

Tor Wallin Andreassen, PhD
Professor Emeritus

NHH Norwegian School of Economics
Department of Strategy and Management

Helleveien 30, 5045 Bergen, NORWAY
Phone: +47 559 59 859
Mobile: +47 953 00 842

e-mail: tor.w.andreassen@nhh.no

BIO

Before joining NHH Norwegian School of Economics in 2013, Dr. Tor Wallin Andreassen served as a professor of marketing, department chair, and associate dean at BI Norwegian Business School.

At NHH, he served as a professor of innovation, and he was the director of the Center for Service Innovation (CSI) from 2013 to 2019 and of the Digital Innovations for Sustainable Growth research center from 2019 to 2022. He is a fellow at the Cambridge Service Alliance, University of Cambridge; an international fellow at the Service Research Center at Karlstad University in Sweden; an academic scholar at the Cornell Institute for Healthy Futures (CIHF) at Cornell University in the USA; and an international fellow at the Center for Excellence in Service at the University of Maryland in the USA.

Dr. Andreassen holds a Siviløkonom degree from NHH, an MSc in Marketing (with honors) from BI Norwegian Business School, and a Doctor of Economics from the Stockholm University - School of Business.

Professor Andreassen is a member of the editorial review boards of the International Journal of Research in Marketing, the Journal of Service Research, the Journal of Business Research, Service Science, and the Journal of Service Management. Dr. Andreassen has published in leading journals, including the MIT Sloan Management Review, Marketing Science, the Journal

of Marketing, the Journal of Service Research, and the Journal of Service Management, and has authored nine books.

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.

Sivilokonom (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 a finalist for

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

B) In 2025, the recipient of the sixth annual **AMA-EBSCO-RRBM** Award for Responsible Research in Marketing. This award honors outstanding research that produces both credible and useful knowledge that can be applied to benefit society.

Len Berry, Tracey Danaher, Timothy Keiningham, Ph.D., Lerzan Aksoy, and **Tor Wallin Andreassen**, "Social Profit Orientation: Lessons from Organizations Committed to Building a Better World" | Journal of Marketing

C) In 2007, the recipient of the **MSI/H. Paul Root Award** for the Journal of Marketing article that had the most impact on the practice of marketing that year.

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

D) 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.

E) Highly Commended Paper Award

a. Benoit, S., Klose, S., Wirtz, J., **Andreassen, T.W**. and Keiningham, T.L. (2019), "Bridging the data divide between practitioners and academics: Approaches to collaborating better to leverage each other's resources", *Journal of Service Management*, Vol. 30 No. 5, pp. 524-548

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 People's 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).

F) 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.

G) 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

H) Research fellow

- Cambridge Service Alliance, University of Cambridge (2024 – present)
- Cornell School of Hotel Administration (2016 – to present)
- University of Maryland, Smith School of Business (2016 – present)
- Karlstad University, Karlstad Business School (2016 – to present)

ACADEMIC WORK EXPERIENCE

POSITIONS

- Honorary Visiting Professor and Fellow at the Cambridge Service Alliance, University of Cambridge.
- 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 of Education & Professional Development at European Marketing Academy, May 2016 (http://www.emac-online.org/r/default.asp?iId=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:

- Digital Innovation for Sustainable Growth – a national research center at NHH
- The Norwegian Innovation Index (NHH)
- Innovation Index Coalition - an index research partnership with Finland, Denmark, Belgium, Spain, Australia, Vietnam, India, and the USA, which have implemented the NII approach (NHH)
- The Norwegian Customer Satisfaction Barometer (BI)
- The annual BI Marketing Summit (BI)
- The yearly Professor Johan Arndt Annual Marketing Conference (BI)
- Service Forum. (BI)

Visiting professor/scholar:

- Visiting professor, February – May 2024, IfM at University of Cambridge
- 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. **Andreassen, T. W.** (2026). Reconceptualizing Service Productivity: A Holistic Measurement Framework. *Journal of Service Research*, *29*(4), 523-539. https://doi.org/10.1177/10946705251399858

2. Kurtmollaiev S, **Andreassen TW** (2026), "Rethinking service management for aging societies: Toward an age-inclusive agenda". *Journal of Service Management*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/JOSM-05-2026-0421

3. McColl-Kennedy JR, Zaki M, **Andreassen T. W.,** Coote LV, Brea E, Willer F, Andrade J (2025;), "Digital twins: a game changer in customer experience". *Journal of Service Management*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/JOSM-12-2024-0540

