



Innovation Strategy and Management

Day 1

Liliana-Maria GHINEA, Lecturer, PhD

Let's Get to Know Each Other

- Scan the QR code and join the activity

<https://www.menti.com/alx7dxd9795i>



Let's Get to Know Each Other

"Biggest innovation success or failure you've seen"

Think of:

- ✓ a product launch
- ✓ digital transformation
- ✓ startup success
- ✓ failed business idea
- ✓ public innovation project



<https://www.menti.com/al9ohkk6fj1a>

Day 1 - Agenda

What is Innovation?

- ❖ Incremental vs disruptive (small improvements vs major changes that transform markets)
- ❖ Product vs process vs business model (what you sell vs how you produce vs how you make money)

Innovation Strategy

- ❖ Aligning innovation with business goals (ensuring new ideas support objectives like profit or growth)
- ❖ Market-driven vs technology-driven innovation (based on customer needs vs based on new technologies)
- ❖ Competitive advantage (what makes a company perform better than competitors)

Business Perspective on Innovation

- ❖ ROI (Return on Investment – profit gained compared to money invested)
- ❖ Risk vs reward (uncertainty versus potential benefit)
- ❖ Innovation portfolios (a mix of projects with different risk and impact levels)

Idea Generation Methods

- ❖ Brainstorming (free idea generation without criticism)
- ❖ SCAMPER (Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, Reverse)
- ❖ Design Thinking (user-centered approach)

Workshop – team work

Round-table discussion



Is innovation always technological?
Can small companies innovate better than large ones?

Project co-funded by the European Union.

The responsibility for the content of this material is that of the author(s). The content of this material does not necessarily represent the official position of the European Union

Table of contents

Chapter 1. Foundations of innovation and strategy

- 1.1 Introduction
- 1.2 Invention vs. innovation
- 1.3 Examples of innovation
- 1.4 Types of innovation
- 1.5 Innovation strategy
- 1.6 Business perspective on innovation

Chapter 2. Innovation ideas generation methods

- 2.1 Brainstorming
- 2.2 SCAMPER method
- 2.3 Design Thinking

What does innovation actually mean?

Is innovation only about new technology?

or

Does it go beyond to invention, creativity and trends?

Innovation is not only:

- ❖ new products
- ❖ advanced technology
- ❖ artificial intelligence
- ❖ startups



Innovation also means:

- ❖ solving problems differently
- ❖ creating value
- ❖ improving systems, services or processes

Formal definitions of innovation

- **Definition 1:** Innovation is the implementation of a new or significantly improved product (good or service), process, marketing method or organizational method in business practices, workplace organization or external relations (OECD, 2018).
- **Definition 2:** Innovation represents new combinations of production factors that create economic development (Schumpeter, 1934).
- **Definition 3:** Innovation is the specific instrument of entrepreneurship and the act that endows resources with a new capacity to create wealth (Drucker, 1985).
- **Definition 4:** Innovation is the process of turning ideas into value through the coordination of technical, organizational, and commercial activities (Tidd & Bessant, 2021).
- **Definition 5:** Innovation is the successful exploitation of new ideas (Harvard Business School)
- **Definition 6:** Innovation is a solution that meaningfully improves user experience and solves real human needs (Brown, 2009).

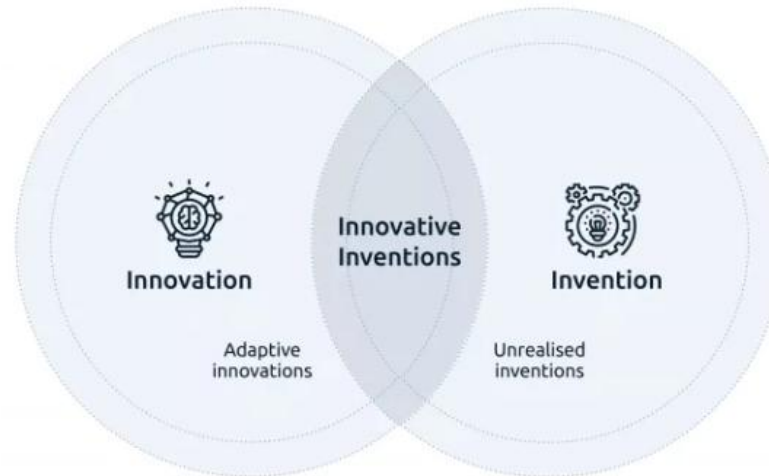
Invention vs. innovation

Invention

- Creation of a new idea, concept, method, or technology
- Focus on novelty and originality
- Answers the question: “What is new?”
- Does not necessarily imply usefulness or market impact
- Often arises in research and development (R&D)

