



Tor Wallin Andreassen, PhD
Professor

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BIO

Before joining NHH Norwegian School of Economics in 2013, Dr. TOR WALLIN ANDREASSEN was a professor of marketing, Department chair, and Associate Dean at BI Norwegian Business School.

At NHH he is a Professor of Innovation, the previous Director of the research center Center for Service Innovation (CSI: 2013 – 2019), and key in establishing a new partner-funded research center - Digital Innovations for Sustainable Growth (2020 to 2022). Dr. Andreassen holds a Siviløkonom degree from NHH, MSc in marketing (with honors) from BI Norwegian Business School, and a Doctor of Economics from Stockholm University, School of Business.

Professor Andreassen is a member of the editorial review board of the International Journal of Research in Marketing, Journal of Service Research, Journal of Business Research, Service Science, and Journal of Service Management. Dr. Andreassen has published in leading journals such as MIT Sloan Management Review, Marketing Science, Journal of Marketing, Journal of Service Research, and Journal of Service Management in addition to publishing nine books.

Andreassen has received numerous awards for his academic research including the prestigious MSI/H. Paul Root Award 2007 (*Journal of Marketing*), Outstanding (Best) Paper Award (from *Journal of Service Theory and Practice*) and Highly Commended Article Award (from *Journal of Service Management*); Citation of Excellence - Highest Quality Rating (*European Journal of Marketing*, *Journal of Service Management*); Most Downloaded Article - Top 3 (*Journal of Service Management*) and Top 200 (*Journal of Economic Psychology*).

For his research, Dr. Andreassen was elected Chair of INFORMS Service Science community and VP of Education and Professional Development at the European Marketing Academy's Executive

Committee. Professor Andreassen is the founder of Service Forum (BI), The Norwegian Customer Satisfaction Barometer (BI), the Norwegian Innovation Index (NHH), and the annual Professor Johan Arndt Marketing Conference.

He has been a Visiting Professor at Vanderbilt University, USA, University of Maryland, USA, University of Queensland, Australia, and a visiting scholar at Stanford University and the University of Maastricht, NL. He is an academic scholar at Cornell School of Hospitality, Cornell University, Robert H. Smith School of Business, University of Maryland, and at Karlstad Business School, Karlstad University. Dr. Andreassen has received pedagogical education and training from Vanderbilt University and Harvard Business School.

EDUCATION

Postgraduate:

Doctor of Economics (1997) Stockholm University, School of Business.

Graduate

Master of Science (1994) with honors, The Norwegian Business School
- Major field: International Marketing and Strategy.

Siviløkonom (1981) Norwegian School of Economics (NHH)

- Marketing (major)
- International Economics (minor)

Pedagogical programs/seminars

Harvard Business School, MA:

- Case Instructor Seminar (1999)
- Global Colloquium on Participant Centered Learning (2012-13)

Vanderbilt University, TN:

- Case Instructor Seminar (1998)

ACADEMIC HONORS

A) Ph.D.-thesis nominated as finalist for

1. Best Thesis at Stockholm University 1997, and
2. Best Thesis in Sweden 1997 by National Association of MBAs.

B) 2007 recipient of the MSI/H. Paul Root Award for the Journal of Marketing article that had the most impact on the practice of marketing.

Keiningham, T., B. Coolil, **T. W. Andreassen** & L. Akzoy (2007): "A Longitudinal Examination of "Net Promoter" on Firm Revenue Growth", Journal of Marketing, Vol 71, No 3 (July)

C) Citation of Excellence of Highest Quality Rating Award by Anbar Electronic Intelligence for two papers:

- "Complex Service and Customer Loyalty: The Significance of Corporate Image on Quality, Customer Satisfaction and Customer Loyalty for Customers with Varying Degrees of Service Expertise", *The International Journal of Service Industry Management*, 1998, Vol. 9, No. 1. Co-authored with Bodil Lindestad.
- "The Principal's and Agents' Contribution to Customer Loyalty Within an Integrated Service Distribution Channel: An External Perspective", *The European Journal of Marketing*, 1997, no 7, vol. 31. Co-authored with Even Lanseng.

