CSI

CENTER
for
SERVICE
INNOVATION

NHH



ANNUAL REPORT 2016

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INTRODUCTION

FACTS

The Center for Service Innovation (CSI) is a coordinated effort by the Norwegian School of Economics (NHH) to focus on the innovation challenges facing the service sector. It is one of the 38 Norwegian Centers for Researched-based Innovation (SFI), funded by The Research Council of Norway (RCN). The total CSI budget is NOK 164 million over eight years, with 80 million of this granted by RCN. NHH is the host and administrative institution for the center, in collaboration with its contract research unit, Centre for applied research at NHH (SNF). The additional research partners are SINTEF and The Oslo School of Architecture and Design (AHO). Two international institutions participate as cooperating partners: Karlstad University (KAU) and Copenhagen Business School (CBS). Four of the Norwegian business partners involved in the center; Telenor, Posten, EVRY and NorgesGruppen, are all leading service providing partners, with international expansion through service innovation as a strategic priority. inFuture, BEKK, Livework, Induct and Norwegian Centre for Design and Architecture (DOGA) participate as business knowledge partners specializing in innovation process management and ICT-supported service innovation. The employer-unions Virke and Abelia participate as bridging partners providing CSI with a unique access to their members.

AIMS AND RESEARCH

CSI aims to increase the quality, efficiency, and commercial success of innovation activities at leading Norwegian service providers and enhance the innovation capabilities of its business and academic partners. The main activities contributing to CSI's achieving this aim are research, education and partner networking. CSI research is organized along four themes: Business model innovation, managing and organizing for service innovation and transformation processes, service design and customer experience and service innovation economics. CSI contributes to education through master and doctoral courses at NHH, master courses at AHO and at the University of Oslo (UiO) through SINTEF. Finally, partner-networking activities are important for disseminating knowledge among CSI-partners and the rest of the service innovation community and includes a number of activities that we present throughout this report.

BOARD OF DIRECTORS' REPORT

CSI's board of directors met four times during 2016: twice in regular board meetings and twice in extended board seminars. 2016 proved to be another active year for CSI. Two major events have left its footprint on 2016: a) developing a continuation strategy for CSI and b) hosting the world premier service research conference *Frontiers in Services*.

The Research Council of Norway (RCN) has, as part of the Research-based Innovation program (SFI), granted financial support (NOK 80M) to Center for Service Innovation (CSI) since its start in 2011. According to the terms, the grant comes to an end in May 2019. In line with the expectations expressed by RCN, CSI´s Board of Directors initiated a process to define an exit or a continuation strategy for the center.

The task -force of CSI's continuation strategy was
- Hans-Peter Daae, Posten Norge (Chair)
- Jarle Holm, Evry
- Dagfinn Myhre, Telenor
- Daniel Ras-Vidal, Abelia
- Marianne Støren Berg, AHO
- Lars Holden, Norsk regnesentral (external member)
- Tor W. Andreassen, NHH / CSI

The task force's mandate was:

To define a (dis)continuation strategy for CSI after the expiry of the NRC funding in 2019. The work involves the assessment of needs, positioning, affiliation / ownership, financing, research themes and business model - including governance. The committee reports to CSI Board of Directors by the end of 2016.

The report "CSI's Continuation Strategy" was presented to the board 9 December 2016 who unanimously decided to follow the recommendation from the task force: The ambition to establish a national research center at NHH by 2019 focusing research on relevant and interesting aspects of innovation and entrepreneurship. The board asked that a new task force be formed in order to develop a new value proposition for the research center. Managing partner BEKK Management Consulting, Harald Krogh, accepted the invitation to lead this work and report back to the board by September 2017.

In June 2016, NHH and CSI hosted about 220 service researchers from most corners of the world. The social program contained a mini cruise on the bay of Bergen by the schooner Statsraad Lehmkuhl, a reception by the mayor of Bergen, Marte Mjøs Persen, at Håkonshallen, and a piano concert including a guided tour at the composer Edvard Grieg's home Troldhaugen. The academic program included numerous keynote speakers incl Minister of Industry, Monica Mæland, Professor Stener Kvinnsland, Professor Len Berry, Professor Stephen Vargo, and partner at Livework Ben Reason. In eight parallel sessions over three days, about 150 papers were presented. The conference was a huge success. The board wants to thank the organizing committee for a job extraordinarily well done.

Academically, 2016 has been a promising year with an increase in number of publications. CSI publications are also more often published in higher-ranking journals. The Norwegian

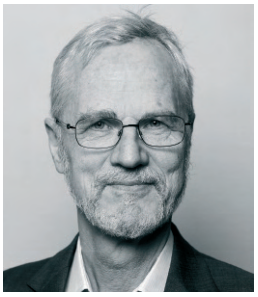
Innovation Index, which was started in 2014 was fully launched in 2016 and will report findings 1Q, 2017.

During 2016 two of CSIs PhD students, both supervised by professor Per Egil Pedersen, defended their dissertations. On 18 March, Birgit A. A. Solem defended her dissertation "The process of customer brand engagement in interactive contexts: Prerequisites, conceptual foundations, antecedents, and outcomes". On 25 November, Seidali Kurtmollaiev defended his dissertation "Service, Innovation, and Dynamic Capabilities: From Conceptualization to Explanation". Both with flying colours.

Three new executive courses from CSI, "Innovation for growth", "Business model innovation" and "Managers as cultural architects", were delivered in the autumn with excellent feedback. The board is delighted to report that CSI has contributed to the establishment of a new NHH master profile: "New Business Development", and instrumental in developing two new master courses for the new profile: "Corporate Entrepreneurship" and "Value-creation through service".

Finally, in the 9 December board meeting it was decided that Rector Frøystein Gjesdal, who will leave office on 1 August 2017, will step down as chair of the CSI board and trade places with NHH's CEO Nina Skage, effective 1 January 2017.

