

## **CURRICULUM VITAE**

### **CHRISTINE BENEDICHTE MEYER**

- 1. POSITION:** Professor at NHH
- 2. EDUCATION:** Ph.D.at the NHH, 1996  
Master of Science at NHH  
Siviløkonom (equivalent to bachelor + one year at Master level) at NHH, 1989

### **3. WORK EXPERIENCE:**

- 2017- Professor at NHH
- 2015-2017 Director General for Statistics Norway
- 2011-2015 Director General for the Norwegian Competition Authority
- 2009-2011 Commissioner of Health and Social Inclusion in the City of Bergen
- 2007-2009 Commissioner of Finance in the City of Bergen
- 2007-2009 Professor at the Norwegian School of Economics and Business Administration (NHH) (on leave from October 2007-2017)
- 1997-2007 Associate professor at NHH (on leave from 2001-2003)
- 2001-2003 Junior minister for the Norwegian Government
- 1999-2001 Vice-rector for international affairs
- 1996-1997 Researcher at the Norwegian Foundation for Research in Economics and Business Administration
- 1990-1996 Scholarship at NHH
- 1989-1994 Research assistant at Foundation for Research in Economics and Business Administration

### **4. RESEARCH INTERESTS:**

The research interest can be divided into three areas; mergers and acquisitions, strategic formulation and strategic change both in the private and public sectors. The doctoral thesis focuses on implementation of mergers and acquisitions and is titled: "The Process of Organisational Integration in Mergers and Acquisitions." This research has been followed up with studies on M&As across business areas, cross-border mergers, failed mergers and multiple M&As. In the area of strategy formulation the research has taken two leads depending on whether it is a private or public sector context. The private sector research has mainly been attending to corporate strategy and involves choice of entry strategy, value creation and destruction, strategic compatibility, and management of complexity. The public sector research has been closely related to my own experience as politician and top manager in the public sector and has focused on public reforms and strategy. The third area is strategic change. One avenue of research has been multiple change processes looking at how businesses build capacity for change and innovation. Another more recent interest is looking into how managers navigate in business ecosystems and make use of corporate accelerators to innovate.

### **5. TEACHING EXPERIENCE:**

#### Undergraduate level:

- Strategy and ethics, compulsory course at undergraduate level at NHH (300-400 students)

#### Graduate level:

- Mergers and acquisitions, elective course at NHH
- Mergers, acquisitions and alliances, elective course at NHH
- Valuation and mergers, elective course at NHH
- Economics and strategy, elective course at NHH
- Scientific methodologies, compulsory course at NHH
- Strategic analysis, compulsory course at NHH
- Strategic change and innovation, elective course at NHH

Doctoral level:

- Strategic change

Lectures on executive programmes at NHH

Program director and responsible for strategy in NORLET – an executive programme for managers in Russia in St. Peterburg

Guest lectures

Numerous talks to investment bankers, consultants, financial institutions, conference organisers, associations, and other

**6. VARIOUS POSTS:**

Internal posts:

Member of NHH's executive board

Vice-rector for international affairs

Member of CEMS' executive board

Member of management team at the Department of Strategy and Management

External posts:

Editorial board for Praktisk økonomi og finance (Finance and management in practice) (1997-2000)

Member of editorial board of Journal of Applied Behavioral Science (2019-)

Member of the Norwegian productivity commission (2015-2016)

Member of board in DnS (the National Theatre in Bergen) (1999-2007)

Member of board in Vesta Life Insurance (1999-2001)

Member of board in NRK (the National Broadcasting Corporation) (2004-2006)

Member of board in USF Verftet (Art and cultural centre) (2005-2007)

Member of board in Statnett (the Norwegian transmission system operator (TSO)) (2005-2009)

Member of board in Formuesforvaltning Vest (a Financial Service corporation) (2006-2007)

Vice chairman of the board of Filmfondet Fuzz (Film Fund) (2006-2007)

Member of board in Societè Generale Equipment Finance Norway (2007-2011)

## 9. PUBLICATIONS:

### DOKTORAL DISSERTATION

*The process of organisational integration in mergers and acquisitions.* Doctoral thesis at the Norwegian School of Economics and Business Administration, Bergen. June 1996.

