

CURRICULUM VITAE - FRANK ELTER, DR.OECON

Qualifications	<p><i>Competences:</i> Strategy, Innovation, Business Models, Organization Development.</p> <p><i>Skills:</i> Research, Consulting, Teaching, Leader.</p>
Experience	
2017.07-d.d.	<p><u>Norwegian School of Economics – NHH</u> <i>Associate Professor II (part time)</i></p> <ul style="list-style-type: none"> • Researcher and second advisor to a PhD candidate. • Guest lecturer in strategy and international business.
2012.04-d.d.	<p><u>Telenor Group</u> <i>Vice President Telenor Research</i> <i>Head of research on Business Model Innovation and Strategic Change</i></p> <ul style="list-style-type: none"> • Lead on strategy research in Telenor, focus on International Business. • Teaching at Telenor’s internal education programs. • Advisor to Group Executive Management on Strategy, Business Modelling and Organisation Design. • Guest lecturer at academic institutions.
2010.01--2012.01	<p><u>Telenor Norway</u> <i>Project Director</i></p> <ul style="list-style-type: none"> • Led the reestablishment of Telenor’s research that was approved by Group Executive Management. <p><i>Director Business Development</i></p> <ul style="list-style-type: none"> • Led and facilitated the cross divisional innovation process in Telenor Norway. Formulated key service innovation areas for the coming next 5 years. <p><i>Business Development manager, Product & Business Development</i></p> <ul style="list-style-type: none"> • Managed business development initiatives
2009.02--2009.12	<p><i>Program Director – Business Development 3rd party innovation</i></p> <ul style="list-style-type: none"> • Engaged by Head of Telenor Group Strategy. Led the creation of a new corporate strategy and business models involving partners for the Scandinavian operations.
2008.01--2007.01	<p><i>Project Director – Strategy & Business Development</i></p> <ul style="list-style-type: none"> • Led the development of a new corporate strategy and business models involving 3rd parties.
2006.12-2007.12	<p><u>Telenor Nordic Mobile</u> <i>Director – Head of Strategy</i></p> <ul style="list-style-type: none"> • Member of division management team with P/L responsibility. • Responsible for strategy, innovation and business development. Main focus Norway operation.
2006.05-2006.12	<p><u>Telenor ASA</u> <i>Vice President Group Strategy</i></p> <ul style="list-style-type: none"> • Led corporate process for identification of new innovation areas and prioritising innovation initiatives. • Member of Group Strategy function.

2004.07-2006.04	<u>Telenor Research & Development</u> Senior strategy advisor
	<ul style="list-style-type: none"> • Project manager and researcher for R&D-projects. Areas: business development based on new technology; managing knowledge sharing across international operations. • Specialist in technology trends and business impacts of information and communication technology.
1998.04-2004.07	Doctoral studies Part time senior strategy advisor.
1997.01-1998.01	Vice president strategy and business consulting <ul style="list-style-type: none"> • Line manager and member of the management team for Telenor R&D with 700 employees (which included the IT organization). • Established and led Telenor R&D's consulting service within strategy and business development to ensure commercial implementation of technology.
1995.07-1997.01	Vice president organizational change <ul style="list-style-type: none"> • Managed Telenor R&D's change program. • Line manager for 120 employees.
1994.08-1995.07	<u>Telenor's IT department</u> Section manager <ul style="list-style-type: none"> • Line manager and member of the management team for the IT unit with 350 employees. • Managed Telenor's change program for IT. Designed and implemented new work processes.
1992.03-1995.07	<u>ISI AS</u> (now Tieto) Senior consultant , department for strategy and leadership <ul style="list-style-type: none"> • Specialist in ICT supported Customer Relations Management (CRM), and Business Process Reengineering. Project manager for IT development of CRM solution for Telenor.
1988.01-1992.03 <i>leave of absence 1990/91</i>	<u>Vital AS</u> (life and pension insurance company, now part of DNB) Senior consultant <ul style="list-style-type: none"> • Managed a development and implementation project for CRM in the sales force.
1986.08-1988.01	Sales manager <ul style="list-style-type: none"> • Sales manager for life and pension insurance.
1981.08-1983.08 <i>+summer 1984, 1985</i>	<u>The Royal Norwegian Naval Academy</u> Second lieutenant <ul style="list-style-type: none"> • Platoon leader and instructor. • Attended 80 hours course on pedagogics and teaching at the Naval Academy's pedagogic centre.
1984.08-1985.08	<u>National Committee of the Student Union for Norwegian Colleges</u> <ul style="list-style-type: none"> • Elected representative and secretary to the National Committee • Student politician; managing relations with government and parliament.