On behalf of the board/written by
Frøystein Gjesdal,
Chair CSI Board of Directors and Rector NHH





VISION AND OBJECTIVES

CSI AIMS TO:

- 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

THROUGH COLLABORATION WITH BUSINESS AND RESEARCH PARTNERS, CSI WILL:

- identify service innovation challenges and opportunities
- transform them into relevant research topics
- build the foundation for implementing best practices in collaboration with KIBS partners
- disseminate its research through cutting edge courses and educational programs

"It's not about ideas. It's about making ideas happen."
Scott Belsky

RESEARCH AGENDA AND STRATEGY

CSI is unique in its inclusion of large service providers, business knowledge partners, research institutions, and bridging partners into its research environment. This allows for deeper studies of innovation in the service sector. Based on the innovation challenges presented in the introduction, CSI is focusing its research through "Insight-driven service design and innovation" within four main research themes, as illustrated in figure 1:

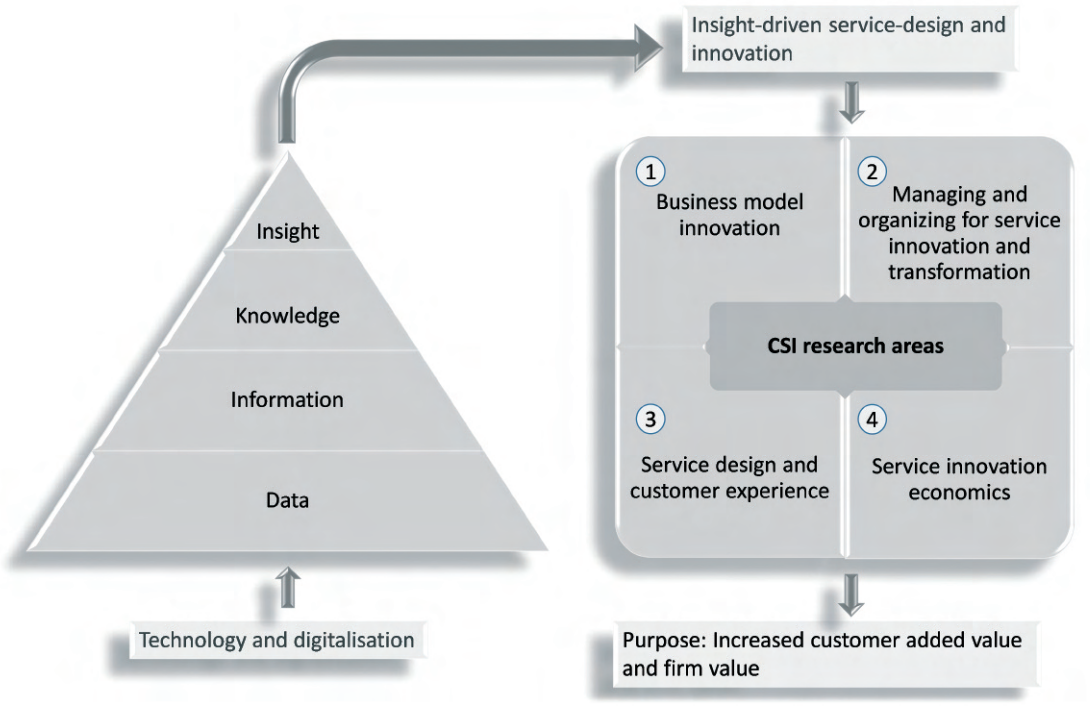


Figure 1: CSI conceptual model

THEME 1:

BUSINESS MODEL INNOVATION

CSI will develop smart, service oriented business models to solve problems related to energy waste, pollution, inefficiency and social responsibility. CSI will also study empirical antecedents of business model choices, the interrelationships of business model dimensions and how business model choices affect performance under various contingencies, including contingencies of service specific elements.

THEME 2:

MANAGING AND ORGANIZING FOR SERVICE INNOVATION AND TRANSFORMATION

CSI will address the importance and potential of organizational culture and transformation in building experience centric and innovative organizations. The theme emphasize how strategically relevant cultures may represent sources of competitive advantages for service providers, and how corporations should bring about strategic change. In this theme CSI also explore design thinking as an innovative approach towards change management and to build and nurture change capacity in modern service providers.

THEME 3:

SERVICE DESIGN AND CUSTOMER EXPERIENCE

Service design is the cornerstone of service innovation, covering not only the process of developing a new service, but the whole way of approaching a firm's delivery of customer value added. Competitive advantage can be enhanced through service, i.e. the application of specialized competences (knowledge and skills), through processes, and performances for the benefit of customer experience.

THEME 4:

SERVICE INNOVATION ECONOMICS

The purpose of this research theme is to establish mechanisms to measure financial return on service innovation. The core delivery is a practical model capable of estimating, predicting and optimizing the effects of service innovation investments.

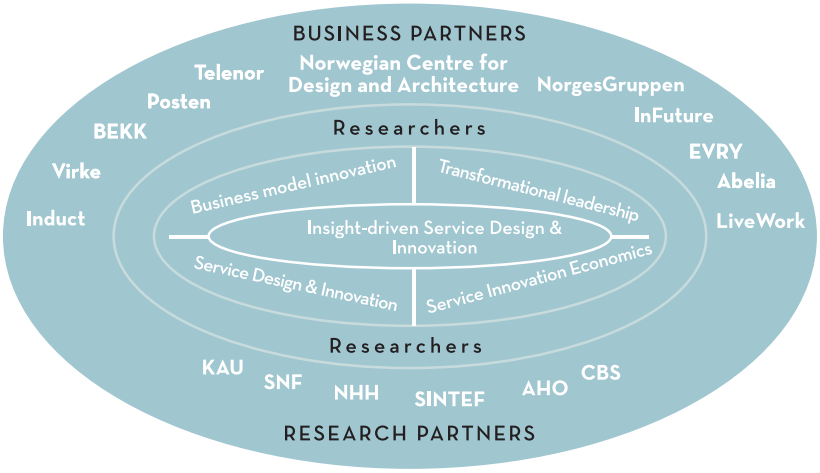
CSI will conduct empirical studies of the firm-level interactions of the innovation system. We also investigate regulation as a source of service innovation and how the innovation system interacts with infrastructural elements that may influence the potential for innovation, such as transport, communication, and ICT services.

Within the four research themes, the CSI research tasks are organized in 7 work packages (WPs). The WPs are associated with each research theme and organized accordingly. All of the WPs are organized with a project leader chosen from one of the CSI partners. Each WP involves personnel from a number of business and research partners. Activities in the WPs are closely integrated.

ORGANIZATION

THE CONSORTIUM

CSI is established by a consortium of 4 national research partners, 2 international research partners and 11 user partners. The partners appoint one member each with a personal substitute for the Consortium meeting. The Consortium meeting prepare issues of strategic choice for the CSI board. The Consortium meeting is also involved in preparing the annual work plan which is submitted to the board. The Consortium meeting shall convene at least twice a year. Partner categories and partner interactions are illustrated in the figure below.



MANAGEMENT

CSI's management team, which is responsible for executing CSI's strategy and the daily operations of the center, consists of three people: Managing Director, Professor Tor Wallin Andreassen (80%), Center coordinator, Irene Haukås Moe (100%), and Director of Partner Relationships, Associate professor II Annita Fjuk (20%), Telenor Group. Every Friday they deliberate for an hour on issues pertaining to current and upcoming events.