D) Highly Commended Paper Award

- a. Benoit, Sabine, Sonja Klose, Jochen Wirtz, **Tor W. Andreassen** and Timothy L. Keiningham, (2019) "Bridging the Data-Divide Between Practitioners and Academics: Approaches to Collaborating Better to Leverage Each Other's Resources", *Journal of Service Management*
- b. **Andreassen, Tor W.**, Line Lervik-Olsen, Giulia Calabretta, (2015) "Trend spotting and service innovation", *Journal of Service Theory and Practice*, Vol. 25 Iss: 1, pp.10 – 30
- c. **Andreassen, Tor W.** & Sandra Streukens, (2013) "On-line Complaining: Understanding the Adoption Process and the Role of Individual and Situational Characteristics", *Managing Service Quality*, Vol. 23 Iss: 1
- d. **Andreassen, Tor W.**, & Streukens (2009): "Service Innovation and Electronic Word-of-Mouth: Is it worth listening to?" *Managing Service Quality*, Vol. 19 No. 3
- e. Line. L. Olsen, M. D. Johnson & **Tor.W. Andreassen** (2008): "The impact of customers' perception of varying degrees of customer service on commitment and perceived relative attractiveness", *Managing Service Quality* Vol. 18 No. 4
- f. Even J. Lanseng & **Tor W. Andreassen** (2007): "Electronic Healthcare? A Study of Peoples Readiness and Attitude Toward Performing Self-Diagnosis" *International Journal of Service Industry Management*, Vol. 18 No 4.
- g. Keiningheim, T.L., L. Aksoy, **Tor.W. Andreassen**, B. Coile, B. Wahren (2006): "Call Center Satisfaction and Customer Retention in a Co-Branded Service Context", *Managing Service Quality*, Vol. 1, No. 3 (May).

E) Most Downloaded Articles Top 3 at Emerald Literati Network

Andreassen, Tor W., & Bodil Lindestad (1998): "Customer Loyalty and Complex

Services: The Significance of Quality, Image and Satisfaction on Customer Loyalty”, The International Journal of Service Industry Management, vol. 9, no 1.

F) Outstanding (Best) paper Award

Timothy L. Keiningham, Bruce Cooil, Lerzan Aksoy, **Tor W. Andreassen**, and Jay Weiner (2007): The Value of Different Customer Satisfaction and Loyalty Metrics in Predicting Customer Retention, Recommendation, and Share-Of-Wallet”, Managing Service Quality, Vol. 17 No. 4,

Johnson, Olsen & **Andreassen** (2009): "Joy and disappointment in the hotel experience: managing relationship segments”, Managing Service Quality, Vol. 19 No. 1

G) Research fellow

- Cornell School of Hotel Administration (2016 – to present)
- University of Maryland, Smith School of Business (2016 – to present)
- Karlstad University, Karlstad Business School (2016 – to present)

ACADEMIC WORK EXPERIENCE

POSITIONS

- Elected leader of ECONA’s “Fagutvalg”: 2018 to 2020
- Board member at ECONA: 2018 to 2020
- Elected board member at the Norwegian School of Economics: 2017 to 2021
- Elected Vice-President Education & Professional Development at European Marketing Academy, May 2016 (<http://www.emac-online.org/r/default.asp?ild=FMIDGL>)
- Elected Chair INFORMS Service Science section, Oct 2015 to November 2016. (<https://www.informs.org/Community/Service-Science-Section>)
- Board member at Karlstad Business School, Karlstad University: 2010 to present
- Professor Norwegian School of Economics (NHH) September 2013 –
- Director of Digital Innovations for Sustainable Growth (DIG) – multi-disciplined research center at NHH: September 2020- Feb 2022.
- Director Center for Service Innovation, Norwegian School of Economics (NHH) September 2013 – August 2019
- Head of organizing committee of NHH’s flagship conference Vårkonferansen NHH: 2013-2017
- Professor BI Norwegian Business School, 2007 – August 2013
- Chair, Department of Marketing, BI Norwegian Business School 08/06 – 08/11
- Associate Professor, 1998 – 2007: BI Norwegian Business School
- Assistant Professor, 1993 -1997: BI Norwegian Business School
- Research Fellow, 1991 - 1993: Norwegian Institute for Research in Marketing at the BI Norwegian Business School

Founder of:

- The Norwegian Innovation Index at NHH (a research partnership with currently Sweden, Finland, Denmark, Belgium, Spain, and USA who have implemented the NII-approach)
- The Norwegian Customer Satisfaction Barometer
- The annual BI Marketing Summit
- The annual Professor Johan Arndt Annual Marketing Conference
- Service Forum.