4. Keiningham TL, Danaher TS, Berry LL, Aksoy L, **Andreassen Tor Wallin** (2025;), "Purpose ignited: the transformative power of epiphanies in driving social profit orientation". *Journal of Service Management*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/JOSM-09-2025-0461

5. Kristina Heinonen, Seidali Kurtmollaiev, Line Lervik-Olsen, Cristina Mele, Sandra Streukens, **Tor Wallin Andreassen** (2025): Responsible aging: integrating individual and intergenerational well-being. *Journal of Service Management*; https://doi.org/10.1108/JOSM-12-2024-0529

6. Benoit, Sabine, Katrin Merfeld, Vivian S.C. Tunn, Tobias Schaefers, **Tor Wallin Andreassen** (2025): The B2B sharing economy: Framework, implications, and future research, Journal of Business Research, Volume 191. https://doi.org/10.1016/j.jbusres.2025.115244.

7. Kurtmollaiev, Seidali, **Tor W. Andreassen**, and Line Lervik-Olsen (2025): «*How quality and innovation drive the service experience*» in Handbook of Service Experience, Per Kristensson, Lars Witell, and Muhamed Zaki (editors). Edward

Elgar Publishing Limited, UK. DOI: https://doi.org/10.4337/9781035300198 (https://www.sciencedirect.com/science/article/pii/S0148296325000670)

8. Berry, L. L., Danaher, T. S., Keiningham, T., Aksoy, L., & **Andreassen, Tor W**. (2025). Social Profit Orientation: Lessons from Organizations Committed to Building a Better World. *Journal of Marketing*, *89*(2), 1-19. https://doi.org/10.1177/00222429241258495

9. **Andreassen, Tor W**. (2024). Commentary: Perceiving Innovation: Unveiling the Impact on Market Performance. *Journal of Service Research*, *27*(4), 497-500. https://doi.org/10.1177/10946705241253993

10. Lervik-Olsen, **Tor W Andreassen**, and Bob Fennis (2023): When Enough is NOT Enough: Behavioral and Motivational Paths to Compulsive Social Media Consumption, European Journal of Marketing, forthcoming. **https://doi.org/10.1108/EJM-12-2022-0898**

11. 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,

12. Seidali Kurtmollaiev, Line Lervik-Olsen, **Tor W. Andreassen** (2022): Honey or Condensed Milk? Improving Relative Brand Attractiveness through Commercial and Social Innovations" Book chapter – pp 17-36 - in The Routledge Companion to Corporate Branding, 1st Ed.

13. 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,
14. 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*
15. 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
16. **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
17. 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
18. Oana Maria Pop, Sara Leroi-Werelds, Nadine Roijakkers and **Tor W. Andreassen** (2018): Institutional types and institutional change in healthcare ecosystems, Journal of Service Management.

19. 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
20. **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, Volume 21 (2); pp. 173 - 183; 2018
21. Larivière, Bart, David Bowen, **Tor W Andreassen**, Werner Kunz, Nancy J Sirianni, Chris Voss, Nancy V. Wünderlich (*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

22. Lervik-Olsen, Line, Seidali Kurtmollaiev**, Tor W. Andreassen:** (2016)**, "**Innovasjonsevne i norske bedrifter" (Norwegian firms' innovativeness), Magma, 7/2016, pp. 24 – 32.
23. Lervik-Olsen, Line, **Tor W. Andreassen**, Sandra Streukens (2016): "What Drives the Intention to Complain?", Journal of Service Theory and Practice
24. **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.
25. 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
26. **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
27. **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
28. Lars Witell, Laurel Anderson, Roderick Brodie, Maria Colurcio, Line Lervik-Olse, , 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
29. 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
30. 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
31. 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

32. **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
33. **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.
34. **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
35. 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.
36. **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
37. **Andreassen, Tor W**. & Sandra Streukens (2009), "Electronic Word of Mouth: Is it Worth Listening too?", Journal of Managing Service Quality,
38. Johnson, M., L.L. Olsen & **Tor W. Andreassen** (2009): "Joy and Disappointment in the Hotel Experience: Managing Relationship Segments", the Journal of Managing Service Quality
39. 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
40. **Andreassen**, Tor W. & Line L. Olsen (2008): "The Impact of Customers' 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
41. 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
42. 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
43. Keiningham, T., Lerzan Aksoy, Bruce Cooil, & **Tor W. Andreassen** (2008): "The Galileo Effect", Marketing Management, Vol 17, No 1 (January/February), 48-51
44. 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.
45. 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,
46. 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)