Board positions

1999.12-dd **Advokat Online AS** (online solicitor)
Member of the board

2007.11-2009.05 **Smartphone AS**
Member of the board

1996.01-1999.10 **Telenor Info Medica AS**
Member of the board

Entrepreneurship

1999 **Participated in the start-up of three companies:**
2000 www.AdvokatOnline.no (part owner)
2001 www.Auraguin.com (company has exited business)
2001 www.More.no (previous part owner)

Education

1998.04-2004.07 **Norwegian Business School - BI**
Dr.Oecon (Strategy and organization)
• Wrote the dissertation *Strategizing in Complex Contexts*

1990-1991 **American Graduate School of International Management** (Thunderbird), USA
MBA in International Management (with honours)
• International management, finance, and strategy.

1988-1990 **Norwegian School of Management BI**
Bachelor of Management
• Marketing and entrepreneurship

1983-1986 **Agder College**
Business management program – higher level
• Business administration, specialization in computer science.

1985 **University of Oslo**
• 10 credit course in philosophy (with honours)

Publications and academic presentations

Published work:

- Elter, F. (2004). *Strategizing in Complex Contexts*. (Doctoral thesis), Norwegian Business School - BI, Oslo. (Series of Dissertations 7/2004)
- Elter, F., & Myhre, D. (2014). Forskning som grunnlag for tjenesteinnovasjon - en ny tilnærming. *Magma* (0814), 72-81.
- Elter, F., Gooderham, P., & Ulset, S. (2014). Functional-level transformation in multi-domestic MNCs: Transforming local purchasing into globally integrated purchasing. *Orchestration of the Global Network Organization* (Vol. Advances in International Management 27, pp. 99-120).
- Stensaker, I., Colman, H., & Elter, F. (2015). Jakten på effektiviseringsgevinster. *Magma*, 0715.
- Gooderham, P. N., Ulset, S., & Elter, F. (2016). Beyond Local Responsiveness - Multi-domestic Multinationals at the Bottom-of-the-Pyramid. In T. C. Ambos, B. Ambos, & J. Birkinshaw (Eds.), *Perspectives on Headquarters-subsidiary Relationships in the Contemporary MNC* (Vol. 17, pp. 3-26): Emerald Group Publishing Limited.
- Elter, F., & Ulset, S. (2017). Towards a Multi-Path Theory of Diversified International Expansion: The Case of Multinational Mobile Network Operators. In T. Pedersen, A. Camuffo, T. Devinney, & L. Tihanyi (Eds.), *Advances in International Management 2017 Volume Breaking up the global value chain: Opportunities and consequences* (Vol. Advances in International Management 28): Emerald.
- Dasí, À., Elter, F., Gooderham, P. N., & Pedersen, T. (2017). New Business Models in-the-Making in Extant MNCs: Digital Transformation in a Telco. (*Advances in International Management*, Vol.28).
- Elter, F., Gooderham, P. N., & Ulset, S. (2017). Telenors læring på «bunnen av pyramiden»: Fagbokforlaget.
- Elter, F., Gooderham, P. N., & Ulset, S. (2017). Fra lokale innkjøpsfunksjoner til en global integrert innkjøpsfunksjon: Fagbokforlaget
- Dasí, À., Pedersen, T., Gooderham, P. N., Elter, F., & Hildrum, J. (2017). The effect of organizational separation on individuals' knowledge sharing in MNCs *Journal of World Business*.
- Elter, F., Gooderham, P.N., Dasí, À., Pedersen, T. (2018). The digital future of Telcos: Dumb pipes or crucial partners in innovation of new business models? *Beta*, Vol. 2.

