICS

NTNU  
Norwegian University of  
Science and Technology

oii  
norwegian  
open ai lab

SINTEF

SNF



UiO

altibox



Laerdal  
helping save lives

DNB

Deloitte

problem

econa  
REGN MED OSS



DE HISTORISKE  
hotell & spisesteder

FORSKNINGSPARKEN  
OSLO SCIENCE PARK



Photo: Siv Dolmen

NHH



# D G Digital Innovation *for Growth*

DIGITAL INNOVATION  
FOR SUSTAINABLE  
GROWTH

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