Visiting professor/scholar:

- Visiting professor, January – July 2012, University of Maryland, MD, USA
- Visiting professor, November 2008, University of Queensland, Brisbane, Australia
- Visiting Professor, 2004/2005: University of Maryland, MD, USA
- Visiting Professor, 1998/99: Vanderbilt University, Nashville, TN, USA.
- Research fellow SCANCOR, June – August 2010, Stanford University, CA, USA
- Visiting Scholar August-September 2002: the University of Maastricht, Faculty of Economics and Business Administration

Member of editorial review boards

- International Journal of Research in Marketing (2015 to present)
- Service Science (2013 to present)
- MIT Sloan Management Review (2012 to 2019)
- Journal of Marketing (2002 to 2012)
- Journal of Service Research (1998 to present)
- Journal of Service Management (2002 to present)
- Journal of Business Research (2007 to present)
- Decision Science Journal (2007 to 2009)
- Magma (Norwegian) 4 x area editor marketing/innovation
- Journal of Retailing (occasional reviewer)
- Journal of the Academy of Marketing Science (occasional reviewer)

Member of Government committees

- “Advokatlov utvalget” (<http://www.regjeringen.no/nb/dep/jd/dep/styre-rad-og-utval/tidsbegrensede-styrer-rad-og-utvalg/advokatlovutvalget.html?id=711906>) headed by Supreme Court Judge Bergljot Webster. Recommendation to the Minister of Justice March 2015.
- “Delingsøkonomiutvalget” <http://delingsokonomi.dep.no> headed by Professor Tommy Staahl Gabrielsen, University of Bergen. Recommendation to the Minister of Finance February 2017.

PUBLICATIONS:

Refereed journals

1. Seidali Kurtmollaiev, Line Lervik-Olsen, **Tor W. Andreassen**, (2022), Competing through innovation: Let the customer judge! *Journal of Business Research*, Volume 153, Pages 87-101,
2. Seidali Kurtmollaiev, Line Lervik-Olsen, **Tor W. Andreassen** (2022): Honey or Condensed Milk? Improving Relative Brand Attractiveness through Commercial and Social Innovations” Book chapter in *The Routledge Companion to Corporate Branding*, 1st Ed.
3. Allard C.R. van Riel, **Tor W. Andreassen**, Line Lervik-Olsen, Lu Zhang, Sunil Mithas, Kristina Heinonen, (2021): “A customer-centric five actor model for sustainability and service innovation, *Journal of Business Research*, Volume 136, Pages 389-401,
4. Benoit, Sabine, Sonja Klose, Jochen Wirtz, Tor W. Andreassen and Timothy L. Keiningham, (2019) “Bridging the Data-Divide Between Practitioners and Academics: Approaches to Collaborating Better to Leverage Each Other's Resources”, *Journal of Service Management*
5. Linda D. Hollebeek , Moira K. Clark , **Tor W. Andreassen** , Valdimar Sigurdsson , and Dale Smith (2020): Virtual reality through the customer journey: Framework and propositions, *Journal of Retailing and Consumer Services*
6. **Andreassen, Tor W.**, Line Lervik-Olsen, Hannah Snyder, Allard van Riel, Jill Sweeny, and Yves van Vaerenbergh (2018): Business Model Innovation and Value-creation: The Triadic Way, *Journal of Service Management*, Vol. 29 Issue 5
7. Seidali Kurtmollaiev, Line Lervik-Olsen and **Tor W. Andreassen** (2018): Innovasjon: det du gjør er ikke det de ser,(English: Innovation: what you do is not what they see), *Magma*, nr 6
8. Oana Maria Pop, Sara Leroi-Werelds, Nadine Roijackers and **Tor W. Andreassen** (2018): Institutional types and institutional change in healthcare ecosystems, *Journal of Service Management*,
9. Hollebeek, Linda D., **Tor W. Andreassen**, Dale L. G. Smith, Daniel Grönquist, Amela Karahasanovic, Álvaro Márquez, (2018) "Epilogue – service innovation actor engagement: an integrative model", *Journal of Services Marketing*, Vol. 32 Issue: 1, pp.95-100
10. **Andreassen, Tor W.**, Rutger van Oest, and Line Lervik-Olsen (2018): Customer Inconvenience and Price Compensation: A Multiperiod Approach to Labor-Automation Trade-Offs in Services. *Journal of Service Research*, Volum 21 (2); pp 173 - 183; 2018
11. Larivière, Bart, David Bowen, **Tor W Andreassen**, Werner Kunz, Nancy J Sirianni, Chris Voss, Nancy V. Wunderlich (2017): "Service Encounter 2.0: Disrupted Business Models with Transformed Roles for Technology, Employees and Customers” *Journal of Business Research*, Vol 79 p 238-246