Examples

- ✓ Early computing machines: major breakthroughs, limited early use
- ✓ Many technologies exist first as inventions before practical application



Innovation

- Application and implementation of an invention or idea
- Focus on value creation and impact
- Answers the question: “How does this create value?”

Value can be:

- ☐ Economic (profit, productivity)
- ☐ Social (improved well-being)
- ☐ Organizational (efficiency)

Technological (performance improvement)

Examples

- ✓ Smartphone: integration of multiple existing technologies into one ecosystem
- ✓ Tesla: transformation of electric vehicle concept into scalable market product
- ✓ Amazon Web Services (AWS): commercialization of cloud computing into global infrastructure

Types of innovation

OECD innovation framework

- ❖ Product Innovation – Introduction of a new or significantly improved good or service that adds value for users or customers.
- ❖ Process Innovation – Implementation of new or improved methods for producing or delivering products and services more efficiently.
- ❖ Organizational Innovation – Changes in organizational structure, management practices, or workplace organization to improve performance.
- ❖ Marketing Innovation – Development of new marketing strategies, including changes in design, packaging, promotion, or pricing.
- ❖ Business Model Innovation – Redesigning how a company creates, delivers, and captures value in its market.

Innovation based on its degree of change

- ❖ Incremental Innovation – Small, continuous improvements made to existing products, processes, or services.
- ❖ Radical Innovation – Introduction of fundamentally new solutions that significantly change existing markets or create new ones.
- ❖ Disruptive Innovation – Innovations that initially target overlooked segments but eventually transform or replace established markets.

Product vs process vs business model innovation

Product innovation	Process innovation	Business Model innovation
New or significantly improved goods/services	New or improved methods of production or delivery	Fundamental redesign of how value is created and captured
Focus on customer value and features	Focus on efficiency, cost reduction, quality	Focus on revenue logic and value architecture
Changes what is offered	Changes how it is made or delivered	Changes how the business operates and earns money
Usually visible to customers	Often internal (behind-the-scenes)	Strategic and system-level change
Requires R&D, design, and engineering	Requires operational and managerial improvements	Requires strategic and organizational redesign
Example: smartphone camera improvements	Example: automated manufacturing line	Example: subscription-based streaming (such as Netflix)
Improves product performance or usability	Improves speed, cost, reliability, productivity	Changes market positioning and industry structure

Incremental vs. disruptive innovation

Incremental innovation	Disruptive innovation
Small, continuous improvements to existing products or services	Introduces a completely new approach that changes or replaces existing markets
Focus on refinement, efficiency, and optimization	Focus on creating new markets or transforming existing ones
Low risk, predictable outcomes	Higher risk, uncertain outcomes
Builds on existing technologies and competencies	Often starts simple and becomes more advanced over time
Immediate impact within existing markets	Long-term impact that can reshape industries
Example: improving smartphone battery life	Example: streaming platforms replacing traditional TV
Improves existing products, processes, or services	Disrupts existing products, processes, or entire industries

Round-table discussion

Is innovation always technological?

Focus on:

- ❖ redefining innovation beyond technology
- ❖ processes
- ❖ services
- ❖ business models
- ❖ organizational change

Can small companies innovate better than large ones?

Focus on:

- ❖ size vs flexibility
- ❖ speed
- ❖ bureaucracy
- ❖ resources
- ❖ risk-taking capacity



Innovation strategy

Innovation strategy is a deliberate and structured approach that contributes to:

- Competitive advantage
- Organizational growth
- Sustainability
- Market adaptation
- Long-term value creation

Innovation is most effective when aligned with organizational objectives and embedded in strategic planning.