Tor W. Andreassen
Managing Director



Irene Haukås Moe
Center Coordinator



Annita Fjuk
Director of Partner Relationships

BOARD OF DIRECTORS

CSI's board of directors is responsible for developing and adjusting research themes and new innovation projects (WPs) over time. User partners hold the majority positions on the CSI board, on which the research partners are also represented. The board consists of ten members with representatives from the host institution, user partners, KIBS-partners and research partners. All user partners are either directly or indirectly represented in the CSI board.

PARTNER	NAME
NHH	Frøystein Gjesdal (Chair)
NHH	Nina Skage
Telenor	Bjørn Taale Sandberg
EVRY	Jarle Holm
Posten Norge	Hans-Peter Daae
BEKK Consulting	Harald Krogh
Virke	Vibeke Hammer Madsen
Abelia	Håkon Haugli
SINTEF	Bjørn Skjellaug
AHO	Ole Gustavsen



INTERNATIONAL ADVISORY BOARD

The science of CSI is expected to attain an internationally recognized level. For this to be achieved, we established in 2014 an Internationally Scientific Advisory Board (ISAB). The internationally distinguished ISAB members meet CSI annually for review and advice of research at all levels: vision, focus, research programs, participations of senior scientists, activities of PhD students etc.

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



INNOVATION AND CREATIVE DESTRUCTION IN RETAILING

In Norway, several industries are earmarked for restructuring. Two of them are the oil industry and retailing. Whereas the ongoing restructuring of the oil industry have received considerable political attention and media coverage, the awaiting restructuring of the retail sector does not receive much media attention. This is interesting as the potential loss of jobs in retailing may correspond to all who are employed in the oil industry.

The purpose of any business is to create, communicate and capture value. Some do this better than others. Harvard economist Joseph Schumpeter popularized the dynamics of the business world in a theory of economic innovation and economic cycles. Creative destruction is a process of change that constantly changes the constant restructuring from the inside were old businesses die and new ones arise. The relevance to society of this is that retailing is one of the biggest employers: in the USA, UK, and Norway 5 million, 3 million and 400,000 people are respectively.

With lower oil prices, the oil industry is facing a permanent loss of demand and managers are adapting by cutting costs and reducing capacity. In retailing the opposite is true: rising demand will be served with fewer employees because of technology and digital business models.

In February 2016, former US President, Barack Obama, presented to Congress an analysis that showed that employees who earns less than USD 20 per hour will be replaced by automation and robots with 83 percent probability. If 50 per cent of employees in Norwegian retailing is made redundant due to automation, i.e. 200,000 people - almost the entire oil industry – will lose their jobs. This will require a political vigilance.

Unlike the oil industry where restructuring occurred acutely, the creative destruction in retailing happens gradually. This is reminiscent of "The boiling frog" syndrome where the gradual heating leads to overheating and death. The evolution in the retail sector can be described over three phases:

1. Competition among physical stores
2. Competing against pure online stores
3. Competing against online stores' physical stores

Physical stores have always competed against each other in a process where old stores was replaced by new ones if they forgot to innovate. In the US, Borders with its 510 bookstores and 19,500 employees closed their doors 31 December 2010. In the second phase, with the advent of pure online stores such as Amazon, physical stores lost their monopoly as an outlet for sales of goods and services resulting in an extensive downsizing of

"Sometimes it's better to light a flamethrower than curse the darkness."
Terry Pratchett

incumbents. In the US, SEARS, Macys, and JC Penny are loosing market share and are forced to reduce the number of stores. In the third phase, which is happening now, the pure online stores establish physical stores. Amazon Fresh, a grocery concept by Amazon, is planning to establish 2,000 new physical stores in the US.

5 December, 2016 Amazon launched a new grocery concept: AMAZON GO. Customers 'check in' at the store with their smartphone in the same way as you check in at the airport by scanning a QR code on your phone. From then on, advanced technology records all internal picking from the shelf to the basket - even when one regrets and puts things back. When leaving the store, without having been in contact with a single employee, the shopping cart is automatically deducted from the customer's credit card. Amazon GO will expand to 450 stores around the US. Amazon has currently three physical bookstores in the US. The fact that pure online stores like Amazon, Warby Parker, and Dell establish physical stores documents that physical stores have a role and are important in creating value for customers.

To fight the creative destruction taking place in retailing and protect the many jobs, the incumbents must respond by building a culture of innovation matching the online companies. In addition, they must possess a significant technological expertise. Finally, they must be able to provide an excellent answer to the following questions: what are the physical stores' unique contribution to value creation for customers? Why do customers visit stores and how can they convince more people to do it? In short: What is the job customers want to get done when they hire a physical store?

The research that takes place at CSI - Insight-driven service design and innovation - will support retail managers in better understanding these complicated questions and challenges.

Written by
Tor Wallin Andreassen
Managing Director CSI



PARTNER-RELATIONS

CSI ' S CONTINUATION STRATEGY

CSI has since its start in 2011 provided its partners with unique insight and experiences.

However, after the mid-term evaluation in 2015, there was a need to define an exit or a continuation strategy for the center, after the grant comes to an end in 2019. This is also in line with the expectations expressed by the Research Council of Norway (RCN).

In the Board meeting, 22 January, the CSI Board of Directors formed a Task-Force with a clear, and broad mandate;

- To define a (dis)continuation strategy for CSI after the expiry of the RCN funding in 2019.
- The work involves the assessment of needs, positioning, affiliation / ownership, financing, research themes and business model - including governance.
- The committee reports to CSI Board of Directors by the end of 2016.

The Task-Force started its work early 2016 and submitted its recommended overall strategic direction to the Board of Directors in the Board meeting 9 December 2016.

Some highlights from the recommended way forward;

- It is recommended that a new national research center is established on the foundations of CSI – located at Norwegian School of Economics (NHH) – and that a SFI-applications should be submitted
- The establishment of a new center should be pursued on a stand-alone basis - meaning that it should be established even though a new SFI-funding is not granted
- We recommend that the SFI should be at the cross-point of insight-driven service innovation, digitalization and new business models for the cooperation between large and small medium sized (SME) companies

The Board of Directors approved the recommendations and formed a new Task-Force which will define a strong value proposition based on the overall strategic direction. Harald Krogh, Managing partner, BEKK, accepted the invitation to lead the work and will report to the the Board of Directors by September 2017.