47. **Andreassen, Tor W**. (2007): "Vareprat og fremtidig vekst", Magma, Vol 10, No 2, 45-52
48. 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
49. 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*)
50. **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), pp. 38- 59
51. 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
52. **Andreassen, Tor W.** (2001): "From Disgust to Delight: Do Consumers Hold a Grudge?", Journal of Service Research, Vol. 4, No. 1.
53. 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
54. **Andreassen, Tor W.** (2000): "Antecedents to Satisfaction with Service Recovery", European Journal of Marketing (No1/2)
55. **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.
56. **Andreassen, Tor W,** (1999): "What Drives Customer Loyalty with Complaint Resolution", Journal of Service Research, no. 2, vol. 2,
57. **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
58. **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*)
59. **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*)
60. **Andreassen, Tor W**. (1995): "Customer (Dis)Satisfaction with Public Services: The Case of Public Transportation", Journal of Services Marketing, vol. 9, no. 5,
61. **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

62. **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
63. **Andreassen, Tor W**. (1992): “From Quantity to Quality: A Paradigmatic Change in Macroeconomic Performance Measures?” (Fra Kvantitet til Kvalitet: Et Paradigmeskifte innen (makro)økonomiske målestørrelser?), The Social Economist, no. 11, pp. 24-32

Books

- **Andreassen, Tor W.** (2026), “Servicehelter i en digital tid”, CappelenDamm forlag
- **Andreassen, Tor W.** (2026), “KI-drevett produktivitet. Balanser effektivitet og kundeopplevelser”, PHEN Forlag
- **Andreassen, Tor W.** (2026), “Gradvis. Så plutselig! To-hendig ledelse når virksomhetens attraktivitet avgjør alt”, PHEN Forlag.
- **Andreassen, Tor W.** (2023), **«**Modern value creation: customers and innovations» (in Norwegian), 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 the end of the semester.

Graduate School

Value-creation by Design

- Master course at NHH (took over for the first time in spring of 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 the fall of 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) was a 100M NOK Research Council Norway-funded project within the Research-based Innovation program. Upon my arrival at the Norwegian School of Economics (NHH) in September 2013. During the fall of 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 the summer of 2014, I decided, after talks with CSI's management team, CSI's Board, and RCN, to consolidate CSI by reducing the number of partners. On friendly terms, five partner contracts were terminated by 2014.

From the fall of 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 were the updating of CSI's research agenda, establishing an internationally recognized academic advisory board, and winning the bid to host the flagship conference, 2016 Frontiers in Services. A one-day halfway evaluation conducted by an external group of experts took place in March 2015. By the 4th quarter of 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 media visibility, popular research dissemination, and meeting more often with

partners. To stimulate more cooperation and cross-disciplinary research, we created the CSI researchers' forum (AHO, NHH, and SINTEF), which meets every quarter. To stimulate more dedicated research, I appointed four research directors, each responsible for their part of CSI's research agenda. Since 2013, publications have increased in volume and 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, the CSI Board of Directors accepted a proposed continuation strategy: the beginning of a new research center, Digital Innovations for Sustainable Growth (DIG) at NHH. 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. Startup: when the CSI grant ends in May 2019.

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

> "*This well-organized group demonstrates a very good scientific quality that is evidenced through the quality of its publications, the mobility of the research staff it has trained, and the impact of its work on practice. The group utilizes 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 in 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 the 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, eight to ten Ph.D. candidates were enrolled in the four-year Ph.D. 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 the American Marketing Association (AMA) as number seven in Europe pertaining to the number of publications in the Journal of Marketing from 2002 to 2007. We were the 2007 winner of two very prestigious awards: a) the Louis Stern Award and b) the MSI/H. Paul Root Award from the flagship journal, Journal of Marketing. We redesigned our Ph.D. 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 the AMA/Jagh Sheth Ph.D. Consortium attracting top Ph.D. 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 a focus on statistical methods and finance, and

b) position marketing as a contributor to the firm's market value.

Delivering 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, and developed more electives courses from other fields (e.g., behavioral economics and Game theory adapted to marketing). The response in the 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' responses to this initiative were 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: Country Manager, Execucom as
1981 - 1982: Financial Analyst, Norcem/Aker Group head office