Innovation strategy connects:

- business goals
- innovation activities
- resource allocation
- governance and decision-making

Aligning innovation with business goals

Innovation creates value only when connected to strategic objectives.

Innovation initiatives should contribute to measurable outcomes such as:

- Revenue growth
- Profitability
- Market expansion
- Operational efficiency
- Customer satisfaction

Example: Logistics company
Strategic goals:

- ✓ **Reduce operational costs**
 - ☐ automation
 - ☐ route optimization
 - ☐ predictive maintenance
- ✓ **Expand internationally**
 - ☐ digital platforms
 - ☐ customer experience
 - ☐ scalable services

Market-driven vs technology-driven innovation

Dimensions	Market-driven innovation	Technology-driven innovation
Starting point	Customer needs, market gaps, user problems	New technologies, scientific or engineering breakthroughs
Core question	“What do customers want or need?”	“What can this technology enable?”
Primary driver	Demand (pull factor)	Technology (push factor)
Level of uncertainty	Lower (validated demand)	Higher (uncertain adoption)
Type of innovation	Often incremental or improvement-based	Often radical or disruptive
Time to market	Usually shorter	Often longer (needs market creation)
Risk profile	Lower commercial risk	Higher technological and market risk
Typical outcome	Improved products/services	New markets or industries

Examples



<https://www.menti.com/al7pqa2qivv8>

Competitive advantage

Competitive advantage is the ability of an organization to outperform competitors consistently over time and is achieved through:

1. Cost leadership - compete by reducing costs

Examples: automation, robotics, process optimization

2. Differentiation - compete through uniqueness

Examples: design, functionality, customer experience, innovation ecosystems

3. Focus strategy - compete by serving niche segments

Examples: tailored solutions, specialized products, local or industry-specific services

Business perspective on innovation

Return on investment (ROI) measures the financial return generated by an investment relative to its cost. The basic formula is:

$$\text{ROI} = \frac{(\text{Gain} - \text{Investment})}{\text{Investment}} \times 100$$

Example: if an organization invests €100,000 in developing a digital platform and generates €150,000 in direct financial returns within a defined period, the ROI is 50%. However, additional indirect benefits such as increased customer retention may further enhance the long-term value of the investment.

Risk vs reward in innovation

	Low Reward	High Reward
Low Risk	Safe improvements (quick wins)	Attractive opportunities (strategic)
High Risk	Poor investments (avoid)	Strategic bets (high risk – high reward)

Low risk – low reward quadrant

Characteristics:

- Incremental or operational improvements
- Predictable outcomes with minimal uncertainty
- Short implementation time
- Limited strategic impact
- Focus on efficiency, cost reduction, or process optimization
- Low resource requirement

Typical examples:

- Minor software updates
- Process streamlining in production
- Cost-saving measures in logistics

Strategic role

These initiatives maintain operational stability and support continuous improvement but do not significantly change competitive positioning.

Low risk – high reward quadrant

Characteristics:

- Strong market validation or proven demand
- Moderate to high potential value creation
- Relatively predictable implementation
- Scalable solutions
- Often based on existing technologies or known markets
- Attractive investment opportunities

Typical examples:

- Expanding a successful product into new geographic markets
- Digital transformation of existing services (e.g., moving from physical to online delivery)
- Adding high-demand features to established platforms

Strategic role

This is the optimal investment zone, where organizations aim to maximize return with controlled uncertainty.

High risk – low reward quadrant

Characteristics:

- High uncertainty with limited strategic value
- Weak or unclear market demand
- Technological or operational challenges without proportional benefit
- Poor scalability or unclear business model
- High probability of resource loss

Typical examples:

- Developing niche products with very limited market size
- Over-engineered solutions without customer need
- Experimental technologies without application potential

Strategic role

These projects are generally not prioritized, unless used for learning purposes or exploratory research.

High risk – high reward quadrant

Characteristics:

- High uncertainty in technology, market, or regulation
- Potential for disruptive or transformative impact
- Long development cycles
- Requires experimentation, prototyping, and iterative learning
- May create entirely new markets or industries
- Failure is possible but strategically acceptable

Typical examples:

- Autonomous vehicles
- Artificial general intelligence systems
- Quantum computing applications
- Blockchain-based financial ecosystems
- Space commercialization technologies

Strategic role

These initiatives are long-term strategic investments. Organizations typically manage them through R&D units, innovation labs, or partnerships with startups and universities.