12. Lervik-Olsen, Line, Seidali Kurtmollaiev, **Tor W. Andreassen**: (2016), "Innovasjonsevne i norske bedrifter" (Norwegian firms' innovativeness), *Magma*, 7/2016, pp 24 – 32.
13. Lervik-Olsen, Line, **Tor W. Andreassen**, Sandra Streukens (2016): "What Drives the Intention to Complain?", *Journal of Service Theory and Practice*
14. **Andreassen, Tor W.**, Per Kristensson, Line Lervik-Olsen, A Parasuraman, Janet R McColl-Kennedy, Bo Edvardsson, Maria Colurcio, (2016) "Linking service design to value creation and service research", *Journal of Service Management*, Vol. 27 Issue: 1, pp.21-29,
15. Fennis, Bob M., **Tor W. Andreassen** and Line Lervik-Olsen. (2015). "Behavioral disinhibition can foster intentions to a healthy lifestyle change by overcoming commitment to past behavior." *PLoS ONE*, 10(11):e0142489
16. **Andreassen, Tor W.**, Line Lervik-Olsen, Giulia Calabretta, (2015) "Trend spotting and service innovation", *Journal of Service Theory and Practice*, Vol. 25 Iss: 1, pp.10 – 30
17. **Andreassen, Tor W.** (2015): "Service Leadership" in *The SAGE Encyclopedia of Quality and the Service Economy* editor Su Mi Dahlgaard-Park, SAGE Publishing, ISBN: 978-1-4522-5672-6
18. Lars Witell , Laurel Anderson , Roderick Brodie , Maria Colurcio , Bo Edvardsson , Per Kristensson , Line Lervik-Olsen , Roberta Sebastiani , **Tor W. Andreassen** (2015): "*Exploring dualities of service innovation: implications for service research*", *Journal of Service Management*, Vol 29, Issue 6/7
19. Streukens Sandra & **Tor W. Andreassen** (2014): "Frontline Employees and Sales Performance", in *Handbook on Research in Service Marketing*, Roland T. Rust & Ming-Hui Huang, ed., Edward Elgar Publishing
20. Streukens, S. & **Tor W. Andreassen** (2013) " Frontline Employees' Personality Traits: Customer Preferences and the Homophily Effect ", *Psychology and Marketing*, Volume 30, Issue 12, pages 1043–1052
21. Blazevic, Hammedi, Garnefeld, Rust, Keiningham, **Andreassen**, Donthu, and Carl: (2013): An Expanded Model of Customer-Driven Influence, *Journal of Service Management*, Vol 24, No 3
22. **Andreassen, Tor W.** & Sandra Streukens, (2013) "On-line Complaining: Understanding the Adoption Process and the Role of Individual and Situational Characteristics", *Managing Service Quality*, Vol. 23 Iss: 1
23. **Andreassen, Tor W.** & Even J. Lanseng (2013): "Electronic healthcare: Are people Ready?", in *Service Management in Health and Wellness Services*, J. Kandampully ed, Kendall Hunt Publishing.
24. **Andreassen, Tor W.** & Line L. Olsen (2012): "Customer Service: Does it matter?", in *Service Management: the new paradigm in retailing*, J. Kandampully, ed, Springer Publishing
25. Hansen, Håvard, Bendik M. Samuelsen and **Tor W. Andreassen** (2011), "Trying to complain: The impact of self-referencing on complaining intentions", *International Journal of Consumer Studies*, 25 (4), 375-382.