Hans-Peter Daae,
Director of Innovation,
Posten Norge



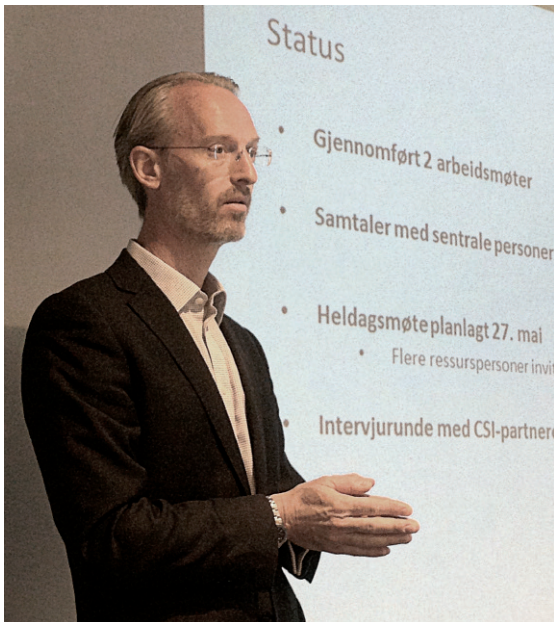
HIGHLIGHTS

"Because the purpose of business is to create a customer, the business enterprise has two–and only two–basic functions: marketing and innovation."

Peter Drucker

RESEARCH COUNCIL NORWAY'S SITE VISIT 8 JUNE

As part of Research Council Norway's regular follow up, CSI hosted a delegation from RCN. The purpose of the meeting was a regular exchange and update of information. The point of departure for the conversation was the final report from RCN which was presented to CSI by end of 2015, where CSI was granted an extension of the grant till May 2019. CSI presented work that have done with a special emphasis on the completion of Norwegian Innovation Index (NII) and the way forward for the remainder of the period. Hans-Peter Daae, Posten Norge, who was heading up the task force of exploring the future of CSI, gave a presentation of work done so far and the way forward. CSI was complimented for its energy and specifically for being so advanced in our work on continuation strategy.
















NHH


FRONTIERS IN SERVICE
THE SILVER ANNIVERSARY EDITION
NHH











FRONTIERS IN SERVICE CONFERENCE 2016 - THE SILVER EDITION, NHH

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 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 Edward 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.

BEST PAPER AWARDS

An important element of the Frontiers conference is to honor excellent research and outstanding researchers. The fact that CSI researchers were part of this selected group of people speaks to quality.



BEST PRACTITIONERS AWARD

Telenor wins the second year in row "The Best Practitioner Paper Award" this year authored by: Elena Menichelli, Kenth Engø-Monsen, Asbjørn Følstad, Jarle Hildrum, Knut Kvale and Socrates Mokkas for the paper "Combining different sources of customer and service information to better understand customer likelihood to recommend and churn".



HIGHLY COMMENDED AWARD

Professors Tor W. Andreassen, CSI/NHH and Line Lervik-Olsen, CSI/BI won the "Journal of Service Theory and Practice - 2016 Highly Commended Award" for the paper "Trend spotting and service innovation".

PHD DEFENSES

During 2016 two of CSIs Phd students, supervised by professor Per Egil Pedersen, NHH, defended their dissertations:



DR. BIRGIT SOLEM, NHH

On 18 March, 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.



DR. SEIDALI KURTMOLLAIEV, NHH

On 25 November 2016, Seidali Kurtmollaiev gave a trial lecture and defended his PhD dissertation "Service, Innovation, and Dynamic Capabilities: From Conceptualization to Explanation" at NHH.

SCIENTIFIC ADVISORY BOARD MEETING

CSI is fortunate to have an internationally recognized advisory board who meets once a year with CSI's board and selected partners. The purpose of the meeting is to provide feedback to the academic and strategic development of CSI. Following the Frontiers in Service Conference 2016 where all members participated, we met 27 and 28 June for a two-step meeting. During the first day we provided the advisory board with an update from last year's meeting and recommendations seen in light of Research Council Norway's feedback. During the second day, the advisory board after time deliberating on the information returned with feedback for the next phase. The bottom line was: focus even more in order to become visible in a global research space, and try to make a "big splash" that is linked to the future of CSI. Next follow up meeting is scheduled prior to the Frontiers 2017 conference in New York.







COPENHAGEN RESEARCH SEMINAR

Academic research is at the core of the CSI activities. To create a space and time for developing new ideas and advance existing ideas and projects, CSI researchers meet four times per year for a one-day seminar. Host for the research seminar is alternating among the research partners. One of the seminars is placed outside Norway. For 2016 the annual seminar abroad was located in Copenhagen 24 - 26 August. On the agenda was advancing the CSI innovation book - Innovation for Trust - to be published in 2017 by Edward Elgard Publishing and discuss current research projects and develop new. This year we focused on Virtual Reality as a research methodology for gaining empirical insight into the effects of different design manipulations. Two productive seminar days was complemented with a dinner in the beautiful Tivoli a warm Copenhagen evening. These seminars prove to be very fruitful for creative thinking and productive working and well worth the time and effort.













MASTERSTUDENTS

UBER VS TAXI - AN ECONOMIC ASSESSMENT OF BUSINESS MODELS

In autumn 2016, we wrote a master's thesis for the Centre for Service Innovation (CSI), with Tor W. Andreassen as academic supervisor. The current technological shift is improving products and services through automation, digitalisation and new business models. A sharing economy has emerged as a result. It challenges existing business models and services in the market. The taxi industry and Uber have been much discussed in the media, and the issue is both interesting and highly topical. Uber has met considerable opposition in many countries, and by offering lower costs and a better service in the market, it is challenging the established taxi companies. This raises questions about which business model is most efficient for the organisation of passenger transport: Uber's network model or licence-based taxi centrals. We therefore chose the following question: *Do network models or hybrid models generate most economic efficiency, and why?*

We have interviewed key figures in the conflict and conducted a literature study to determine which business model generates most economic efficiency in relation to transaction costs, supply and demand, and quality. We have also looked at how business model innovation can create competitive advantages. Our conclusion is that Uber's business model represents greater value for the customer because of lower transaction costs, higher quality and more favourable prices, and because it is not subject to regulation that restricts market adaptation. This means that the taxi industry could benefit greatly from organising the players more expediently in the market, which will be particularly beneficial for customers. The rapid development of technology means that the players have to adapt their business model in step with changing conditions if they are to survive. We suggest that the current regulation of the taxi industry must be reassessed in order to permit innovation and the use of market forces in an age where digitalisation is creating new opportunities.

Our work on this study has been educational, interesting and challenging, and we have gained valuable insight into the value of innovation. By shedding light on the economic effects of new and more efficient business models, we hope to make a valuable contribution to how Norwegian regulations should be adapted to new business models in future. We would like to thank our supervisor and CSI for their help and support throughout the process.

Written by
Anja Kirkvik and
Olaug Jerpstad,
master students
NHH 2016



RECRUITMENT

The research in CSI is carried out in cooperation between master students, PhD candidates, post docs, and professors. A total of 36 master students were connected to CSI in 2016; of them, 25 from NHH and 11 from AHO. From the startup year 2011 to 2016, 15 post docs and PhD students have been recruited to CSI. Of them, 7 with funding from the Research Council of Norway, 7 from NHH, 1 from AHO and in addition, three with external funding. In 2016, one new industrial PhD student were recruited to the center, funded by Skandiabanken (NHH) and one postdoc funded by the Research Council of Norway (Sintef).

