

CURRICULUM VITAE

1. PERSONAL DATA

Name: Morten Joakim Sandvold Olsen
Date and place of birth: July 2nd, 1962 in Oslo
Nationality: Norwegian
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E-mail: morten@dunderdog.se

2. EMPLOYMENT

2.1 PRESENT EMPLOYMENT

- Managing Director of my company, Salve & Salve AB, since 1993-11-24. Please see Appendix for details.
- Doctoral student supervisor, Karlstad University (5%).

2.2 PREVIOUS PERIODS OF UNIVERSITY EMPLOYMENT

Karlstad University, Department of Business and Economics / Service Research Center - CTF

<u>From</u>	<u>To</u>	<u>Position</u>	<u>Comprising</u>
05-01-01 –		Doctoral student supervisor	5%
00-07-01 –	04-12-31	Senior Lecturer, Business & Administration	25% *
99-07-01 –	99-12-31	Senior Lecturer, Business & Administration	40%
99-01-01 –	99-06-30	Senior Lecturer, Business & Administration	50%
98-01-01 –	98-12-31	Senior Lecturer, Business & Administration	70%
96-10-01 –	97-12-31	Senior Lecturer, Business & Administration	75%
95-05-01 –	96-06-30	Senior Lecturer, Business & Administration	75%
95-01-01 –	95-04-30	Senior Lecturer, Business & Administration	95%
92-10-01 –	94-12-31	Senior Lecturer, Business & Administration	90% **
92-08-16 –	92-09-31	Junior Lecturer, Business & Administration	100%
92-07-01 –	92-08-15	Junior Lecturer, Business & Administration	50%
92-01-01 –	92-06-30	Research Assistant	20%
90-01-01 –	92-03-31	Candidate for a doctorate (sponsored position)	100%

* Free of duty 2001-11– 2003-02.

** Acting as substitute for professors Lars Haglund, Per Norling and Bo Edvardsson since 94-08-01.

2.3 PREVIOUSLY OWNED COMPANIES AND EMPLOYMENT

Please see Appendix.

3. DEGREES

<u>Institution</u>	<u>Subject</u>	<u>Year</u>	<u>Degree</u>
Stockholm University			
- School of Business	Service management	1992	Ph.D.
- School of Business	Investments / Finance	1988	M.Sc. (190 p.)
- School of Business	Management / Organization	1988	
- Department of Sociology	Market Sociology	1988	
- School of Business	Marketing	1988	B.B.A. (Civilekonom, 140 p.)

4. SCIENTIFIC ACHIEVEMENTS

4.1 BRIEF ACCOUNT OF OWN RESEARCH PROFILE

My areas of research have been the following: A) Service quality management and marketing, B) Business process development and management, C) Product design and development, D) Learning (organizational and individual), and E) [Development of] research methods and tools.

A: Service quality management and marketing

I started my research career doing work on quality in financial services, and I was the first Northern European to doctorate on the topic of service quality. 23 of my publications are related to Service quality management and marketing.

Quality and customer/user satisfaction still build fundamentals of my research, but for the last 15 years of my working life I have focused on the “not yet existing solutions”. In the role of an applied researcher I have, among others, been a successful designer of *new business processes* and *new products*.

B: Business process development and management

I have *mapped* and/or developed *new business processes* and *customer processes*, as well as *new product development processes*, for TeliaSonera and a number of other companies. I have also developed and implemented *tools for the control and management* of these kinds of processes.

Some of my theories, models and management tools have demonstrated significant impact on leading companies' process efficiency *and* output quality. Seventeen of my publications are related to the development, visualizing and/or control/management of business processes, and I find my research with this focus to be of significantly higher value than my aggregated research on quality.

In my present research on business processes I focus on *virtual product development organizations*, *flexible processes* and *effective methods for rapid product development*.

C: Product design and development

I have (co)designed/developed a large amount of products, of which more than 50 should be classified as fairly complex. A number of these products have been considered *world-innovations* and some have won *awards*, within different areas (Please see section 4.2).

The product design, development, launch and follow-up is documented by a substantial number of reports, not least when it comes to “hi-tech–hi-touch” products.¹ I have been writing *numerous applied research reports* related to this category of products – about new markets, new concepts and products, technology, interface design, user experience design, the methods being developed and used in the development process, and the results from pre and post launch evaluations of applications. Most of these reports are company confidential, and I have not even listed a hundred of them as references.

D: Learning (organizational and individual)

As a fresh Ph.D. I did some research on organizational learning, but it was the Internet as enabler for learning that later made me part of the commercial learning industry. I am pleased with the market impact of my applied research on flexible learning processes – not least with the fact that my principal model for interactive learning (Please see section 5.3) is one of a handful models being used for distance education today. Ten of my listed publications are related to learning.

E: Development of research methods and tools

My interest in research method [not least based on new technology] has always been significant, and 23 of my publications are strongly focusing on methodology. My pieces of work on application/development of virtually *new* methods and tools for service businesses, comprising:

- The dynamic approach to the Critical Incident Technique, namely the Critical Episode Model (1992)
- [Video]observation combined with the Think-aloud-method (1993)
- Focus group interviews and product development workshops over video telephony (1994).
- E-mail survey (1995)
- The Process Quality Map (1995)
- Web survey (1996)
- The Customer Case Analysis (1996)
- Focus group discussions via instant messaging (ICQ) (1997)
- Web-based virtual service prototyping (1998)
- Hyper media data mining (1998)
- Remote PC-screen observation combined with the Think-aloud-method (1999)
- SMS survey (2001)
- Multiparty interactive service prototyping (2001)
- Multitude in real time field reporting – via SMS, E-mail/chat and voice[mail] (2001)
- Eye-tracking for product re-design of physical and interactive products (2007).
- Distributed in real time field reporting and questionnaires via digital television (planned 2009).
- Distributed in real time field reporting via mobile video (planned 2009).

