

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



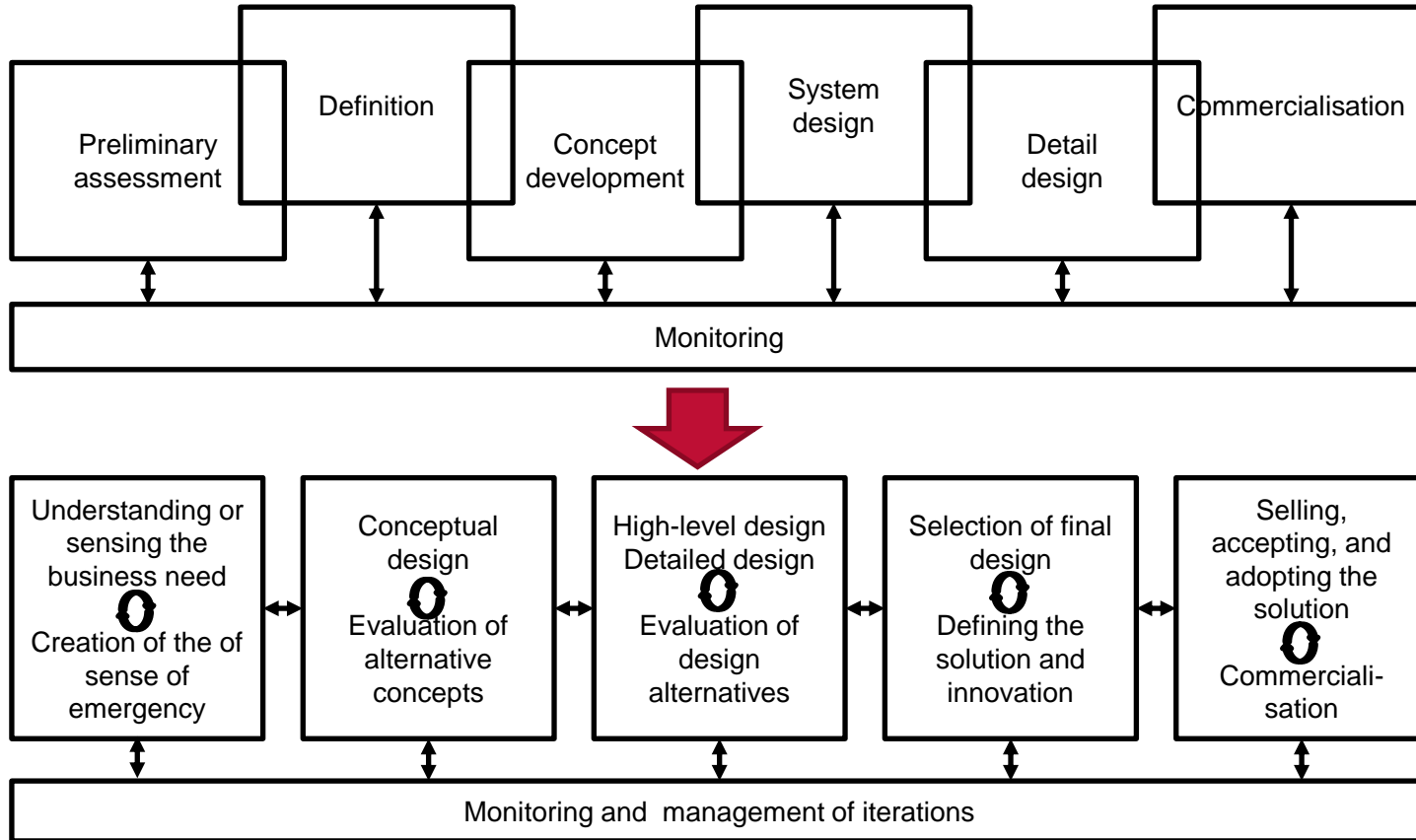
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Digital innovation at the **core** of
the HE business

Implications for the culture and values

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

The change in the innovation process



Thank you