NEW PHD STUDENT

Magne Angelshaug is an industrial phd student exploring business model innovation in the digital service industry, with a particular focus on how open innovation practices can create the necessary foundation for change. Magne comes from a background in consultancy and retail banking, and has a first hand experience from areas facing disruption from new business models. He is dividing his time between CSI and Skandiabanken as the industry sponsor.



NEW POSTDOC

Kostantinos Boletsis (SINTEF Digital) is a postdoctoral researcher examining the use of Virtual Reality in service design. He is interested in the way Virtual Reality can affect the prototyping of services and its effect on service innovation. With a background in Augmented Reality, serious games, and mobile interaction, his interests lie in the fields of Mixed Reality spectrum technologies and Human-Computer Interaction.



INTERNATIONAL COOPERATION

The NHH/CSI project Sustainable Business Models won a grant from the Erasmus+ programme called Strategic partnerships.The budget for the project is NOK 1,6 million. The project is a collaboration between four CEMS partner institutions:

* NHH (lead partner)
* Corvinus University of Budapest
* Copenhagen Business School
* ESADE (Barcelona)

CSI researcher professor Per Kristensson is the new director at CSI research partner Center for Service Research (CTF) at Karlstad Business School. CSI director, professor Tor W. Andreassen is a board member at Karlstad Business School.

During 2016 Dr. Andreassen received three honorable promotions:

- Research scholar at Cornell Institute for Healthy Futures, Cornell University
- Faculty Fellow of the Center for Excellence in Service (CES) at Smith School of Business, University of Maryland, for his contributions to research and education on best practices in service marketing and management, as well as his active engagement with CES-sponsored activities, such as the Frontiers in Service conference and the Journal of Service Research (ABS4).
- International Fellow of CTF, Service Research Center

At the Annual INFORMS Conference in Nashville in June, Professor Andreassen stepped down as chair for INFORMS Service Science section and passed the baton to Professor Robin Quin, Pennsylvania State University who will serve for the nex t two years.
Center for Tjeneste Forskning (CTF) at Karlstad Business School hosted a thought leader conference September 24th to 26th. CSI was invited and represented with two researchers (Professor Line L. Olsen and professor Tor W. Andreassen). The purpose of the meeting was to develop new research ideas that should materialize into publications in Journal of Business Research (ABS 3) and appear during 2017.






CSI
CENTER FOR SERVICE INNOVATION
MELLOM AKADEMIA OG BRUKERPARTNERE SOM SKAPER VERDI
Annita Fjuk, CSI

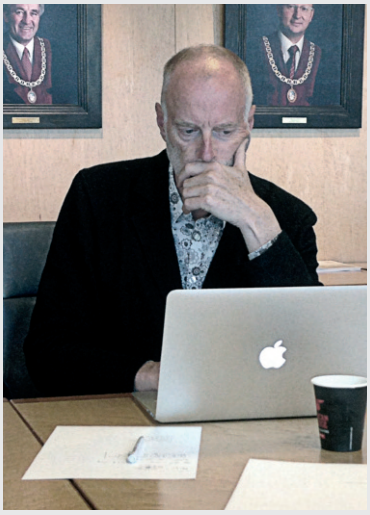














COMMUNICATION & DISSEMINATION ACTIVITIES

Research dissemination is a crucial part of CSIs activities, and is conducted through a wide variety of events and communication channels. During the year 2016, Managing Director Tor W, Andreassen has frequently been featured in national and regional newspapers, hereunder Dagens Næringsliv, Bergens Tidende, Aftenposten etc, tv, and radio and was the second most cited professor at NHH this year (305 media clips). He also regularly send out his newsletter "Food for thoughts" (15 letters in 2016) and summer and autumn letters to all the CSI partners. CSI management are sending quarterly newsletters and four were distributed in 2016.

At NHH CSIs management host CSI lunches once a month for sharing and developing of research ideas and general uppdating. The center has also been active at seminars at the Departement of Strategy and Management (SOL) and in conferences at NHH. In 2016 CSI together with SOL (NHH) held the international leading service conference "Frontiers in Service 2016" with about 220 participants from all over the world, and was also engaged in the NHH spring conference. CSI management held three CSI research seminars, one at Sintef, one at NHH and one at AHO to stimulate cooperation between the different research partners and CSI topics. The fourth annual research seminar was held in Copenhagen to discuss CSIs work plan, both status 2016 and plans for 2017, and advices from the Advisory Board.

By the end of the year, the CSI Board of Directors approved an updated communication strategy for 2017-2019.

Most notable public speaches/lectures held in 2016:

14	Jan	Tor W. Andreassen	NRK TV1 Debatten: About sharing economy
26	Jan	Ted Matthews	Ferd - Talk - Oslo: Service design and social innovation.
21	Jan	Ted Matthews	Innovasjon Norge: Veien til godfølelsen og meningsfulle opplevelser
16	Feb	Håkon Haugli, Judith Gloppen and Annita Fjuk	NRK P1 Norgesglasset: Ledelse basert på designtenking
18	Feb	Tor W. Andreassen	Abelia/Doga på Næringslivets Hus: Foredrag delingsøkonomi
23	Feb	Tor W. Andreassen	Finans Norge: Den nye tjenesteøkonomien
24	Feb	Tore Hillestad	Design Arena: "Design thinking Culture"
03	Mar	Tore Hillestad	Evry Bergen: Aktivum eller barriere ved innovasjon og omstilling?
12	Apr	Asbjørn Følstad, Knut Kvale	DOGA: Brukeropplevelse på tvers av kundereisen
26	Apr	Ted Matthews	Design day: Design the voice of reason.
11	May	Birgit. A. A. Solem	Yggdrasil: Kundeengasjement med merkevarer i sosiale medier.
01	Jun	Tore Hillestad	Telenor Norge: Betraktninger om UX rolle/bidrag og utfordringer i Telenors transformasjon
06	Jun	Tore Hillestad	Innovasjon Norge: Kulturell endringskapasitet. Ledere som kulturelle arkitekter
24	Sep	Ted Matthews	Xledger: Service design as a way to orchestrate better service experience'
25	Oct	Tor W. Andreassen	INFR programstyre, BIA: "What job do I hire NG to do for me"
27	Oct	Tor W. Andreassen	NHH Forum: "Tre goder ved delingsøkonomien"
08	Nov	Ted Matthews	Xledger Networks day: Service design as a way to orchestrate better service experience
18	Nov	Ted Matthews	NPE: 'Drawing' on the customers point of view. A route to efficiency?