My contributions to the research fields

I rate my research contributions within the fields of focus in the following order:

- 1) Product design and development
- 2) Business process development and management
- 3) [Development of] research methods and tools
- 4) Service quality management and marketing
- 5) Learning (organizational and individual)

¹ Examples: The service design specifications for FriendFinder and BotFighters are each based on more than 50 reference documents.

4.2 RESEARCH AND PROCESS / PRODUCT DEVELOPMENT IN CO-OPERATION WITH INDUSTRY

My university “third mission” activities have been extensive. After having acquired my doctor's degree, I toured as a lecturer and consultant, mainly for financial institutions, simultaneously working on a research assignment for Televerket (TeliaSonera), one of Scandinavia's most research intensive companies. This research assignment gradually turned into a comprehensive R&D-relationship – and, so far, 15 years of continuous exchange of practical and academic research results.

4.2.1 Reference program assignments of R&D-nature at TeliaSonera

2008	Consumer research and concept development, mobile broadband
2008	Telia.se, design of new start page, product communication concept and order flows
2007	Concepts for mobile telephony prescriptions
2006	Design Project: Common FSP User Interface Style Guides
2004-05	Integrated VoIP concept for PC, fixed and mobile telephony
2004-05	Wireless PKI – user experience design
2004	IP TV – functionality and user experience design
2004	User interface standardization of customer applications
2003	100% academic research on LBS application development
2001-02	Design, development and assessment of customer applications
2000-02	User-oriented design and development
2000-01	Competence development concerning service quality and usability
1998-99	Development of the service development process
1997	Development of balanced scorecards and reward systems
1996-97	Development of the product development process
1996	Media production – services of the future
1995	Further development of assessments of customers' quality experience
1994	Mapping main customer processes and quality-influencing factors
1993	Customer processes
1993	New MobilSvar (Voicemail, GSM) – new application concept and fundamental interface
1992	Service Design

The continuous project assignments with TeliaSonera have been wide ranging when it comes to tasks, but mainly relating to the areas of:

- Process mapping, process design and management. Business processes have comprised corporate processes, customer processes and development processes. The latter have comprised the official product development processes and new flexible processes for rapid development. I have also developed a number of process management tools and scorecards for the company.
- Product/service design and development (from concept development to implementation). About 40 of the development projects have resulted in launches of new products/services.

The first service concept developed by me for TeliaSonera was the voicemail *"MobilSvar for GSM"* (1993) – **today one of the most used IT/telecom-services in Sweden**. The concept was also used as head requirement specification for the Ericsson platform.

Of the applications launched after year 2000, many of my contributions were made as member of the Telia and Ericsson cooperation “Team Positioning”. Within the team we developed customer applications for the Ericsson Mobile Positioning System, MPS, and delivered input for the further development of the MPS. Amongst others, I was responsible for the:

- UI specifications
- content design
- user error tolerance requirements and user aids
- testing and user validation

of *the majority of the world's first GSM LBS services*. I was also in charge of the UI standardisation work with respect to LBS information services, and made the UI guidelines applicable for content and service providers as well as designers of mobile LBS info services. I also made significant contributions to the platform (Ericsson MPS) requirements, e.g. with respect to integrity.

As total I designed the UI detail requirement specifications and much of the user experience of 20 dual or multitude channel (SMS, WAP, IVR [Interactive Voice Response], web) services based on GSM positioning, for the consumer market, and for industrial customers. Examples:

- Gula Sidorna Nära Dig ("Yellow Pages Close to You"), *the world's first ever information service with GSM-positioning. In nomination for the Innovation of the Year 2001* (www.mobilgalan.com).
- The action game "BotFighters" – *chosen as Best Mobile Game (2001)* by the newspapers Expressen and Mobil.
- Rätt Väg Nära Dig ("Right Road Close to You"), *the world's first ever GSM-service with map and road directions* respectively (2001).
- "Telia FriendFinder", the *winner of the national award "Mobile Service of the Year 2002"* (www.mobilgalan.com).

The location services, being developed through the implementation of *a new principal rapid development process* based on a virtual organization, flexible multi party cooperation, and extensive use of virtual prototypes, represent a major part of the new services introduced by Telia Mobile during the years 2000-2002.

Since 2003 I have contributed substantially to:

- the design and content/applications of *the mobile portal Telia Go!, winner of the national award "Mobile Service of the Year 2003"* (www.mobilgalan.com).
- the requirement specification and in detail experience design of *TeliaSonera's broadband television, the first TV solution in Scandinavia offering in real time video-on-demand*. Apart from specifying the in detail functional requirements on user interfaces, I literally designed the complete user experience of the product. I also added a number of new requirements to the Createl set top box and made a blueprint for a new remote control generation (2004). *Received the international award "Technology Leader" by Digital TV Europe 2009 (P-O Wester)*
- the development of functionality and interfaces for a wireless PKI solution (2004).
- *a new concept for converging POTS [Plain Old Telephony Services], PC-telephony and mobile telephony over IP (Internet Protocol)* (2005).
- the new TeliaSonera *user interface style guides, based on completely new design principles* for the telecom industry (2006).

4.2.2 Other assignments of an R&D-nature

<u>Year</u>	<u>Client</u>	<u>Project assignment(s)</u>
2008	Ericsson	A300 – User experience design
2008-2006	Scandinavian Airlines System	5 projects , generating proposals for: - new customer offer for small and middle sized companies - new FlightShop and WebShop - new EuroBonus frequent flyer reward system - new corporate program concept for small and middle sized companies - proactive information under the journey.
2008-2005	Svenska Spel	12 projects that generated proposals for e.g.: new lottery concepts, new bingo concept, new mobile phone games and services, new Internet services, new Internet lotteries, interactive retail store monitors, new top prizes, and, new website.
2007	Eniro	3 projects about functional design: - website evaluation - eye-tracking study of telephone catalogue - eye-tracking study of website.
2007	Levi Strauss & Co. Europe, Paris	Levi's®501® Product Development Research – Country Report Sweden
2006	Xfera Móviles (Yoigo), Madrid	Web site UI specification comprising new purchase processes, and new SIM top up (reload) payment processes.
2006	Cadbury Schweppes, Paris	Concept optimisation proposal for Stimorol (market leading chewing gum brand).
2001	Expressen	User support and learning aids in digital format for the evening paper Expressen's reporters.
1998-1999	Moving Skills	Development of <i>virtually new pedagogical concepts for distance-based interactive education</i> (Please see section 5.3): ”The Internet Driving School” (Internetkörskolan), “The Design School – Dessie” (Designskolan – Dessie), and “The HTML School” (HTML-skolan).
1998	NUTEK / Telecom Finland / Moving Pictures	”FaxPlus” – Development of (the world's first) web based service simulator.
1997	Svedalahem / Catella	Project Erlandsdal – principal customer preferences and living concept design (<i>Erlandsdal was awarded as the Best Designed Residential Quarter in Sweden 1998.</i>)
1993	Chalmers / Bahco	Bahco Ergo – method coach of doctoral student participating in product design and development of Bahco's <i>design awarded hand tools.</i>