Example

Let's consider the following example: a logistics company is considering investing in a drone-based delivery system that can autonomously transport small packages in urban areas.

Potential Reward - if successful, the innovation could:

- ✓ dramatically reduce last-mile delivery costs;
- ✓ enable ultra-fast delivery (under 30 minutes);
- ✓ differentiate the company from competitors;
- ✓ create a new premium delivery service;
- ✓ position the company as a technology leader in logistics.

Risks - the project also involves significant uncertainty:

- ✗ Technological risk: drones may not operate reliably in dense urban environments (weather, obstacles, battery limits);
- ✗ Regulatory risk: aviation laws may restrict autonomous flights in cities;
- ✗ Market risk: customers may not fully trust or accept drone deliveries;
- ✗ Operational risk: integration with existing logistics systems may be complex and costly.

Result

Risk–Reward interpretation

- ❖ Reward level: very high (potential market disruption)
- ❖ Risk level: very high (technical + regulatory + adoption uncertainty)

Conclusion - this places the innovation in the “high risk – high reward” quadrant, meaning it is a strategic bet, not a safe investment.

Innovation portfolios

Portfolio structure:

- 1. Incremental innovation (70%).** This part consists of projects with low-risk, continuous improvements to existing operations. The goals include: efficiency, cost reduction, operational stability
- 2. Adjacent Innovation (20%).** This part consists of projects that expand the company into related areas or improve existing capabilities in new directions. The goals include: growth, market expansion
- 3. Transformational Innovation (10%).** This part consists of high-risk, high-impact projects that may redefine the business model. The goals include: future survival, radical growth

Portfolio Logic. Instead of betting on a single innovation, the company spreads the risks:

- 70% ensures stability and predictable returns
- 20% ensures growth and adaptation
- 10% ensures long-term disruption readiness

Idea generation methods

- **Brainstorming** (free idea generation without criticism)
- **SCAMPER**
 - **S**ubstitute
 - **C**ombine
 - **A**dapt
 - **M**odify
 - **P**ut to another use
 - **E**liminate
 - **R**everse
- **Design Thinking** (user-centered approach)

Brainstorming

Effective brainstorming sessions follow several core principles:

- Deferred judgment: ideas are not evaluated during generation;
- Quantity over quality: the focus is on generating as many ideas as possible;
- Free association: participants are encouraged to build on each other's ideas;
- Encouragement of unusual ideas: even non-traditional suggestions are welcomed;
- Equal participation: all participants contribute regardless of hierarchy.

After the brainstorming phase, ideas are **grouped, refined** and **evaluated** based on **feasibility, cost** and **strategic alignment**.

Example - Brainstorming

A mid-sized SaaS (Software-as-a-Service) company provides a project management platform for SMEs (Small and Medium-sized Enterprises). Over the past six months, the company has observed a decline in customer retention, particularly among small business users who cancel their subscriptions after the first three months.

Initial analysis from the analytics team shows:

- users sign up successfully;
- engagement drops after initial onboarding;
- many users report “lack of value” or “too complex interface”;
- customer support tickets increase in the first 30 days.

The management team decides that before redesigning the product, they will organize a structured brainstorming session to generate possible solutions.

Brainstorming – step by step

Step 1. Preparation of the brainstorming session. The innovation manager organizes a 90-minute session with a cross-functional team that can consist of: product managers, UX (User Experience)/UI (User Interface) designers, software engineers, marketing specialists, customer support representatives, sales representative.

The diversity of participants is important because it ensures multiple perspectives on the problem.

Problem statement (clearly defined before session): “How might we improve early user engagement and increase customer retention within the first 90 days of product usage?”

Step 2. Rules of brainstorming (explained at the start). The facilitator introduces the rules:

1. No criticism or evaluation during idea generation.
2. Encourage wild and unconventional ideas.
3. Focus on quantity of ideas, not quality.
4. Build on other participants’ ideas.
5. Every participant must contribute.