26. **Andreassen, Tor W.** & Even J. Lanseng (2010): "Service Differentiation: A Self-Image Congruency Perspective on Brand Building in the Labor Market, *Journal of Service Management*, Vol 21, No 2
27. **Andreassen, Tor W.** & Sandra Streukens,: (2009), "Electronic Word of Mouth: Is it Worth Listening too?", *Journal of Managing Service Quality*,
28. Johnson, M., L.L. Olsen & **Tor W. Andreassen** (2009): "Joy and Disappointment in the Hotel Experience: Managing Relationship Segments" , at the *Journal of Managing Service Quality*
29. Keiningham, T., L. Akzoy, B. Cooil, **Tor W. Andreassen**, L. Williams: (2008) "A holistic examination of Net Promoter", *Database Marketing & Customer Strategy Management*, Vol. 15, No. 2, pp 79-90
30. **Andreassen**, Tor W. & Line L. Olsen, (2008): "The Impact of Customer's Perception of Varying Degrees of Customer Service on Commitment and Perceived Relative Attractiveness", *Journal of Managing Service Quality*, Vol. 18 No. 4, pp 309-328
31. Keiningham, T., L., Lerzan Aksoy, Bruce Cooil, & **Tor W. Andreassen** (2008): "Linking Customer Loyalty to Growth". *MIT Sloan Management Review*, Vol 49, No. 4, pp 51-57
32. Keiningham, T., L., Akzoy, B. Cooil, & **Tor W. Andreassen**: (2008) "Net Promoter, Recommendations, and Business Performance: A Clarification and Correction on Morgan and Rego". *Marketing Science*, Vol 27, No 3, pp 531-532
33. Keiningham, T., Lerzan Aksoy, Bruce Cooil, & **Tor W. Andreassen**: (2008) "The Galileo Effect", *Marketing Management*, Vol 17, No 1 (January/February), 48-51
34. Even Lanseng & **Tor W. Andreassen** (2007): "Electronic Healthcare? A Study of Peoples Readiness and Attitude Toward Performing Self-Diagnosis" *International Journal of Service Industry Management*, Vol. 18 No 4.
35. Keiningham, T., Bruce Cooil, Lerzan Aksoy, **Tor W. Andreassen**, and Jay Weiner (2007): The Value Of Different Customer Satisfaction And Loyalty Metrics In Predicting Customer Retention, Recommendation, And Share-Of-Wallet", *Managing Service Quality*, Vol. 17 No. 4,
36. Keiningham, T., B. Cooil, **Tor W. Andreassen** & L. Akzoy (2007): "A Longitudinal Examination of "Net Promoter" on Firm Revenue Growth", *Journal of Marketing*, Vol 71, No 3 (July) (received the *MSI/H. Paul Root 2007 Award* for the article that had the most impact on the practice of marketing)
37. **Andreassen, Tor W.** (2007): "Vareprat og fremtidig vekst", *Magma*, Vol 10, No 2, 45-52
38. Keiningham, T., L. Aksoy, **Tor W. Andreassen** (2006): "Does Parent Satisfaction with a Childcare Provider Matter for Loyalty?", *Journal of Consumer Marketing*, Vol 23, special issue
39. Keiningham, T., L. Aksoy, **Tor W. Andreassen**, B. Coile, B. Wahren (2006): "Call Center Satisfaction and Customer Retention in a Co-Branded Service Context", *Managing Service Quality*, Vol. 1, No. 3 (May) (received *Highly Commended Paper Award*)
40. **Andreassen, Tor.W.**, B. Lorentzen, and U.H. Olsson (2006): "The Impact of Non-Normality and Estimation Methods in SEM on Satisfaction Research in Marketing",

Quality & Quantity: the International Journal of Methodology, Vol 40, Issue 1 (February), pp38-59