CSI ON THE WEB: THE VIRTUAL IS REAL

The virtual world of social media is an everyday part of our life and it might soon become its reality. Worldwide 1,01 billion people are using Facebook daily and publish over 500 million tweets. YouTube has over a billion users, which is equivalent to almost a third of all Internet users. CSI, too, has the place in this new world, and we actively use three social media platforms: blog, Twitter and Facebook.

CSI blog (nhh.no/csi) is our oldest communication tool and has existed since September, 2009. In 2016 we published 7 blog posts. The regular updating and quality control ensure the public interest. Last year it got about 4676 visits, a little less than the year before. From 2017 the blog will be integrated into CSIs website and the number of blogs will be increased.

The CSI Twitter account (@CSI_NHH) was re-opened in November 2013, and it currently has about 420 followers. The tweets inform about blog updates, activities of CSI researchers and partners, and exciting news from the world of innovation. In addition, all partner companies and many CSI researchers, including Tor W. Andreassen, Helge Thorbjørnsen, Siv Skard, Lars Jacob Tynes Pedersen and Per Kristensson, have their own twitter accounts. Thus, it is an important tool for an intensive, real-time knowledge exchange.

The CSI's Facebook account was launched in May, 2013. It has been used for posting news and photos from various CSI events, such as consortium meetings, lunch seminars, blogs and site visits. It currently has 271 likes, and it is an additional tool for informal communication with a larger audience.

Besides the social media, CSI actively uses its web-site (nhh.no/csi), which was successfully launched in 2012. Last year it got more than 12 100 visits from Norway as well as USA, UK, Germany, Sweden, Denmark, India, and Ireland. Almost half of visitors are returning. This web-site is the CSI's façade, and we keep it updated, regularly publishing news about the Center and its partners and highlighting the results of our activities.

For 2017, we will increase the number of blog posts by engaging more of CSI´s researchers on a scheduled basis. In addition, we will use our Twitter account and LinkedIn profile to aggressively promote our blog posts. This will drive traffic to our web pages.

Physically, CSI is an organization with fuzzy boundaries, diffused over many institutions in several cities. Virtually, however, it is a consolidation of professionals, sharing valuable knowledge in pursuit of common goals. For such an organization, representation and communication via the Web, combined with other communication and dissemination activities, constitutes its face and voice. For this reason, CSI pays close attention to the continuous improvement in this sphere, and we are happy to see how fast public interest grows in response.

ATTACHMENT TO THE REPORT

KEY RESEARCHERS

NAME	INSTITUTION	MAIN RESEARCH AREA
Tina Saebi	NHH	Business Model Innovation
Lars Jacob Tynes Pedersen	NHH	Business Model Innovation
Sveinung Jørgensen	HIL/NHH	Business Model Innovation
Svein Haugland	NHH	Business Model Innovation
Per Egil Pedersen	HSN/NHH	Business Model Innovation/ Service design thinking and customer experience
Tore Hillestad	NHH	Managing and organizing for service innovation and transformation
Alexander Jakubanecs	SNF	Managing and organizing for service innovation and transformation
Alexander Sandvik	NHH	Tema 2: Managing and organizing for service innovation and transformation
Annita Fjuk	Telenor/NHH	Service design thinking and customer experience
Helge Thorbjørnsen	NHH	Service design thinking and customer experience
Herbjørn Nysveen	NHH	Service design thinking and customer experience
Tor W. Andreassen	NHH	Service design thinking and customer experience
Line Lervik-Olsen	BI/NHH	Service design thinking and customer experience
Per Kristensson	KAU/NHH	Service design thinking and customer experience
Linda Hollebeek	Univ. of Auckland/NHH	Service design thinking and customer experience
Siv Skard	Høyskolen Kristiania/NHH	Service design thinking and customer experience
Birgit Solem	HSN	Service design thinking and customer experience
Simon Clatworthy	AHO	Service design thinking and customer experience
Judith Gloppen	DOGA	Service design thinking and customer experience
Amela Karahasanovic	Sintef	Service design thinking and customer experience
Ragnhild Halvorsrud	Sintef	Service design thinking and customer experience
Asbjørn Følstad	Sintef	Service design thinking and customer experience
Jan Håvard Skjetne	Sintef	Service design thinking and customer experience
Stian Daazenko	BEKK	Service Innovation Economics

POSTDOCTORAL RESEARCHERS

Post docs in Centre for Service Innovation:

NAME	AFFILIATION	FUNDING	GENDER	NATIONALITY	PERIOD
Siv Skard	NHH	RCN	F	Norway	01.07.11 -30.06.16
Konstantinos Boletsis	Sintef	RCN	M	Greece	12.09.16 - 12.09.18

PHD STUDENTS

PhD students in the centre:

NAME	AFFILIATION	FUNDING	GENDER	NATIONALITY	PERIOD
Dimitra Chasanidou	Sintef	NRC	F	Greece	01.09.13 - 31.08.17
Mauricy Filho	AHO	NRC	M	Brazil	01.09.11 - 31.08.14
Linn-Therese Holsen	NHH	NHH	F	Norway	01.12.14 - 01.10.16
Seidali Kurtmollaiev	NHH	NRC	M	Ukraine	01.10.11 - 30.04.16
Ted Matthews	AHO	AHO	M	England	01.09.11 - 26.04.16
Abdallah Issahaka Wimpini	NHH	NHH	M	Ghana	01.08.15 - 31.07.19
Claire Dennington	AHO	RNC	F	Norway	01.09.15 - 31.08.18
Birgit Solem	NHH/HSN	NHH/HSN	F	Norway	01.08.11 - 31.07.15

PhD students in the centre with financial support from other sources:

NAME	AFFILIATION	FUNDING	GENDER	NATIONALITY	PERIOD
Kristin Ringvold	NHH	NRC/Capgemini	F	Norway	01.08.14 - 01.09.17
Erlend Aas Gulbrandsen	HIL	HIL	M	Norway	01.04.15 - 30.03.18
Hege-Matthea Haugen	Telenor	NRC/Telenor	F	Norway	01.10.15 - 30.09.19
Magne Angelshaug	Skandiabanken	RCN/Skandiabanken	M	Norway	15.10.16 - 15.10.20