A timer is set for **25 minutes of pure idea generation.**

Brainstorming – step by step

Step 3. Idea generation phase. During the session, participants rapidly generate ideas. Examples include:

- **Product-related ideas**

- introduce a “guided onboarding assistant” inside the platform
- simplify dashboard to show only 3 key features for new users
- create personalized templates based on industry type
- add AI-based recommendations for next actions

- **Engagement ideas**

- send automated “success milestones” emails after each completed task
- introduce gamification (badges for completed projects)
- weekly usage summary reports for managers

Customer support ideas

- proactive chat support during first 14 days
- live onboarding webinars twice per week
- 24/7 chatbot with contextual help inside the software

Business model ideas

- free “success coaching session” for new customers
- extend free trial based on engagement level
- offer onboarding discounts for high-risk customers

Unexpected and creative ideas

- assign a “virtual product mentor” avatar inside the platform
- allow users to compare their usage with similar companies
- create a “failure recovery mode” that detects disengaged users and simplifies interface automatically

Idea generation phase

Browse to join.groupmap.com and enter invite code

9E6-3C3-C75 



<https://join.groupmap.com/9E6-3C3-C75> 

What other ideas do you have?

- ☐ Product-related ideas
- ☐ Engagement ideas
- ☐ Customer support ideas
- ☐ Business model ideas
- ☐ Unexpected and creative ideas

Browse to join.groupmap.com and enter invite code

F12-1A4-AC6 



<https://join.groupmap.com/F12-1A4-AC6> 

Project co-funded by the European Union.

The responsibility for the content of this material is that of the author(s). The content of this material does not necessarily represent the official position of the European Union

Brainstorming – step by step

Step 4. Clustering and grouping ideas. After idea generation, the facilitator moves to the structuring phase, where the ideas are grouped into categories, such as:

- onboarding improvement
- product simplification
- customer engagement
- proactive support
- pricing and retention incentives

At this stage, discussion begins, but still without deep criticism.

Step 5. Evaluation phase (post-brainstorming only). After the brainstorming session, the team evaluates ideas based on:

- feasibility
- cost
- expected impact on retention
- implementation time

Top selected ideas include, for example:

- ✓ simplified onboarding experience
- ✓ AI-based guided assistant
- ✓ proactive support in first 14 days

Brainstorming – outcome

After the selected ideas were implemented over a period of 3 months, the results may include:

- ✚ onboarding completion rate increases
- ✚ user retention improves during the initial phase
- ✚ customer satisfaction improves
- ✚ support requests become more proactive rather than reactive

Key learning point. Brainstorming is not about immediate solutions, but about generating a large, diverse pool of ideas that can later be filtered and refined into viable innovations.

SCAMPER

The SCAMPER framework:

- ✕ **Substitute:** What elements can be replaced or exchanged?
- ✕ **Combine:** What can be merged with other ideas or systems?
- ✕ **Adapt:** What can be borrowed or adapted from other contexts?
- ✕ **Modify:** What can be enlarged, reduced, or altered?
- ✕ **Put to another use:** How else can this be used?
- ✕ **Eliminate:** What can be removed to simplify the system?
- ✕ **Reverse:** What can be rearranged or inverted?

Example - SCAMPER

A national supermarket chain is facing increasing competition from online grocery platforms. While in-store sales are still strong, customer feedback highlights several issues:

- ✗ long waiting times at checkout
- ✗ difficulty finding products in large stores
- ✗ lack of personalized shopping experience
- ✗ inefficient shopping trips (customers spend too much time in-store)

Management decides to use the SCAMPER method to rethink the in-store shopping experience without building a completely new business model.

The goal: “How can we improve the physical supermarket experience to make it faster, easier, and more engaging?”

SCAMPER method, step by step

S – Substitute (What can be replaced?)

- ❖ Substitute traditional cashiers with self-checkout systems and mobile scanning apps
- ❖ Substitute printed paper receipts with digital receipts sent to mobile phones
- ❖ Substitute static shelf labels with digital price tags updated in real time

The result may include:

- ✓ faster transactions
- ✓ reduced operational costs.

C – Combine (What can be combined?)