41. Kleinen, M., Ko de Ruyter, **Tor W. Andreassen** (2005): "Image Congruence and the Adoption of Service Innovations" Journal of Service Research, Vol 7, No 4
42. **Andreassen, Tor W.**, (2001): "From Disgust to Delight: Do Consumers Hold a Grudge?", Journal of Service Research, Vol 4, No. 1.
43. Johnson, M.D., A. Gustafsson, **Tor W. Andreassen**, L. Lervik & J.Chae, (2001): "The Evolution and Future of National Customer Satisfaction Index Models", Journal of Economic Psychology
44. **Andreassen, Tor W.**, (2000): "Antecedents to Satisfaction with Service Recovery", European Journal of Marketing (No1/2)
45. **Andreassen, Tor W.** & Line Lervik, (1999): Perceived Relative Attractiveness Today and Tomorrow as Predictor of Future Intent., Journal of Service Research, no 4, vol 2.
46. **Andreassen, Tor W.**, (1999): "What Drives Customer Loyalty with Complaint Resolution", Journal of Service Research, no 2, vol. 2,
47. **Andreassen, Tor W.** & Bodil Lindestad (1998): "The Impact of Corporate Image in the Formation of Customer Loyalty", Journal of Service Research, Vol. 1, No. 1
48. **Andreassen, Tor W.** & Bodil Lindestad (1998): "Customer Loyalty and Complex Services: The Significance of Quality, Image and Satisfaction on Customer Loyalty", The International Journal of Service Industry Management, vol. 9, no 1. (received *Citation of Excellence of Highest Quality Rating Award*)
49. **Andreassen, Tor W.**, & Even Lanseng (1997): "The Principal's and Agents' Contribution to Customer Loyalty Within an Integrated Service Distribution Channel: An External Perspective?", The European Journal of Marketing, no 7, vol. 31. (received *Citation of Excellence of Highest Quality Rating Award*)
50. **Andreassen, Tor W.** (1995): "Customer (Dis)Satisfaction with Public Services: The Case of Public Transportation", Journal of Services Marketing, vol. 9, no 5,
51. **Andreassen, Tor W.** (1995): "Small, High-Cost Countries Strategy in Attracting MNCs' Global Investments", The International Journal of Public Sector Management, vol. 8, no 3
52. **Andreassen, Tor W.** (1994): "Satisfaction, Loyalty, and Reputation as Indicators of Customer Orientation in The Public Sector", The International Journal of Public Sector Management, vol. 7, no 2
53. **Andreassen, Tor W.** (1992): "From Quantity to Quality: A Paradigmatic Change in Macro Economic Performance Measures?" (Fra Kvantitet til Kvalitet: Et Paradigmeskifte innen (makro)økonomiske målestørrelser?), The Social Economist, no 11, pp 24-32

Books

- **Andreassen, Tor W.** (2022), Kundedrevet innovasjon, Fagbokforlaget
- **Andreassen, Tor W.** & Line Lervik-Olsen (2021): "Service and Innovation", Kunnskapsforlaget, 3rd ed.
- Lüders, Marika, **Tor W. Andreassen**, Simon Clatworthy and Tore Hillestad (eds): "Innovation for trust", Edward Elgard Publishing, 2017
- **Andreassen, Tor W.** (2006): Customer Relations: the new mandate of marketing (Kunderelasjoner: markedsføringens økonomiske mandat), University Publishing
- **Andreassen, Tor, W.** (2006): "Service Management" (Serviceledelse), Gyldendahl Akademiske Publishing, 4th edition
- **Andreassen, Tor W.** & Fred Selnes (2001): "Service Heroes" (Service Helter), Stølen Publishing.
- **Andreassen, Tor, W.** & T. K. Lunde (2001): Public Services: Principals for increased user focus" (Offentlige tjenester: Prinsipper for økt brukerfokusering) Norwegian, University Publishing
- **Andreassen, Tor, W.** (2000): "Customer Care - Relationship Marketing on the Consumer Market " (Kundepleie i praksis: Relasjonsmarkedsføring på forbrukermarkedet) AdNotam Publishing, 2nd edition
- **Andreassen, Tor, W.** (1997): "Dissatisfaction with Services: The Impact of Satisfaction with Service Recovery on Corporate Image and Future Repurchase Intention", Stockholm University – School of Business Research Report 1997:5
- **Andreassen, Tor, W.,** (1991): "Market Oriented Corporate Planning " (Markedsorientert Foretaksplanlegging), Norwegian School of Management Publishing

I contribute regularly with newspaper comments/chronicles, Twitter, and my own blogs (<http://twa-marketing.blogspot.no>).