I have also made some innovative contributions to the process and/or service development for a number of actors within IT, telecom, finance, property, transport/forwarding, and car manufacturing/distribution, among others.

4.3 PUBLICATIONS

4.3.1 Dissertation

1. Olsen, Morten J S (1992)
Kvalitet i banktjänster. Privatkunders upplevda problem med banktjänster – en studie med hjälp av kritisk-händelse-metoden (Quality in Banking Services – A Study with the Aid of the Critical Incident Technique), Centrum för tjänsteforskning – CTF, Högskolan i Karlstad & Företagsekonomiska institutionen, Stockholms universitet.
(419 pages)

4.3.2 Research reports

2. Olsen, Morten J S & Thomasson, Bertil (1991)
Studies in Service Quality with the aid of Critical Incidents and Phenomenography, Research Report 91:13, Service Research Center – CTF, University of Karlstad.
(42 pages)
3. Norling, Per & Olsen, Morten J S (1993)
Tjänsteorganisationen – en processyn på en mångdimensionell företeelse (The service organization – a process view of a multi-dimensional phenomenon), in Olsen (ed.) Att utveckla och styra tjänsteverksamhet. Tjänsteprocessen i fokus, Forskningsrapport 93:3, Centrum för tjänsteforskning – CTF, Högskolan i Karlstad, pp. 62-88.
(27 pages)
4. Olsen, Morten J S (ed.) (1993)
Att utveckla och styra tjänsteverksamhet. Tjänsteprocessen i fokus (Development and management of the service industry. Focusing on the service process),
Forskningsrapport 93:3, Centrum för tjänsteforskning – CTF, Högskolan i Karlstad.
(176 pages)
5. Olsen, Morten J S (1993)
Att utveckla, producera och följa upp kvalitet i tjänsteverksamhet (Development, production and follow-up of quality in the service industry) in Olsen, Morten J S (ed.) Att utveckla och styra tjänsteverksamhet. Tjänsteprocessen i fokus, Forskningsrapport 93:3, Centrum för tjänsteforskning – CTF, Högskolan i Karlstad, pp. 1-33.
(33 pages)
6. Olsen, Morten J S & Norling, Per (1993)
Tjänstekvalitet & mikroprocesser – metodologiska implikationer för mätning och dokumentation av kvalitet (Service quality & micro processes – methodological implications for quality measurement and documentation), in Olsen (ed.) Att utveckla och styra tjänsteverksamhet. Tjänsteprocessen i fokus, Forskningsrapport 93:3, Centrum för tjänsteforskning – CTF, Högskolan i Karlstad, pp. 89-131.
(43 pages)
7. Norling, Per & Olsen, Morten J S (1994)
Kvalitetsmätning, processkartläggning och processutformning i tjänsteföretag. Kundorienterat fokus på mobiltelefonitjänster, (Quality measurement, process mapping and process development in service businesses. Customer-oriented focus on mobile phone services),
Forskningsrapport 94:16, Centrum för tjänsteforskning – CTF, Högskolan i Karlstad.
(637 pages)
8. Olsen, Morten J S (2003)
The Process Quality Map – PQM: A Tool for Focusing on the Quality Determinants Within the Service Process, in Norling, Per (ed.) Åtta rapporter om product- och organisationsutveckling [Rapport nr 7] (Eight reports on product and organization development [Report No. 7]), Karlstad University Studies 2003:28, Karlstad University, pp. 195-255.
(61 pages)

9. Olsen, Morten J S (2003)
Vidareutveckling av tjänsteprototyper: fokus på användarnära metoder för egenrapportering – En redogörelse för ny metodtillämpning i fältprovet för mobilspelet ”BotFighters” (Further development of service prototypes: focus on close-to-the-user methods for self reporting – An account of a new method application in the field testing of the mobile game ”BotFighters”), in Norling, Per (ed.) Åtta rapporter om product- och organisationsutveckling [Rapport nr 8] (Eight reports on product and organization development [Report No. 8]), Karlstad University Studies 2003:28, Karlstad University, pp. 257-297.
(141 pages)

4.3.3 Research papers / proceedings

10. Olsen, Morten J S & Thomasson, Bertil (1991)
Studier av tjänstekvalitet (”Studies in Service Quality”), Paper presented at the symposium Nordiska Tjänsteakademien, August 13–16.
(34 pages)
11. Olsen, Morten J S & Thomasson, Bertil (1992)
Qualitative Methods in Service Quality Research, Paper presented at the QUIS III Conference, Karlstad, Sweden, June 14–17.
(19 pages)
12. Norling, Per & Olsen, Morten J S (1994)
Observation-Methods for Service Design, Paper presented at the Quality In Services IV Symposium, ISQA, Norwalk, Connecticut, July 5–8.
(22 pages)
13. Olsen, Morten J S (1994)
The Critical Episode Model as a Tool for Organizational Learning in Service Organizations, in *Proceedings from the Total Quality – the Learning Edge Symposium*, European Foundation for Quality Management – EFQM, Universidad de Navarra, Barcelona, May 26–27, pp. 1-14.
(14 pages)
14. Olsen, Morten J S & Thomasson, Bertil (1994)
Studies in Service Quality with the aid of Critical Incidents and Phenomenography, in Scheuing, Eberhard E, Edvardsson, Bo, Lascelles, David & Little, Charles H, QUIS 3 – Quality in Services Conference – Proceedings, pp. 481-505.
(25 pages)
15. Norling, Per & Olsen, Morten J S (1995)
The Use of Observation Methods in Service Design, in Scheuing, Eberhard E, Little, Charles H, Edvardsson, Bo & Brown, Stephen W, QUIS 4 Proceedings. New York: ISQA – International Service Quality Association, pp. 135-149.
(14 pages)

