A new Digital Innovation Model for Higher Education after the Covid-19 Pandemic

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The change at a high level

Digital innovation at the *fringes* of the HE business

2020

Digital innovation at the *core* of the HE business
# Implications for the culture and values

<table>
<thead>
<tr>
<th>Rule</th>
<th>Traditional HE approach</th>
<th>New model</th>
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<tbody>
<tr>
<td>1. Strong leadership and clear direction from the top</td>
<td>Large number of initiatives and evenly spread resources</td>
<td>Focused approach to secure <strong>business continuity</strong></td>
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<td>2. Integrate innovation with the basic business mentality</td>
<td>Innovation operating on the fringes but less so on the core business</td>
<td>Innovation addressing needs of the <strong>core business</strong>: teaching/research</td>
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<td>3. Align the amount and type of innovation with the business</td>
<td>Innovation targeted for experimental improvements</td>
<td>Innovation targeted to <strong>secure/grow</strong> the volume of main business</td>
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<td>4. Manage the tension between creativity and value capture</td>
<td>Creativity, diversity, and collegiality high in value</td>
<td>Ability to improve/maintain education/research high in <strong>value</strong></td>
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<td>5. Neutralise organisational antibodies</td>
<td>Slow progress is okay, there is no of sense of urgency</td>
<td><strong>Pressure from core business</strong> ensures traction</td>
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<td>6. Recognise the need for network of people and knowledge</td>
<td>Innovation through initiatives driven by single individuals/units</td>
<td><strong>Sense of urgency</strong> increases networking and partnering</td>
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<td>7. Create right metrics and rewards for innovation</td>
<td>Typical metrics: number of initiatives, patents, and papers</td>
<td><strong>Core business metrics</strong> become the measure of innovation</td>
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The change in the innovation process

Preliminary assessment
Definition
Concept development
System design
Detail design
Commercialisation

Monitoring

Understanding or sensing the business need
Creation of the sense of emergency
Conceptual design
Evaluation of alternative concepts
High-level design
Detailed design
Evaluation of design alternatives
Selection of final design
Defining the solution and innovation
Selling, accepting, and adopting the solution
Commercialisation

Monitoring and management of iterations
Thank you