COURSES TAUGHT

I have always enjoyed teaching and have received excellent teaching evaluations (top 10%) as evidenced by student feedback/evaluations by end of semester.

Graduate School

Value-creation by Design

- Master course at NHH (took over first time spring 2014. About 25 students, lectures, CSI partners as guest lecturers, and case discussion. Major revision by spring 2017 and draws today 80+ students)

Service Management/ CRM.

- MBA at Norwegian Business School (since 1998, English, about 25 students, lecture & case based)

Marketing Finance (new)

- MSc (advanced Master of Science) at Norwegian Business School (since fall 2008, English, about 25 students, lecture & case based)

Customer Relationship Management

- MSc (Master of Science) at Norwegian Business School (since 2006, English, about 100 students, lecture & case based)

Service Marketing,

- MSc (Master of Science) at Norwegian Business School (since 1998, English, about 25 students; in 2005 100 students, partly case based)
- MBA at Robert H. Smith School of Business, University of Maryland (fall 2005, English, about 25 students, case based)

Introduction to Marketing Management

- MBA at Robert H. Smith School of Business, University of Maryland (winter 2012, English, about 50 students, lecture based)
- EMBA at Norwegian School of Management (fall 2003, English, about 25 students, partly case based)
- MBA at Robert H. Smith School of Business, University of Maryland (winter 2005, English, about 100 students, lecture based)

Strategic Marketing Planning – focus on brand management

- MBA at Owen Graduate School of Management, Vanderbilt University (Winter 1999, English, about 45 students, lecture based)

Executive School

Innovation for Growth

- Norwegian School of Economics (first time fall 2016)

Strategic Marketing

- Norwegian Business School (Since fall 2005, Norwegian, about 35 students, partly case based)

Customer Relationship Management,

- Norwegian Business School (since 1995, Norwegian, about 35 students, partly case based)

eService.

- One module at MM (Master of Management: eMarketing), Norwegian Business School (2002, Norwegian, about 35 students, partly case based)

Government Services

- (one section) Norwegian Business School (fall 2002, Norwegian, about 50 students, lecture based)

ACADEMIC LEADERSHIP POSITIONS

NHH Director Center for Service innovation (2013 – 2019)

Center for Service Innovation (CSI) is a Research Council Norway-funded project within the Research-based Innovation program. Upon my arrival at Norwegian School of Economics (NHH) September 2013, I realized that the project due to unforeseen circumstances, had to be restarted. During fall 2013 I met with all partners to solicit their “all in or all out”. All partners wanted to continue. Hiring a new detail-oriented CSI center coordinator by February 2014, allowed me to focus on leading rather than managing. By summer 2014 I decided, after talks with CSI’s management team, CSI’s Board and RCN, to consolidate CSI by reducing number of partners. On friendly terms, five partner-contracts were terminated by 2014.

From fall 2014 all efforts were focused on the renewal of the grant. In agreement with the Board of Directors we aimed for code Yellow: Continue but with comments. Critical elements in this process was the updating of CSI’s research agenda, establishing an international recognized academic advisory board, and winning the bid for hosting the flagship conference 2016 Frontiers in Services. A one-day half-way evaluation conducted by an external group of experts took place March 2015. By 4th quarter 2015 RCN granted CSI the right to continue - with some comments.

Since the start, I focused on building the team, increasing publications in better journals, increasing visibility in media, popular dissemination of research, and meeting more often with partners. To stimulate more cooperation and cross-discipline research, we created CSI-researchers’ forum (AHO, NHH, and SINTEF) which meets every quarter. To stimulate more dedicated research, I instigated four research directors each responsible for their part of CSI’s research agenda. Since 2013 publications are up in volume and up in ABS ranking. In addition to better publications, CSI will deliver, as promised to RCN, close to 200 master theses and 13 PhDs or Postdocs. To NHH, CSI has contributed to a stronger focus on innovation and entrepreneurship.