4.3.4 Working papers

16. Olsen, Morten J S (1995)
Kritiska händelser i ett kundlivscykelperspektiv – Användarupplevda problem med mobiltelefoni: brister i tjänstekoncept, -system och -processer i kundlivscykelns olika faser (Critical incidents in a customer lifecycle perspective – User perceived problems in mobile telephony: Shortcomings in service concepts, systems and processes during the customer life cycle stages), Working Paper, Centrum för tjänsteforskning – CTF, Högskolan i Karlstad.
(65 pages)
17. Olsen, Morten J S (1995)
Den Nordiska Skolans begreppsmodeller över tjänstekvalitet – en diskussion kring modellernas inre konsistens och användbarhet samt försök till syntes (The Nordic School’s concept models of service quality – a deliberation concerning the internal consistence and usability as well as attempt to synthesis, Working Paper, Centrum för tjänsteforskning – CTF, Högskolan i Karlstad.
(15 pages)
18. Olsen, Morten J S (1995)
The Process Quality Map – PQM: A Tool for Focusing on the Quality Determinants Within the Service Process, Working Paper, June, Service Research Center – CTF, University of Karlstad & Telia Mobitel, Haninge.
(50 pages)

19. Olsen, Morten J S (1998)
Multimedial användardialog via Internet – för effektiv kundutbildning och produktutveckling i tjänsteföretag (Multimedial user dialogue via the Internet – for effective customer training and product development in the service business), Working Paper, Centrum för tjänsteforskning – CTF, Karlstads universitet. (Moving Pictures AB 1998).
(20 pages)
20. Olsen, Morten J S (1998)
Virtuella tjänstedemonstratörer och virtuell tjänsteprototyping (Virtual service demonstrators and virtual service prototyping). Moving Pictures AB.
(12 pages)

4.3.6 Books and book chapters

21. Olsen, Morten J S (1996)
The Critical Episode Model as a Tool for Organizational Learning in Service Organizations, in Edvardsson, Bo & Modell, Sven (eds.) *Service Management. Interdisciplinary Perspectives*, pp. 59-80. Stockholm: Nerenius & Santérus Förlag.
(21 pages)
22. Olsen, Morten J S (1997)
Kundundersökningar [Avsnitt nr 11] (Customer Surveys [Section No. 11]), in *Företaget och kunden (The Company and the Customer)*. Stockholm: Fakta Informationsförlag.
(66 pages)
23. Olsen, Morten J S (2003)
Virtuella tjänstedemonstratörer och virtuell tjänsteprototyping (Virtual service demonstrators and virtual service prototyping), in Norling, Per (ed.), *Åtta rapporter om produkt- och organisationsutveckling (Eight reports on product and organization development)*, Karlstad University Studies 2003:28, Karlstad University, pp. 85-91.
(Moving Pictures AB, 1998, pp. 1-12).
(7 pages)

4.3.5 Applied research reports

1993

24. Magnusson, Peter R & Olsen, Morten J S (1993)
Televerket Radios erbjudande – Definitioner av begrepp med fokus på produkt- och tjänsteinnehåll samt erbjudandets kvalitetsdimensioner (Televerket Radio's customer offer – Definitions of concepts focusing on product and service substance as well as the quality dimension of the offer). Telia Research, Karlstad.
(23 pages)
25. Norling, Per & Olsen, Morten J S (1993)
Nya MobilSvar. Förslag till utformning av en användarorienterad mobilsvartjänst (The new MobilSvar. Proposition for design of a user oriented mobile answering service). Televerket Radio, Karlstad.
(49 pages)
26. Norling, Per & Olsen, Morten J S (1993)
Tjänsteprocesser – mobiltelefoni utifrån kundperspektivet (Service processes – mobile telephony in a customer perspective). Telia Mobitel, Karlstad.
(72 pages)

1995

27. Olsen, Morten J S (1995)
En begreppsmodell för mätning och styrning av Telia Mobile AB:s tjänstekvalitet (A conceptual model for evaluation and management of Telia Mobile AB's service quality). Telia Mobile, Haninge.
(25 pages)
28. Svärd, Stefan & Olsen, Morten, J S (1995)
Kartläggning av kvalitetspåverkande faktorer i viktiga kundprocesser (Mapping quality influencing factors in important customer processes). Telia Mobile, Haninge/Karlstad.
(89 pages)

1996

29. Edbom, Göran & Olsen, Morten J S (1996)
Utveckling av Resultat och belöningsssystem för Telia Research AB (I-IV)
I. Resultatuppföljningssystem för Telia Research. II. Belöningsssystem för system för Telia Research. III. Telia Research uppföljningssystem: förslag till frågemall. IV. Telia Research Resultatuppföljnings- och belöningsssystem – Referenspersoners uppfattningar om styrsystemet (Development of Result and Rewarding System for Telia Research AB (I-IV)
I. System for follow up of results for Telia Research. II. Rewarding system for Telia Research. III. Telia Research follow up system: proposition for questionnaire. IV. Telia Research System for result follow up and reward – Reference persons' views on the management system). Telia Research, Haninge.
(62 pages)
30. Magnusson, Peter R & Olsen, Morten J S (1996)
Förstudie Medieproduktion – Film, Video & Broadcasting (Pilot Study of Media Production – Film, Video & Broadcasting). Telia Research, Karlstad.
(38 pages)