- ❖ Combine shopping with mobile app navigation inside the store
- ❖ Combine loyalty program with personalized discounts in real time
- ❖ Combine shopping list app with store map showing product locations

The result may include:

- ✓ more integrated shopping experience
- ✓ personalized shopping experience

SCAMPER method, step by step

A – Adapt (What can be adapted from other industries?)

- ❖ Adapt Amazon recommendation systems to suggest products inside the store app
- ❖ Adapt airport navigation systems to guide customers through store aisles
- ❖ Adapt fast-food drive-through efficiency principles for express shopping lanes

The result may include:

- ✓ increased efficiency
- ✓ better customer guidance

M – Modify (What can be changed in size or form?)

- ❖ Modify store layout to create smaller, thematic shopping zones (e.g., “healthy eating zone”)
 - ❖ Increase (magnify) visibility of promotions using interactive digital displays
- ❖ Reduce (minify) decision time by offering pre-curated shopping bundles (e.g., weekly meal kits)

The result may include:

- ✓ simplified decision-making
- ✓ improved navigation

SCAMPER method, step by step

P – Put to another use (How else can existing elements be used?)

- ❖ Use store data (purchase history) for personalized nutrition advice
- ❖ Use store app as a meal planner tool, not just a shopping tool
- ❖ Use physical stores as community engagement spaces (cooking workshops, product demos)

The result may include:

- ✓ the supermarket becomes a lifestyle platform, not just a retail space

E – Eliminate (What can be removed?)

- ❖ Eliminate long checkout queues through fully mobile checkout systems
- ❖ Eliminate unnecessary product search time with smart shelf labeling systems
- ❖ Eliminate redundant packaging information by shifting to QR-based product details

The result may include:

- ✓ faster and more streamlined shopping experience.

SCAMPER method, step by step

R – Reverse (What can be reversed?)

- ❖ Reverse shopping flow: customers scan items while shopping and leave without checkout lines
- ❖ Reverse product discovery: instead of searching products, store suggests shopping routes based on list
- ❖ Reverse promotion strategy: instead of in-store ads, promotions are pushed directly to customer app before shopping

The result may include:

- ✓ shift from passive shopping to guided and technology-enabled experience

SCAMPER - outcome

Outcome. After applying SCAMPER ideas, the supermarket develops:

- ❖ a mobile “smart shopping assistant” app
- ❖ self-checkout and scan-as-you-go system
- ❖ personalized in-store navigation
- ❖ AI-based product recommendations

The result may include:

- ✓ reduced waiting times
- ✓ higher customer satisfaction
- ✓ increased loyalty

Design Thinking

Stages of Design Thinking

- ✦ **Empathize** = understanding user experiences, behaviors, and pain points through observation and engagement.
- ✦ **Define** = synthesizing insights into a clear and actionable problem statement.
- ✦ **Ideate** = generating a wide range of possible solutions without immediate constraints.
- ✦ **Prototype** = creating simplified versions of solutions to explore feasibility.
- ✦ **Test** = collecting user feedback and refining solutions iteratively.

Example – Design Thinking

A private healthcare clinic offers outpatient consultations, laboratory services, and preventive medical programs. Although the clinic has highly qualified medical staff and modern equipment, patient satisfaction surveys reveal recurring complaints:

- ✕ long waiting times despite scheduled appointments;
- ✕ difficulty understanding appointment procedures;
- ✕ confusing digital booking platform;
- ✕ anxiety before consultations due to lack of information;
- ✕ fragmented communication between departments.

Management realizes that the issue is not only operational efficiency, but also patient experience. Instead of immediately investing in new software or infrastructure, the clinic decides to apply Design Thinking to redesign the patient journey.

The challenge: “How might we improve the patient experience from appointment booking to post-consultation follow-up?”

Design Thinking – step by step

Step 1. Empathize. The first phase focuses on understanding patients deeply. The innovation team collects data through: patient interviews, shadowing patients throughout their clinic visit, observing waiting room behavior, interviews with reception staff, doctors, and nurses, analysis of complaints and appointment abandonment rates

Patients report:

- ✗ “I don’t know what to expect before arriving.”
- ✗ “Even with an appointment, I wait too long.”
- ✗ “The app has too many steps.”
- ✗ “I don’t know where to go after my consultation.”