### INTERNASJONAL PAPERS:

When radical reforms are on the agenda: Managing politics in government. **Journal of Behavioral Science**, 2, 194-224, 2012.

Change experience and employee reactions: Developing capabilities for change. **Personnel Review**, 1, 106-124, 2012, co-author Inger Stensaker.

Making radical change happen through inclusion and exclusion of stakeholders. **British Journal of Management**, 2, 219-237, 2009, co-author Inger Stensaker.

Leakage of shareholder value in post-merger processes. **Long Range Planning**, 2, 197-224, 2008.

Incompatible strategies in international mergers: The failed merger between Telia and Telenor. **Journal of International Business Studies**, 2008, 39, 508-525, co-author Ellen Altenborg.

The disintegrating effects of equality: The failed merger between Telia and Telenor. **British Journal of Management**, 18, 257-271, 2007, co-author Ellen Altenborg.

Living with the paradoxes of corporate strategy-a complexity perspective. **Journal of Organizational Change Management**, 19(4), 437-446, co-author Tore Hundsnes.

Destructive dynamics of middle management intervention in postmerger processes. **Journal of Applied Behaviour Science**, 42(4), p. 397-419, 2006.

Developing capacity for change. **Journal of Change Management**, 6(2), 217-231, 2006, co-author Inger Stensaker.

When change becomes excessive. **Research in Organizational Change and Development**, 15, 2005, co-authors Joyce Falkenberg, Inger Stensaker og Anne Cathrin Haueng.

Excessive change: Coping mechanisms and consequences. **Organizational Dynamics**, 31(3), 296-312, 2002. Co-authors Inger Stensaker, Joyce Falkenberg og Anne Cathrin Haueng.

A Case in Case Study Methodology. **Field Methods**, 13(4), 329-352.

Allocation Processes in Mergers and Acquisitions: An Organisational Justice Perspective. **British Journal of Management**, 12(1), 47-66, 2001.

Motives for acquisitions in the Norwegian financial industry. **CEMS Business Review**. 2(1), 37-49, 1997

### CONFERENCE PROCEEDINGS

Managing multiple change processes: Challenges and intervention techniques, **Academy of Management Proceedings**, Philadelphia, 2007. Co-author Inger Stensaker.

**Winner of Best Paper ODC Special Call for Change Implementation Research.**

Excessive change: Unintended Consequences of Strategic Change, *Academy of Management Proceedings* Washington D.C., 2001. Co-authors Inger Stensaker, Joyce Falkenberg og Anne Cathrin Haueng.

***Winner of ODC Best-practice paper.***

#### **CONFERENCE PAPERS**

Momentum for change and stakeholder dynamics in the public sector. Paper accepted for the Academy of Management Conference in 2020.

Learning to change? How change experience influences individual reactions. Presented at British Academy of Management, Warwick, UK, 2007.

Gaining and sustaining demand for public reforms. Presented at Academy of Management Conference, Hawaii, USA, 2005.

Developing capacity for change action. Presented at Academy of Management Conference, Hawaii, USA, 2005, co-author Inger Stensaker.

The politics of middle management intervention: Integrating four organizations. Presented at Strategic Management Conference, Puerto Rico, USA, 2005. Co-author Tore Hundsnes, 2004.

When equality becomes fatal: A study of a merger failure. Academy of Management Conference, New Orleans, USA, 2004, co-author Ellen Altenborg.

Shifting dynamics in multiple mergers. Presented at Academy of Management Conference, New Orleans, USA, 2004, co-author Inger Stenaker.

The Failure between Telia og Telenor: Problems of Merging Equal Parties in the Same Industry. Presented at Nordisk Företagsekonomisk Ämnekonferens i Uppsala August 2001. Co-author Ellen Altenborg, Telenor.

Excessive change: Unintended Consequences of Strategic Change. Presented at FIBE 2001 and at Academy of Management, Washington D.C. Co-authors Inger Stensaker, Joyce Falkenberg og Anne Cathrin Haueng (*also listed under conference proceedings*).