1997

31. Andrén, Yngve & Olsen, Morten J S (1997)
Projekt Erlandsdal. Undersökning av hyresgästpreferenser (Project Erlandsdal. Study on tenants' preferences). Catella, Stockholm.
(16 pages)
32. Lillskogen, Thomas & Olsen, Morten J S (1997)
TTUMs Produktutvecklingsprocess – Erfarenheter inom UM från arbetet enligt modellen (TTUM's Product Development Process – Experiences in UM from work according to the model). Telia TeleCom, Haninge.
(29 pages)
33. Lind, Åke, Olsen, Morten J S, Löfven, Ulf & Åhlander, Arne (1997)
Förslag till ny produktutvecklingsprocess för Telias Hi-Tech tjänster (Proposal to a new product development process for Telia's Hi-Tech services). Telia TeleCom, Haninge.
(30 pages)

1998

34. Olsen, Morten J S (1998)
Telia Mobile AB: Mobilprojektet Norge – Undersökning av privatkunders köpbeteenden (Telia Mobile AB: Mobile project Norway – Study on private customers' shopping behaviour). Telia Mobile, Haninge.
(89 pages)
35. Lillskogen, Thomas & Olsen, Morten J S (1998)
Kundfallanalys Regional Mobilitet (Customer Case Analysis Regional Mobility). Telia Mobile, Haninge.
(29 pages)

1999

36. Olsen, Morten J S (1999)
Kundfokus och kundfallsanalys i produktutvecklingsprojekt; exempel från RID, DOF och RM (Customer focus and Customer Case Analysis in development projects; examples from RID, DOF and RM). Telia Mobile, Nacka Strand.
(100 pages)
37. Olsen, Morten J S (1999)
Utbildningsmaterial: Kundfokus och kvalitet (Training material: Customer focus and quality). Telia Mobile, Nacka Strand.
(Ca. 100 pages)
38. Olsen, Morten J S (1999)
Tjänsteutveckling med inbyggd kvalitet – teoretisk bakgrund till val av synsätt, prioriterade arbetsområden och arbetsmetoder inom TM UKTK (Quality inherent service development – theoretical background for choice of view, prioritized fields of work and working methods at TM UKTK). Telia Mobile, Nacka Strand.
(18 pages)

2000

39. Bech-Kristensen, Tommy & Olsen, Morten J S (2000)
Medarbetarnas användning och upplevelse av information och verktyg för produktutveckling, med fokus på Telia Mobiles Intern- och Projektwebb (Employees' use of and experience of information and tools for product development, focusing Telia Mobile's Internal and Project web). Telia Mobile, Nacka strand.
(50 pages)
40. Kristiansen, Eva & Olsen, Morten J S (2000)
Granskning av användbarhet för C-mate (Usability evaluation of C-mate). Telia Mobile, Nacka Strand.
(21 pages)
41. Kristiansen, Eva & Olsen, Morten J S (2000)
Tjänstebeskrivning – Gula Sidorna Nära Dig (Service design specification – Yellow Pages Close to You). Telia Mobile, Nacka Strand.
(24 pages)
42. Kristiansen, Eva & Olsen, Morten J S (2000)
Riktlinjer, infotjänster (Guidelines, information services). Telia Mobile, Nacka Strand.
(10 pages)
43. Kristiansen, Eva & Olsen, Morten J S (2000)
Tjänstebeskrivning – yachtPosition Nära Dig (Service design specification – yachtPosition Close to You). Telia Mobile, Nacka Strand.
(24 pages)
44. Olsen, Morten J S, Lindblom, Björn & Löf, Carl Gustaf (2000)
Slutrapport för prov med GSM-positionering på Securitas (Final report on trial with GSM positioning at Securitas). Telia Mobile, Nacka Strand.
(21 pages)
45. Olsen, Morten J S & Strand, Peter (2000)
Användarstöd och läromedel i digitala format för Kvällstidningen Expressens reportrar (User support and teaching aids in digital formats for the Evening Paper Expressen's reporters). Kvällstidningen Expressen, Stockholm.
(27 pages)
46. Olsen, Morten J S & Söderlund, Tom (2000)
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2009

4.4 EXTERNAL EVALUATION OF PUBLICATIONS

My research was evaluated 2003 by:

- professor Hannu H. Kari, Helsinki University of Technology, Computer Science and Engineering Department
- professor Hans A. Hansson, Mälardalens Högskola, Institution of Computer Technology, and
- professor Jerker Delsing, Luleå University of Technology, EISLAB,

when I applied for the position as professor in development of IT products, at Kungliga Tekniska Högskolan, KTH. As a summary, I was found to be a borderline case with respect to qualification/appropriateness.

Professor Kari found me “Potentially qualified, but not in this area.”

“Morten Olsen is qualified for employment as senior lecturer, and could be a candidate also for employment as professor, though international publication and perspective is a weak”, was the judgment of Professor Hansson.

Professor Delsing considered me “eligible as professor”, even though “scientific achievement and strength is somewhat unclear.”

Please observe that:

- the applied position was tailored for a hardware computer engineer, not an expert on IT service, business process inventions or entrepreneurship
- I have added two comprehensive scientific reports and more than 60 applied research reports to my list of publications since I submitted my application to KTH.

Parts of my research in the period 1992-95 in co-operation with Per Norling (Ph.D. 1993) have also been evaluated by non-engineers, when dr. Norling was found qualified for

- the title of Docent (1996; evaluation of **Ref. Nos. 3, 6, 7, 15, 25, 26**) by professor Christian Grönroos, Swedish School of Economics, and professor Evert Gummesson, Stockholm University School of Business)
- the position as professor of Business Administration at Uppsala University (1999; evaluation of **Ref. Nos. 7 & 15** by Johan Olaisen, professor of Knowledge Management at the Norwegian School of Management, professor Kjell Grønhaug at the Norwegian School of Economics and Business Administration, and professor Antti Haahti, Faculty of Social Sciences, University of Lapland) – for which dr. Norling was ranked first.