Dec 9 2016, CSI Board of Directors accepted a proposed continuation strategy. A new task force has been formed with the mandate to define/propose the new value proposition at the cross-point of service innovation, digitalization, and new business models. Start up: when the CSI grant ends by May 2019.

Finally, in a June 2018 evaluation report of CSI, initiated by RCN, RCN concluded:

“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.” **RCN gave CSI the highest score 5=Excellent.**

Chair NHH’s Spring Conference (2013 – 2017)

On my arrival at NHH Sept 2013 I was asked to chair the committee organizing the annual NHH’s flagship conference which at the time drew about 180 participants. Working with the committee and partners in defining relevant and interesting topics and speakers, updating the list of relevant people to be invited, and making some innovations to the conference, the conference today draws a crowd of 250 participants. In the process the conference has become more national and built a stronger reputation of being an attractive place to learn and socialize with top executives from private and government sector.

BI Department chair (2006 - 2011)

My vision for the Department of Marketing at BI Norwegian Business School was: *“To educate market-oriented leaders for the modern economy, who based on their ability to apply cutting-edge research on current business issues, will work for the best companies.”*

The marketing faculty consists of about 30 members: six professors, fourteen associate professors and twelve lecturers. In addition, there were eight to ten PhD candidates enrolled in the four-year PhD-program.

I was instrumental in focusing research and publication, which resulted in a higher publication rate (from 0,22 articles per research faculty member in 2006 to 1,3 in 2009). The number of ABS 3 and 4 publications increased. In 2007 we were ranked by American Marketing Association (AMA) as number seven in Europe pertaining to number of publications in Journal of Marketing from 2002 to 2007. We were the 2007 winner of two very prestigious awards: a) Louis Stern Award and b) the MSI/H.Paul Root Award from the flagship journal - Journal of Marketing. We redesigned our PhD program making it one of the stronger European programs attracting excellent candidates who were placed at leading institutions. In 2007 we were one of four European marketing departments to be invited to AMA/Jagsh Sheth PhD Consortium attracting top PhD candidates from elite institutions. We redesigned our flagship MSc in Strategic Marketing Management with a strong focus on marketing theory, quantitative analyses (finance and statistics), and leadership, which resulted in a strong increase in and quality of applicants. In the process, we started to recruit new faculty internationally.

Finally, to stimulate more and better marketing research and teaching in Norway, I was instrumental in establishing the annual Johan Arndt Marketing Conference in 2007. The conference circulates among the leading business schools in Norway.

BI Associate dean MSc in Strategic Marketing Management (2005 – 2013)

The guiding vision for developing and innovating the MSc-program at BI Norwegian Business School, was to make it

- a) more analytical with focus on statistical methods and finance, and
- b) position marketing as a contributor to the firm’s market value.

To deliver on this vision required attracting students with a talent for analytical thinking. To improve the quality of the students accepted to the program, I introduced a cap of 55 students. A GPA of B was required to be accepted. Second, I slowly introduced more analytical and quantitative thinking into courses, made some quantitative financially oriented courses mandatory, plus developed more electives courses from other fields (e.g. behavioral economics and Game theory adapted to marketing). The response in number of applicants, both nationally and internationally, with this program as 1st priority, increased significantly: in 2013 a close to 200% increase from 2012. Finally, to make the program truly outstanding, I was instrumental in sending some of the teaching faculty to Harvard Business School for pedagogical training and

education in participant centered learning (i.e. case teaching). Both faculty and students' response to this initiative was excellent. This was later implemented throughout BI.

OTHER NON-ACADEMIC WORK EXPERIENCE

1988 - Management Consultant, TWA Consultant
2003 - 2005 Board Member and associate partner, CEQ Consulting as
1988 - 1991: Management for hire/Country Manager Pansophic Systems
1986 - 1988: New Business Development, EGM Publishing - Orkla Group
1984 - 1986: Group-leader Sales, Fjerndata – part of Veritas
1982 - 1984: Sales Manager Execucom as
1981 - 1982: Financial Analyst, Norcem/Aker Group head office