The restructuring game: Choosing the right entry strategy in the Nordic financial market. Paper presented at British Academy of Management Annual Conference, Manchester, 1999, co-author Lasse B. Lien.

Allocation processes in Mergers and Acquisitions: An Organisational Justice Perspective. Paper presented at The Academy of Management Conference in Chigago 1999.

Allocation Processes in Mergers and Acquisitions. Paper presented at the British Academy of Management Annual Conference, Nottingham, 1998.

The Process of Organisational Integration in Mergers and Acquisitions. Paper presented at the Doctoral Paper Track, British Academy of Management Annual Conference, Sheffield, 1995.

The Politics of Decision Making in a Merger :A Resource Dependence Perspective Paper presented at the seminar: "Rethinking the Boundaries of Strategy" Bergen, June 14-16, 1993.

#### **PAPERS PUBLISHED IN NORWEGIAN**

Når gevinstene sitter i hodene: Utfordringer ved kompetanseutnyttelse i fusjoner og oppkjøp (When the gains reside in brains: Challenges in transferring competence in M&As). Forthcoming in **Praktisk Økonomi og Finans**.

Når identiteter utfordres: Fusjonen mellom SAS og Braathens (The merger of SAS and Braathens). **Impuls, tidsskrift for psykologi**, 61(1), 105-113, 2007, co-author Jan Tore Nygård.

Når endringer tar overhånd (Excessive change). **BETA**, 16(2), 13-25, 2002, co-authors Joyce Falkenberg, Inger Stensaker og Anne Cathrin Haueng.

Oppkjøp og fusjoner: Hva går galt ? (Mergers and Acquisitions: What goes wrong ?) **Regnskap og revisjon**, 6, 26-31, 2000.

Strukturendringer i finansmarkedene: Konsolidering, ekspansjon og desintegrasjon. (Structural Changes in the Financial Markets: Consolidation, Expansion and Disintegration) **Sosialøkonomen**, 7, 31-36, 2000.

Oppkjøp, direkte investeringer og allianser. (Acquisitions, Direct Investments and Alliances) **Praktisk Økonomi og Ledelse**, 2, 82-88, 2000. Co-authored with Lasse B. Lien.

Restrukturering av finansnæringen: Drivkrefter og motiver. (Restructuring the Financial Industry: Driving Forces and Motives). **Praktisk Økonomi og Finans**, 1: 20-26, 1999.

Utfordringer i styringen av diversifiserte konserner.(Challenges in Managing Diversified Corporations) **Praktisk Økonomi og Ledelse**, 3; 60-69, 1998. Co-authored with Lasse B. Lien.

Implementering av fusjoner og oppkjøp. (Implementing Mergers and Acquisitions) **Praktisk Økonomi og Ledelse**, 2: 27-34, 1997.

## BOOKS

**Ikke for å konkurrere. Strategi for fellesskapets tjenere.** Not for the sake of competition. Strategy for public servants. Fagbokforlaget, 2019; Co-authored with Victor Norman.

**Endringskapasitet.** Change capacity. Fagbokforlaget, 2011. Co-authored with Inger Stensaker.

**Fusjoner og oppkjøp.** Mergers and Acquisitions. CappelenDamm, Oslo, 2007. Co-editor Knut Boye.

**Fusjoner og oppkjøp.** Mergers and Acquisitions. Cappelen Akademisk forlag, Oslo, 1998. Co-editor Knut Boye.

## BOOK CHAPTERS

A place in space. Unlocking virtual clusters in the gaming industry. in Benito, G.R.G and Lunnan, R. (eds) **Voyages of a scholar. Navigating companies channels and clusters.** Fagbokforlaget, Bergen. Co-authored with Ellen. E. Altenborg, 2019.

Reflecting on experience from "Having been there". Lines, Stensaker og Langley (eds) "**New perspectives on organizational change and learning**", Fagbokforlaget, s. 426-444, 2006.