MASTER STUDENTS

NAME	TITLE OF THESIS	GENDER
Ribekka Breitveit	Longer than nine months	F
Ola Johan Brandsnes	Ashes to Ashes	M
Alfred Clatworthy Holmen	Fordel – An online platform to facilitate participation in local budget decisions	M
Runar Dahlsengen	Using Screen based Interaction design to reduce domestic food waste	M
Nils Erik Gustav Hansen	Better together – A framework for community building in Oslo's student housing	M
Oda Midtlyng Klempe	The Unfashionable Fashion – Exploring a new value proposal, a potential for systematic change	F
Cecilie Gulestøl Liset	Information Flow – information on a journey from A to B via an Avinor Airport	F
Ida Elise Nystad Marrable	Information Flow – information on a journey from A to B via an Avinor Airport	F
Kamilla Nave Maaseide	Arveprosessen	F
Bili Xia	Bring Old Tales and Myths Back	F
Mats Andreas Kildahl Hverven	"val: en velsignelse eller forbannelse?"	M
Michael Hansson	"val: en velsignelse eller forbannelse?"	M
Johannes T.Solbraa Bay	Innovation Adaption in Robotics: Consumer Intention to Use Autonomous Vehicles	M
Candela Santos Haugen	En adopsjonsstudie av en selvbetjeningskanal	F
Fredrik Grøstad Madsø	En adopsjonsstudie av en selvbetjeningskanal	M
Manuela Twrsnick	Influensing of Customer Personality Traits on Co-creational Activities	F
Liying Zeng	Factors Influenting the Adoption of Self-Service Technologies: A Study of the Benefits and Risks of Self Service Technologies and Trust Beliefs of Service Providers.	F

NAME	TITLE OF THESIS	GENDER
Trygve Rønningen	A change Towards Design Thinking: Implementation of Service Design as a Key Capability	M
Jon Trygve Hegnar	How can Choice Hotels Innovate to compete with Airbnb	M
Åge Bjørnsen	How can Choice Hotels Innovate to compete with Airbnb	M
Olaug Jerpstad	Delingsøkonomi: kan det nye eksistere i det gamle?	F
Anja Basioli Kirkvik	Delingsøkonomi: kan det nye eksistere i det gamle?	F
Maria Vattoy	Crowdsourcing business models	F
Emil Vindheim	Crowdsourcing business models	M
Julie Eikaas	Reducing food waste – a business model approach	F
Kristine Wold	Reducing food waste – a business model approach	F
Arsebe Frank Burakeye	Business models for social entrepreneurship in Norway	M
Pål Idar Christiansen	Business models for social entrepreneurship in Norway	M
Andreas Henrik King	Business models for the base of the pyramid in South Africa	M
Terje Slagnes Lynghjem	Business models for the base of the pyramid in South Africa	N
Aleksandra Kosintceva	Business models of sharing economy companies	F
Krysta Singh	Barriers to business model innovation in Norway	F
Oda Sortland	User generated insurance. Using artifical intelligence to empower users and boost innovations	F
Benjamin Drivdal	Transparency and the sustainability reporting practice of Norwegian Comanies	M
Runar Bleie Bertheussen	Bildelerne i Norge: en studie om norske bildelere: hvem er de og hva driver dem?	M
Mari Arnestad	Bildelerne i Norge: en studie om norske bildelere: hvem er de og hva driver dem?	F

PUBLICATIONS

JOURNAL PUBLICATIONS

Trusting Beliefs and Loyalty in B2B Self-Services
Author(s): Skard, S. and Nysveen, H.
Published: (2016) Journal Business-to-Business Marketing, vol 23, no. 4, pp. 257-276.

Editorial: Introduction to the Special Issue: Strategic Drivers, Anticipated & Unanticipated Outcomes of Customer Engagement
Author(s): Hollebeek, L.D., Conduit, J. & Brodie, R.J.
Published: (2016) Journal of Marketing Management, Vol. 32, Issue 5-6, pp.393-398

Epilogue to the Special Issue and Reflections on the Future of Engagement Research
Author(s): Hollebeek, L.D., Conduit, J., Soutar, G., Sweeney, J., Karpen, I.O., Jarvis, W. & Chen, T.
Published: (2016) Journal of Marketing Management, Vol. 32, Issue 5-6, pp. 586-594

Higher Education Brand Alliances: Investigating Consumers' Dual-Degree Purchase Intentions
Author(s): Naidoo, V. & Hollebeek, L.D.
Published: (2016) Journal of Business Research, Vol. 69, Issue 8, pp 3113-3121

Dynamics of customer interaction on social media platforms
Author(s): Ulrike Baumöl & Linda Hollebeek & Reinhard Jung
Published: (2016) Electron Markets, Vol. 26, Issue 3, pp. 199-202

Sounds of music: exploring consumers' musical engagement
Author(s): Linda Hollebeek, Edward Carl Malthouse, Martin Block
Published: (2016) Journal of Consumer Marketing, Vol. 33 Iss 6 pp. 417-427

S-D logic–informed customer engagement: integrative framework, revised fundamental propositions, and application to CRM
Author(s): Hollebeek, L.D., Srivastava, R.K. & Chen, T. J.
Published: (2016) Journal of the Academy of Marketing Science, pp 1–25

Innovasjonsevne i norske bedrifter
Author(s): Lervik-Olsen, L., Kurtmollaiev S., Andreassen T. W.
Published: (2016) Magma 0716 s. 24-32

Enabling a culture for IT services: The role of the IT infrastructure library
Author(s): Eikebrokk, T.R. & Iden, J
Published: (2016) International Journal of Information Technology and Management, 15(1), 14-40

Samskaping av tjenester: Fire måter kunden skaper verdi på
Author(s): Sivertstøl, N.
Published: (2016) Magma 07/16, s. 64-73

Improving service quality through customer journey analysis
Author(s): Halvorsrud, R., Kvale, K., & Følstad, A.
Published: (2016) Journal of service theory and practice, 26(6), 840-867

Positive uncertainty: the benefit of the doubt in advertising
Author(s): Paul Edwin Ketelaar, Jonathan van't Riet, Helge Thorbjørnsen, Moniek Buijzen
Published: (2016), International Journal of Advertising 2016

The Effect of New Product Preannouncements on the Evaluation of Other Brand Products
Author(s): Helge Thorbjørnsen , Dahlen M. and Lee Y. H.
Published: (2016), Journal of Product Innovation Management volume 33, Issue 3, pages 342-355

The effects of regulatory fit on customer brand engagement: an experimental study of service brand activities in social media
Author(s): Per Egil Pedersen, Birgit A. A. Solem
Published:(2016), Journal of Marketing Management Volume 32, Issue 5-6, 2016

Influences of Perceived E-Service Risks: Self-Service Technology Risks: The Moderating Role of Perceived Benefits
Author(s): Skard, S. E. R., Nysveen, H. and Thorbjørnsen, H.
Published: (2016) E-Service Journal, vol. 10, no. 1, pp. 1-23.