Staff report:

- ✗ repeated patient questions
- ✗ overloaded reception desk
- ✗ lack of coordination between departments

Core insights: the main issue is not only waiting time, but uncertainty and lack of clarity, which increase patient stress.

Design Thinking – step by step

Step 2. Define.

The team synthesizes insights into a focused problem statement: “Patients need a predictable and easy-to-understand healthcare journey so they feel informed, in control, and less stressed during their clinic visit.”

This reframing is important because it shifts focus away from simply “reducing waiting time” to improving the overall experience.

Design Thinking – step by step

Step 3. Ideate. A multidisciplinary ideation workshop is organized with: doctors, nurses, administrative staff, IT specialists, patient experience manager. The team generates ideas such as:

Digital solutions

- real-time appointment status tracker
- mobile check-in before arrival
- automated reminders with preparation instructions
- post-visit digital summary

Physical experience improvements

- digital wayfinding screens inside clinic
- waiting room progress indicators
- designated fast-track lanes for routine services

Communication improvements

- personalized visit timeline
- FAQ chatbot for appointment-related questions
- department coordination alerts

! At this stage, ideas are not evaluated !

Design Thinking – step by step

Step 4. Prototype. The team selects several ideas for low-cost prototyping.

Prototype A. A smart patient journey app that features:

- pre-visit checklist
- digital check-in
- estimated waiting time
- clinic map
- consultation follow-up instructions

! These are simple prototypes, not final systems !

Prototype B. A waiting room transparency system where a screen displays the following:

- current queue progression
- expected waiting times
- next procedural steps

Prototype C. An automated communication flow through which the patients receive:

- appointment confirmation
- visit preparation instructions
- arrival reminders
- follow-up care information

Design Thinking – step by step

Step 5. Test. The prototypes are tested with a small patient group over 2 weeks. The group of patients, as well as the staff offer feedback, and the results may include both positive and negative opinions.

Patients appreciate:

- ✓ knowing expected waiting time
- ✓ reduced uncertainty
- ✓ easier navigation

Problems identified:

- ✗ elderly patients prefer simpler interface
- ✗ too many notifications become annoying

Staff feedback:

- ✓ fewer repetitive questions at reception;
- ✓ smoother patient flow.

Therefore, based on testing, the clinic:

- simplifies app interface
- reduces notifications
- adds optional paper instructions for non-digital patients

Design Thinking – outcome

After implementation, the following results are noticed:

- + patient satisfaction scores improve significantly
- + appointment abandonment decreases
- + operational efficiency improves
- + reception workload decreases

Innovation succeeds when organizations design solutions
around human needs rather than assumptions.

Workshop No. 1

Innovation Challenge

- Teams form and create solutions to real problems
- Define target users and value proposition

-  Team 1 – purple 
-  Team 2 – orange 
-  Team 3 – yellow 
-  Team 4 – grey 

Task: Each team will have one problem to solve:

- Business problem (e.g., low customer engagement, inefficient processes, declining revenue, poor customer retention)
- Technology problem (e.g., automation, digitalization, system integration, AI adoption, process optimization)
- Social problem (e.g., environment, education, urban issues, inclusion, accessibility, public services)
- Future thinking problem (e.g., emerging technologies, AI disruption, future of work, smart cities, societal change, unknown or evolving challenges)

Miro platform

Link for the Miro platform:

https://miro.com/welcomeonboard/UldHWlhJWjI2VEVPWXNCaUNJT1lhM3dmK3N3RnBNQmUwU1d4ZEpMWFNINFRNS0t2ajFXdjdxdxamhKOGgwcEpseXZoWmFaRWN1b3EvK0N5cklEaGpjMmtNVmJteVZFRTYwRndQYzkxOGdicmlSSVlrZzhJaDdYd0FSY3RyaWtrd0dBS2NFMDfkcUNFSnM0d3FEN050ekl3PT0hdjE=?share_link_id=543072444413

Interreg



Co-funded by
the European Union



BSB Dialogue
Innovation
Platform

NEXT Black Sea Basin



The responsibility for the content of this material is that of the author(s). The content of this material does not necessarily represent the official position of the European Union.