Conference papers:

- Elter, F. (2004). *Strategizing in Complex Contexts*. Paper presented at the EGOS 2004, Ljubljana University, Slovenia.
- Dasí, À., Elter, F., Gooderham, P. N., & Hildrum, J. (2014). *The Importance of Motivation, Governance Mechanisms and Organizational Values for Knowledge Sharing Within and Across Business Units*. Paper presented at the EIBA Conference, Uppsala.
- Stensaker, I., Colman, H., & Elter, F. (2016). *From Local Autonomy Towards Global Integration: An Identity Perspective on MNE Strategic Change*. Paper presented at the Academy of Management, Anaheim, California.
- Dasí, A., Elter, F., Gooderham, P.N. Pedersen, T. (2016). The Digital Transformation and Business-Model in-the-Making in Established MNCs. *Advances in International*

Management Meeting, Bocconi, Milan October 2016.

- Dasí, À., Elter, F., Gooderham, P. N., & Pedersen, T. (2017). *The process on how an incumbent company creates and exploits its dynamic capabilities*. Extended abstract presented at the SMS special conference, Banf, Canada, June 2017.
- Elter, F., Gooderham, P. N., Dasí, À., Pedersen, T. (2017). *Legacy removal as a core dynamic capability for incumbent MNCs facing disruptive change*. Presented at EIBA, Milan December 2017. (Selected by the Emerald editorial team as an Outstanding Author Contribution in the 2018 Emerald Literati Awards and chosen as a winner as it is one of the most exceptional pieces of work the team has seen throughout 2017).
- Goerzen, A., Pedersen, T., Veglio, V., Elter, F., Gooderham, P., (2018). *Global Cities: A New Perspective on Cultural Differences at the Sub-national and Supra-national Levels*. Presented at SMS Oslo, June 2018.
- Elter F., Godderham P., Dasi A., Pedersen T., (2018) The digital future of Telcos: Dumb pipes or crucial partners in innovation of new business models? Extended abstract, iBegin October 2018 – Philadelphia.
- Elter F., Godderham P., Dasi A., Pedersen T., (2018) The digital future of Telcos: Dumb pipes or crucial partners in innovation of new business models? Extended abstract, iBegin October 2018 – Philadelphia.
- Elter, F., Gooderham, P.N., Dasí, À., Pedersen, T. (2018). *Physical Presence Abroad: Still Needed for Digitally Based Firms?* EIBA 2018 – Poznan, Poland.

Teaching cases:

- Elter, F., & Jacobides, M. (2016). *Telenor: Manoeuvring in a Changing Industry Landscape*. London Business School. London Business School Case Centre.
- Elter, F., Larsen M. M., & Pedersen T. (2017). *Telenor Group: All on Board*. Submitted to a teaching case clearing house. Not yet accepted.

Work in progress:

- Stensaker, I., Colman, H., & Elter, F. (2017, work in progress). *Developing Legitimacy and Implementing Strategic Change in Newly Established Organizational Units*.
- Ringvold, K., Foss, N. J., & Elter, F. (2017, work in progress). *Managing business model replication in a digital world: The case of Telenor*. NHH, Norwegian School of Economics.

Presented at conferences without paper:

- Academy of Management 2014, Philadelphia. Professional Development Workshop ODC Division. *Collaborative Research Projects: Studying Organizational Change Through Scholar-Practitioner Partnerships*. Organized by Stensaker, I. (NHH, Bergen), and Ludema, J. (Benedictine University, Chicago)
- Strategic Management Society 2016, Berlin. Panel Symposium Track: Knowledge and Innovation. *Strategic and organizational challenges in a world of colliding ecosystems*. Organized by Jacobides, M. (London Business School), participated with Doz, Y. (Insead) and Tripas, M. (Boston College)
- Strategic Management Society, Special conference 2018, Oslo Panel Track: Digitalization and Internationalization

Guest lectures for students at academic institutions:

London Business School, Global Executive MBA (Jan. 2016), LBS company targeted executive program for Telenor (Nov. 2016)

University of Oslo, Master in Innovation (2015)

Norwegian School of Economic - NHH, (1-3 times each year since 2013 in courses arranged by: Foss, K., Saibi, T. Gooderham, P., Stensaker, I.)

Norwegian Business School - BI, (about 10-15 times since 2005)

PhD Second supervisor

Second supervisor to PhD candidate Kristin Ringvold, NHH. First supervisor is Professor Nicolai Foss. Research topic: Business Modelling.

Born 1961, Married, 2 children

Contact Information

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