The road to unsuccessful mergers and acquisitions: Ignoring implicit costs, in Lines, Stensaker og Langley (eds) "**New perspectives on organizational change and learning**", Fagbokforlaget, s. 1-22, 2006, co-author Lasse B. Lien.

Deregulering av kredittmarkedet: Hva skjedde i finansinstitusjonene? (Deregulation of the Credit Markets: What Happened in the Financial Institutions ?) in Borgeraas, E. og Lunde, T. (Eds.): **Forbruker, marked og stat. Levevilkår og kreditt i 80-årene.** Statens institutt for forbrukerforskning, Lysaker, 1991.

Lokalisering av hovedkontor i den nye økonomien (Localisation of Head Offices in the New Economy), *SNFs yearly book 2000*, Foundation for Research in Economics and Business Administration, Bergen.

Kulturelle utfordringer ved fusjonsprosesser i *Bedriftskultur og fusjoner – krig, apati eller kreativitet* (Cultural Challenges in Merging), Det Kongelige Videnskabers Selskap, 1999.

## REPORTS

Hvordan organisasjoner utvikler endringskapasitet (How organisations develop change capacity). NHH-rapport, Bergen 2006. Co-author Inger Stensaker.

Restrukturering av finansnæringen: Ekspansjon, oppsplitting og konsolidering. (Restructuring the Financial Industry: Expansion, Disintegration and Consolidation). SNF-report no. 17, 99, Foundation for Research in Economics and Business Administration Co-authored with Lasse B. Lien.

Telenors oppkjøp av IT-selskaper: Kilder til konkurransefordeler og -ulemper. (Telenor's acquisitions of IT-companies: Sources of Competitive Advantages and Disadvantages). SNF-report no. 41, 98, Foundation for Research in Economics and Business Administration. Co-authored with Lasse B. Lien.

Størrelsens betydning for norske bankers internasjonale konkurransekraft. (Does Size Matter for the International Competitive Advantage of Norwegian Banks) SNF-report no. 38, Foundation for Research in Economics and Business Administration, Stiftelsen for samfunns- og næringslivsforskning, Bergen 1997. Co-authored with Lasse Lien.

Bedriftsoppkjøp: verdiskapning og verdiødeleggelse. (Acquisitions: Value Creation and Destruction). SNF-report no. 16, Foundation for Research in Economics and Business Administration, Bergen 1996. Co-authored with Lasse Lien.

Utvikling av finansielle konserner i et norsk og skandinavisk perspektiv. (Development of Financial Conglomerates in a Norwegian and Scandinavian Perspective). SNF-report no. 44, Foundation for Research in Economics and Business Administration, Bergen 1996.

Promoting Norway as an Industrial Investment Target. SNF-Report, No. 95, Foundation for Research in Economics and Business Administration, Bergen, 1993. Co-authored with Torger Reve.

Den norske Bank-fusjonen. (The DnB-merger) SNF-report no. 43, Foundation for Research in Economics and Business Administration, Bergen, 1993.

Bankkrisen i Norge (The Norwegian Banking Crisis). SNF-report no. 29, Foundation for Research in Economics and Business Administration, Bergen 1992. Co-authored with Thore Johnsen, Torger Reve, Erling Steigum, Frode Sættem, and Ernst Høyland.

Utenlandske banker i Norge. En case studie av Citibank. (Foreign Banks in Norway. A Case Study of Citi Bank). SNF-report no. 17, Foundation for Research in Economics and Business Administration, Bergen, 1991.

Leveringskvalitet på elektrisk kraft. (Quality in the Delivery of Electric Power), SNF-report no. 30, Foundation for Research in Economics and Business Administration, Bergen 1989, Co-authored with Svein A. Haugland, Linda Rud, and Balbir Singh.

## WORKING PAPERS

Den norske Bank-fusjonen sett i et ressursavhengighetsperspektiv.(The DnB-merger in a Resource Dependency Perspective) SNF-working paper no. 66, Foundation for Research in Economics and Business, Bergen 1993.

Balanse- og resultatutvikling i norske banker. (Financial Evaluation of Norwegian Banks) SAF-working paper no. 8, Foundation for Research in Economics and Business Administration, Bergen, 1990.