Non-Monetary Social and Network Value: Understanding the Effects of Non-Paying Customers in New Media
Author(s): Hollebeek, L.D. & Brodie, R.J
Published: (2016), Journal of Strategic Marketing 24:3-4, 169-174, DOI: 10.1080/0965254X.2015.109709,

Capturing Value from Non-Paying Consumers' Engagement Behaviours: Field Evidence and Development of a Theoretical Model
Author(s): Groeger, L., Moroko, L. and Hollebeek, L.
Published: (2016), Journal of Strategic Marketing Volume 24, Issue 3-4, 2016

What Drives the Intention to Complain
Author(s): Tor W. Andreassen, Line Lervik-Olsen , Streukens, S.
Published: (2016), Journal of Service Theory and Practice Vol. 26(4), pp. 406-429

Linking Service Design to Value Creation and Service Research
Author(s): Tor W. Andreassen, Per Kristensson, Line Lervik-Olsen , Parasuraman, A., McColl-Kennedy, J., Edvardsson, B., and Colurcio, M.
Published: (2016), Journal of Service Management, Vol 27, Iss: 1, pp. 21-29

Customer journey measures. Adapting CX metrics for service design
Author(s): Følstad, A., & Kvale, K.
Published: (2016) Touchpoint, Journal of Service Design is published by Service Design NetworkVol.8 No. 1 - Service Design and CX: Friends or foes?, pp. 55-63. May 2016

Design feedback from users through an online social platform: Benefits and limitations
Author(s): Følstad, A., Haugstveit, I. M., Kvale, K. and Karahasanovic, A.
Published: (2016), Interacting with Computers, Vol. 28, Issue 4, pp. 421-436

Influences of customer participation and customer brand engagement on brand loyalty
Author(s): Solem, B. A. A.
Published: (2016), Journal of Consumer Marketing, Vol. 33, Iss 5 pp. 332-34

Økonomiske effekter av tjenesteinnovasjon
Author(s): Daazenko S. and Grönquist D. N.
Published: (2016) Magma 0716 s. 54-63

Fremtiden for forretningsmodell-innovasjon i Norge
Author(s): Saebi, T.
Published: (2016) Magma 0716 s 33-41

The Bummpy Road to Business Model Innovation: Overcoming Cognitice and Organisational Barriers
Author(s): Foss, N., Saebi, T.
Published: The European Business Review

Hvordan kan kulturutvikling bidra til økt innovasjon og omstilling?
Author(s): Hillestad, T. og Yttri B.
Published: (2016) Magma 0716, s 42-53

Benefits of Service Level Prototyping
Author(s): Blomquist, J.
Published: (2016) The Design Journal. Taylor & Francis Online. Vol. 19, Issue 4, pp. 545-564

BOOKS AND PUBLICATIONS IN ANTHOLOGIES

Service, innovation, and dynamic capabilities: From conceptualization to explanation
Author(s): Kurtmollaiev, S.
Published:(2016) PhD Thesis, NHH Bergen

The process of customer brand engagement in interactive contexts: Prerequisites, conceptual foundations, antecedents and outcomes
Author(s): Birgit A. A. Solem
Published: PhD thesis, NHH NO.2016/2, ISBN 978-82-405-0334-5.

Service og Innovasjon
Author(s): Tor W. Andreassen og Line L. Olsen
Published: (2016) 2. utgave Fagbokforlaget 2016. ISBN 978-82-450-2059-5

The customer journey as a tool for business innovation and transformation
Author(s): Gloppen, J., Lindquister, B. and Daae, H. P.
Publised: (2016): in International Perspectives on Business Innovation and Disruption in Design, Edited by DeFillippi, R., Rieple, A., and

CONFERENCE PROCEEDINGS

Preparing the organisation for change by using service concepts
Author(s): Fjuk, A., Yttri B., Kvale, K.
Published: (2016) ServDes, the Service Design and Innovation conference 24-26 May 2016, Copenhagen

Delightful or efficient? How service recovery affects customer experience
Author(s): Følstad, A., & Kvale, K.
Published: (2016) Proceedings of ServDes 2016

The visibility of ethics in open innovation platforms
Author(s): Chasanidou, D., Karahasanovic. A.
Published:(2016) Service Design and Innovation Conference, 24-26 May, Copenhagen, Denmark

Understanding the role of design thinking methods and tools in innovation process
Author(s): Gasparini, A., Chasanidou, D.
Published: (2016) ISPIM-International Society for Professional Innovation Management, Porto, June 18

Enabling team collaboration with project management tools
Author(s): Chasanidou, D., Elvesæter, B., Berre, A.
Published: (2016) 12th International Symposium on Open Collaboration (OpenSym) Conference, to be presented, 17-19 August, Berlin, Germany

Let's DEsign for MOtivation (DEMO)
Author(s): Chasanidou, D., Karahasanovic, A.
Published: (2016) Games and Learning Alliance conference (GALA), Utrecht, Netherlands, Dec. 5-7

Ways of seeing the design material of service
Author(s): Blomkvist, J., Clatworthy, S., Holmlid, S.
Published: (2016) In Proceedings of the Service Design and Innovation Conference, ServDes.2016. Linköping, Sweden: Linköping University Electronic Press

Supporting redesign of C2C services through customer journey mapping
Author(s): Haugstveit, I. M., Halvorsrud, R., & Karahasanovic, A.
Published: (2016) Proceedings from ServDes 2016, Copenhagen, Denmark, May 24-26

Evaluation of a modelling language for customer journeys
Author(s): Halvorsrud, R., Haugstveit, I. M., Pultier, A.
Published: (2016) Proceedings from the 2016 IEEE Symposium on Visual Languages and Human-Centric Computing (VL/HCC) in Cambridge, UK, 5-7. Sept 2016. Cambridge, UK: IEEE Xplore.

Developing Managerial Dynamic Capabilities: A Quasi-Experimental field study of the effects of a design thinking training program
Author(s): Kurtmollaiev, S., Fjuk, A., Kvale, K., and Pedersen, P. E.
Published: (2016) Proceedings - the 76th Annual Meeting of the Academy of Management

Measuring service innovation: A customer-centric approach
Author(s): Kurtmollaiev, S., Lervik-Olsen, L., and Andreassen, T.W.
Published: (2016) Frontiers in Service, NHH, Norway, June 23-26

Novices and Experts Assessments of Credence Quality
Author(s): Andreassen, T.W., Lervik-Olsen, L. and Streukens, S.
Published: (2016) Frontiers in Services, NHH, Norway, June 23-26

STATEMENT OF ACCOUNTS

FUNDING

The Research Council of Norway	9 486 000
NHH	5 171 942
Research Partners (Sintef, AHO, SNF)	3 217 458
Service provider partners (Telenor, NorgesGruppen, Posten, Evry)	5 628 299
KIBS partners (InFuture, Bekk. Livework)	894 850
Specialized competence partners (DOGA, Induct)	303 990
Bridging partners (Abelia, Virke)	191 304
TOTAL	**24 893 843**

COSTS

NHH	10 532 942
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Specialized competence partners (DOGA, Induct)	303 990
Bridging partners (Abelia, Virke)	191 304
TOTAL	**24 893 843**

"Creativity is just connecting things"

Steve Jobs



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