Expert quotations on Norling & Olsen’s co-written “minor” publications:

The strengths of... [**Ref. Nos. 3, 6, 15, 25, 26**] lies in a very good access to the empiricism, theoretical and methodological knowledge, and, capability to continuously work further on with the development of understanding service design, service development and service management and control, as well as the use of information technology” (professor Gummesson, 1996, my translation).

“...a merit for Norling. This is also the case regarding the chapter about *Tjänstekvalitet och mikroprocesser* [**Ref. No. 6**] in an anthology, *Att utveckla och styra tjänsteverksamhet* [**Ref. No. 4**] from 1993 and the report *The use of observation methods in service design* (with a co-author) from the conference QUIS Quality in services 4 from 1994” [**Ref. No. 15**] (professor Grönroos, 1996, my translation).

“The publication [Ref. No. 15] has academic merit and is a contribution” (professors Olaisen, Grønhaug & Haahti, 1999).

Expert quotations referring to Ref. No. 7, the 637 p. synthesis of our grounded research and theory:

“...should in particular be mentioned is ‘Kvalitetsmätning, processkartläggning och processutformning i tjänsteföretag’ a very comprehensive report... // ...in the front line of the international research” (professor Evert Gummesson, 1996, my translation). “Without hesitation this report strengthens Norling’s merits for the position as docent” (professor Grönroos, 1996, my translation). “The massive report is a contribution to the field and a merit towards the professorship” (professors Olaisen, Grønhaug & Haahti, 1999).

5. PEDAGOGICAL ACHIEVEMENTS

5.1 TEACHING EFFORTS

Karlstad university (1993-):

C-level

Course-planning, development of course material, lectures, supervision, and examination in the courses:

- “Service Management” [in English] (10p.)
- “Service Management” [in Swedish] (10p.)
- “Services Marketing” (5p.)
- ”Service Design” (5p.)
- ”Kvalitetsarbete i Kommunal förvaltning” (5p.)

D-level

Development of course material and classes in:

- “Service Management”
- “The Management and Production of Services”
- “Service Design”
- “Quality Measurement”
- International Master’s program

Single classes in the subjects of marketing, organization and business control in other courses at C- and D-level.

Doctoral Courses

Course-planning, development of course material, lectures, supervision, and (de facto) examination in the courses:

Olsen, Morten: “Development of business processes and service design” (5p.).

Edvardsson, Bo & Olsen, Morten: “Service Management – State-of-the-Art” (5p.).

Norling, Per & Olsen, Morten: “Service Development and Service Design” (5p.).

Also:

- 5 p. course in ”Service Development and Service Design” at:
 - Swedish School of Economics and Business Administration, Finland.
- Single classes at the doctoral level at:
 - Chalmers University of Technology, Institute of Consumer Technology, and
 - Stockholm University School of Business, in
 - Service Design and New Services Development

- Quality Control and Quality Development, and
- Methodology; general research method and methods for product design and development of applications.

5.2 ACADEMIC SUPERVISING EXPERIENCE

5.2.1 Project works

C-level, minor thesis (5p.)

- about 200 students supervised/examined.

C-level, 60 p. ("Kandidatuppsats", 10p. thesis):

- 21 groups of students supervised/examined since 1995 (record file 1990-1994 deleted).

D-level, 80 p. ("Magisteruppsats", 10p. thesis):

- 27 groups of students supervised/examined since 1995 (record file 1990-1994 deleted).

5.2.2 Licentiate and/or doctoral students

Official pre-examiner of the doctoral candidate Veronica Liljander's manuscript. Complete reference to professor Liljander's dissertation:

Liljander, Veronica (1995) Comparison Standards in Perceived Service Quality, Doctoral Dissertation, Ekonomi och Samhälle No. 63, Publications of the Swedish School of Economics and Business Administration, Helsinki, Finland.

5.2.3 Doctoral students at present being supervised

Name of doctoral student	Lilian Nilsson	Dane Bergmark
Kind of exam and date	Planned: Ph.D., 2007-03	Planned: Fil.Lic., 2007-06
Title of thesis	IT-based customer self-support	User-driven Service Developm.
Educational institution	Department of Business and Economics, Karlstad University	Department of Business and Economics, Karlstad University
Function as supervisor	Co-supervisor	Co-supervisor
Finance of doctoral student's research project	Faculty financed	Faculty financed

5.3 PEDAGOGICAL DEVELOPMENT

In the period 1998-2000 I developed a new generation of interactive pedagogical concepts, for the distance educational company Moving Pictures/Moving Skills. The learning concept has been optimized for the Internet as accesschannel/enabler and has later been implemented for a number of learning situations through the web; in interactive product and service education for companies and their customers, for virtual service prototyping, and also in dynamic distance education for schools, or rather, individual students.

Moving Skills has, among others, developed **nine interactive educational products**: "The Internet Driving School", "The Design School Dessie", "The Photoshop School", "The Illustrator School", "The HTML School", "The Fireworks School", "The Dreamweaver School", "The Flash School" and "The Project School". The courses correspond to a total of 20 weeks full time studies and merit 500 upper secondary school / Komvux points. In addition to the designing of the pedagogical concept, I participated "hands on" in the development of the three initial educational products.

A large amount of people active in the business and public sectors, in addition to some thousand college students, have completed the above courses. The pedagogical concept has

also found its way into the traditional pedagogical environments. One of Sweden's principal institutions, **The Institution for Teacher Education – ILU – at Uppsala University has for several years given a compulsory 5 point course, based on the above mentioned interactive educational products.** The interactive education has completely changed the pedagogical training at Uppsala University. No teacher-student can today graduate without a certain documented practical computer knowledge – or without experience based knowledge of interactive distance education, at that.

For the further development and work based on the pedagogical concepts, I was later involved in the establishment of the companies Play Productions AB and Webmanual AB. Via Webmanual I have participated in the design of web based educational concepts for leading business companies like the newspaper Expressen and Telia Mobile and also for business- and academic students through in the operation of the by Webmanual/Peter Strand founded distance school Ankare Distans.

6. OTHER ASSIGNMENTS

6.1 ADMINISTRATIVE ASSIGNMENTS

6.1.1 Membership of boards or councils at Karlstad university

- Service Research Center – CTF: Member of the Board 1992-1995.
- HumanIT: Member of the council 1999-2000.

6.1.2 Experience from unit leadership

- Former Managing Director of four small, joint-owned companies (2-15 owners/partners): Kvalitetsdatorerna AB, Business Research And Intelligence Network Scandinavia AB, Webmanual AB, and Startster AB.
- Advisor/coach for numerous managers, entrepreneurs, and experts, e.g. designers.

6.1.3 Other relevant present assignments

- Edda Design AS: Member of the Board (no ownership or employment).
- HotSpring Massasjebad AS: Member of the Board (no ownership or employment).
- HotSpring Import AS: Member of the Board (no ownership or employment).
- HotSpring Massagebad AB: Member of the Board (no ownership or employment).

6.1.3 Other relevant former assignments

- Absurd AB: Chairman of the Board.
- B.R.A.I.N.S. AB: Member of the Board.
- Marknadsbyggarna AB: Member of the Board.
- Play Productions Stockholm AB: Member of the Board.
- Startster AB: Member of the Board.
- TeliaSonera: Member of The Reference Committee for Research on Usability.
- Webmanual AB: Member of the Board.

APPENDIX

PRESENT EMPLOYMENT

1) Salve & Salve AB (556476-0543). Reg. at PRV 1993-11-24.

Type of business engagement: Entrepreneur, sole owner. Managing Director and member of the Board.

The company's activities: Consulting within the organization and management fields, innovation processes, product/service development, quality and business development, customer and usability strategies, and market communication.

Associated with Columbo Strategi AB, Edda Design A/S and Dunderdog Design.

2) Karlstad University

Doctoral student supervisor (5%).

PREVIOUSLY OWNED COMPANIES

Play Productions Stockholm AB (556589-6015)

Type of business engagement: Entrepreneur and minority owner, member of the Board.

The company's activities: Advertising and production agency focusing on moving pictures.

Startster AB (556600-6150)

Type of business engagement: Entrepreneur and part owner, member of the Board.

The company's activities: Development of technical and functional platforms for digital advertising.

Webmanual SE i Norden AB (556303-8776)

Type of business engagement: Entrepreneur, sole owner, subsequently part owner. Managing Director, member of the Board.

The company's activities: Consulting within the interactive educational field. Design and development of web based manuals and instructions (traditional, moving and interactive/simulators).

Kvalitetsdoktorerna AB (556515-1254)

Type of business engagement: Entrepreneur, minority owner, Managing Director and member of the Board.

The company's activities: Management consulting in the service quality field. Network company for all Nordic researchers and consultants who hold doctorates in service quality/service design.

INDUSTRIAL EMPLOYMENT

1989 I held the position of product secretary/product manager at De-No-Fa Lilleborg (Orkla/Unilever), Norway. Responsible for three market leading detergents.

My first years as a senior advisor (1994-2000) I was sharing facilities and clients with leading management consultant companies such as SDC and Askus, and strategic interactive communication agencies such as Farfar. As a strategic competence, but not as an employee.

I also had my own desk(s) at TeliaSonera for many years, but I have never been employed by the company.

REFERENCES

Academic

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Business related

Dr. Peter Magnusson

Former Manager, Research & Development, TeliaSonera, Karlstad.

Phone: +46 (0)70 591 15 00, E-mail: peter.magnusson@kau.se

Personal

Mr. Peter Strand

Former Chairman, Webmanual. Phone: +46 (0)70 583 59 46, E-mail: peter.strand@trimble.se

RESEARCH FOCUS

Ref. No.	Title	Research focus				
		Service Quality Mgmt & Marketing	Product Design & Development	Research Methods & Tools	Business Process Developm & Mgmt	Learning
1	Quality in Banking Services – A Study with the Aid of the Critical Incident Technique	x		x		
2	Studies in Service Quality with the aid of Critical Incidents and Phenomenography	x		x		
3	The service organization – a process view of a multi-dimensional phenomenon				x	
4	Development and management of the service industry. Focusing on the service process	x	x	x	x	
5	Development, production and follow-up of quality in the service industry	x	x		x	
6	Service quality & micro processes – methodological implications for quality measurement and documentation	x		x		
7	Quality measurement, process mapping and process development in service businesses. Customer-oriented focus on mobile phone services	x	x	x	x	
8	The Process Quality Map – PQM: A Tool for Focusing on the Quality Determinants Within the Service Process	x		x	x	
9	Further development of service prototypes: focus on close-to-the-user methods for self reporting – An account of a new method application in the field testing of the mobile game "BotFighters"		x	x	x	
10	Studies in Service Quality	x		x		
11	Qualitative Methods in Service Quality Research	x		x		
12	Observation-methods for Service Design		x	x		
13	The Critical Episode Model as a Tool for Organizational Learning in Service Organizations			x		x
14	Studies in Service Quality with the aid of Critical Incidents and Phenomenography	x		x		
15	The Use of Observation Methods in Service Design		x	x		
16	Critical incidents in a customer lifecycle perspective – User perceived problems in mobile telephony: Shortcomings in service concepts, systems and processes during the customer life cycle stages	x		x		
17	The Nordic School's concept models of service quality – a deliberation concerning the internal consistence and usability as well as attempt to synthesis	x				
18	The Process Quality Map – PQM: A Tool for Focusing on the Quality Determinants Within the Service Process	x		x	x	
19	Multimedial user dialogue via the Internet – for effective customer training and product development in the service business		x		x	x
20	Virtual service demonstrators and virtual service prototyping		x			x
21	The Critical Episode Model as a Tool for Organizational Learning in Service Organizations			x		x
22	Customer Surveys			x		
23	Virtual service demonstrators and virtual service prototyping		x			x
24	Televerket Radio's customer offer – Definitions of concepts focusing on product and service substance as well as the quality dimension of the offer	x	x			
25	The new MobilSvar. Proposition for design of a user oriented mobile answering service		x			

Ref. No.	Title	Research focus				
		Service Quality Mgmt & Marketing	Product Design & Development	Research Methods & Tools	Business Process Developm & Mgmt	Learning
26	Service processes – mobile telephony in a customer perspective				x	
27	A conceptual model for evaluation and management of Telia Mobile AB's service quality	x				
28	Mapping quality influencing factors in important customer processes	x		x	x	
29	Development of Result and Rewarding System for Telia Research AB				x	
30	Pilot Study of Media Production – Film, Video & Broadcasting		x			
31	Project Erlandsdal. Study on tenants' preferences		x			
32	TTUM's Product Development Process – Experiences in UM from work according to the model		x		x	
33	Proposal to a new product development process for Telia's Hi-Tech services				x	
34	Telia Mobile AB: Mobile project Norway – Study on private customers' shopping behaviour		x			
35	Customer Case Analysis Regional Mobility		x	x		
36	Customer focus and Customer Case Analysis in development projects; examples from RID, DOF and RM		x	x		
37	Customer focus and quality	x				
38	Quality inherent service development – theoretical background for choice of view, prioritized fields of work and working methods at TM UKTK	x	x		x	
39	Employees' use of and experience of information and tools for product development, focusing Telia Mobile's Internal web and Project web		x		x	
40	Usability evaluation of C-mate		x			
41	Service design specification –Yellow Pages Close to You		x			
42	Guidelines, information services	x	x			
43	Service design specification – yachtPosition Close to You		x			
44	Final report on trial with GSM positioning at Securitas		x			
45	User support and teaching aids in digital formats for the Evening Paper Expressen's reporters					x
46	BotFighters – Final report from trial on It's Alive!'s positioning based game 'Botfighters'		x			
47	Service design specification – Closest Resource		x			
48	Service design specification – Post Service Close to You		x			
49	Service design specification – Right Road Close to You		x			
50	Service design specification – Residence Close to You		x			
51	design specification – bikePosition Close to You		x			
52	Service design specification – Telia FriendFinder		x			
53	Fifty usable usability methods		x	x		
54	Mobile School I – content and education, problems and possibilities		x			x
55	Guidlines for assessing usability	x	x			x
56	design specification – Coop MedMera Close to You		x			
57	Service design specification – Show Position		x			
58	Function requirement specification for Position X		x			
59	Service design specification – AlltOmStockholm Close to You		x			
60	Service design specification – Info Close to You		x			
61	Service design specification – Telia Close to You		x			
62	Service design specification – Weather Close to You		x			

Ref. No.	Title	Research focus				
		Service Quality Mgmt & Marketing	Product Design & Development	Research Methods & Tools	Business Process Developm & Mgmt	Learning
63	Project 'Röstrett' – aspects on usability		x			
64	Service design specification – PositionX stores Close to You		x			
65	User experience and function requirement specifications for IP-TV		x			
66	Summary and analysis of focus group interviews about digital TV		x			
67	Wireless PKI: User experience recommendations		x			
68	Service design specification – Traffic Close to You		x			
69	Service design specification – HemNet Close to You		x			
70	Usability concept – proposal for the IP client		x			
71	IP Telephony – Concept and Design & Usability Recommendations		x			
72	Service design specification – Harbour Close to You		x			
73	Broadband TV – User evaluation		x			
74	Guidelines for user interfaces and dialogue in location based information services	x	x			
75	Final report on GSM positioning trial at GKF Frakt AB		x			
76	Theme X – Telia Go! User experience and functional requirement specifications on location based mobile internet portal services		x			
77	Content guidelines for product communication					x
78	Pilot study: User preferences on new VoIP client functionality		x			
79	Assessment of new Internet lotteries		x			
80	Assessment of new gambling concepts and services for sports betters at www.svenskaspel.se		x			
81	Interactive retail store displays for Stryktipset and Måltipset	x	x			
82	Communication test – Limbo	x				
83	New customer offer for small and middle sized companies in Sweden and Norway		x			
84	Svenskaspel.se – next generation		x			
85	Test of new lottery concepts		x			
86	Assessment of new games and services for betting on sports by mobile phone		x			
87	Assessment of new top prizes at Triss		x			
88	Evaluation of new Bingo game concept		x			
89	Design Project: Common FSP User Interface Style Guides. Phase 1: The Creation of Design Principles		x			
90	Vision 3 – Concept Optimisation Proposal, Stimorol Whitening Chewing Gum		x			
91	Xfera Website (www.yoigo.es) – User Interface Requirement Specification		x			
92	Giant Triss		x			
93	Levi's®501® Product Development Research – Country Report Sweden		x			
94	Response to redesign of svenskaspel.se		x			
95	SAS's Business Opportunities. Basis for development of new sales strategy		x			
96	SAS Eurobonus. Assessment of new proposals for reward structure		x			
97	User study on search services by aid of eye-tracking		x	x		
98	eniro.se. – problem centred expert evaluation		x			
99	Yellow pages – eye-tracking study of catalogue covers		x	x		

Ref. No.	Title	Research focus				
		Service Quality Mgmt & Marketing	Product Design & Development	Research Methods & Tools	Business Process Developm & Mgmt	Learning
100	Halebop – new concepts for mobile subscriptions		x			
101	Concept test and conceptual development of mobile subscription for young adults		x			
102	Concept test of mobile telephony family offer		x			
103	Customer Experience Management. Proactive information during the journey		x		x	
104	SAS's Corporate Program. Program concept for small and middle sized companies		x			
105	New betting concepts for Stryktipset		x			
106	A300 – Alternative rapid design process				x	
107	A300 – User interface guidelines		x			
108	Lessons learned – SMG		x			x
109	Mobile broadband: explorative study of retail customers' motive forces and behaviour, and test of new concepts		x			
110	New order process for Digital-tv at telia.se		x			
111	New order process for mobile telephony at telia.se		x			
112	Flytta pensioner, User Experience Design		x			
113	Mestro – user interface		x			
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