

A photograph of a narrow, light-colored dirt path winding through a dense forest. The path is surrounded by lush green trees and bushes, creating a shaded, natural environment. The perspective leads the eye down the center of the path towards a bright opening in the background.

*How to navigate?  
– Different paths to innovation*

## *My bacground:*

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# Innovation – the art of renewal



Sjur Dagestad, ed. 2023

- Innovation is something that is new, useful and valuable.
- An innovation is a new solution, i.e. service, product or work process, which is so good that it is put into use.
- Remember that services account for a far greater proportion of GDP than goods and physical products.

(Morkemo, Blankenburg og Bar, 2023)

# Which path?

- There are different paths to innovation for different types of innovation.
- Not all routes have the same clear tools and milestones on the way to achieving value.



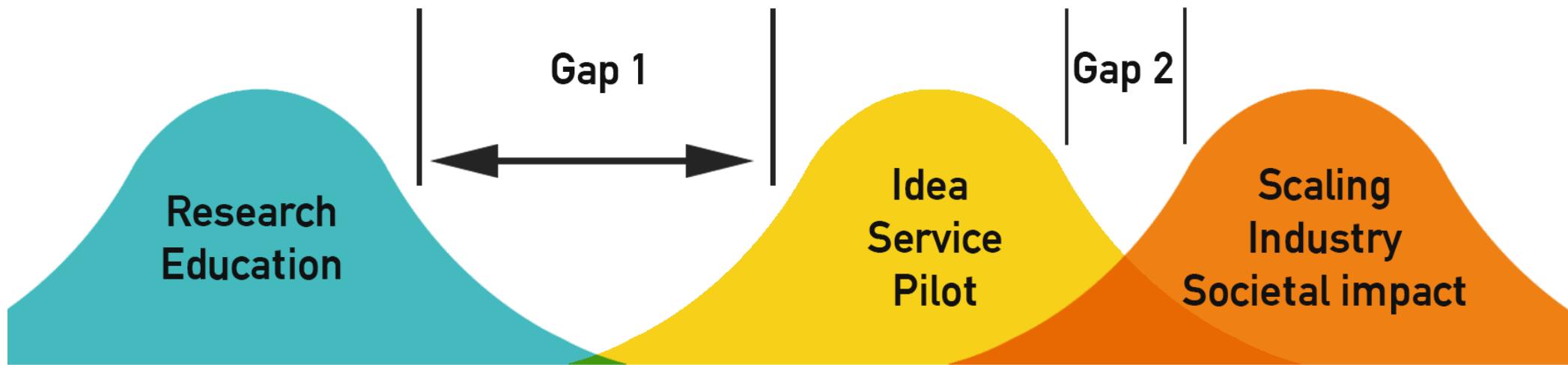
# 8 types of Innovation

- Product innovation....
- Service innovation. ...
- Process innovation. ...
- Technological innovation. ...
- Business model innovation. ...
- Marketing innovation. ...
- Architectural innovation. ...
- Social innovation...

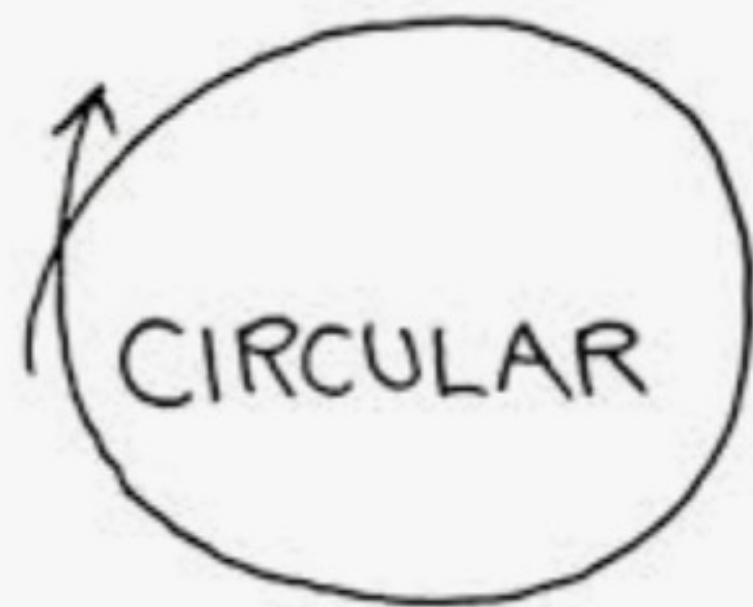
# ...What is the purpose of Innovation?

- Business / Industry
- Public sector

# Innovation – A linear model

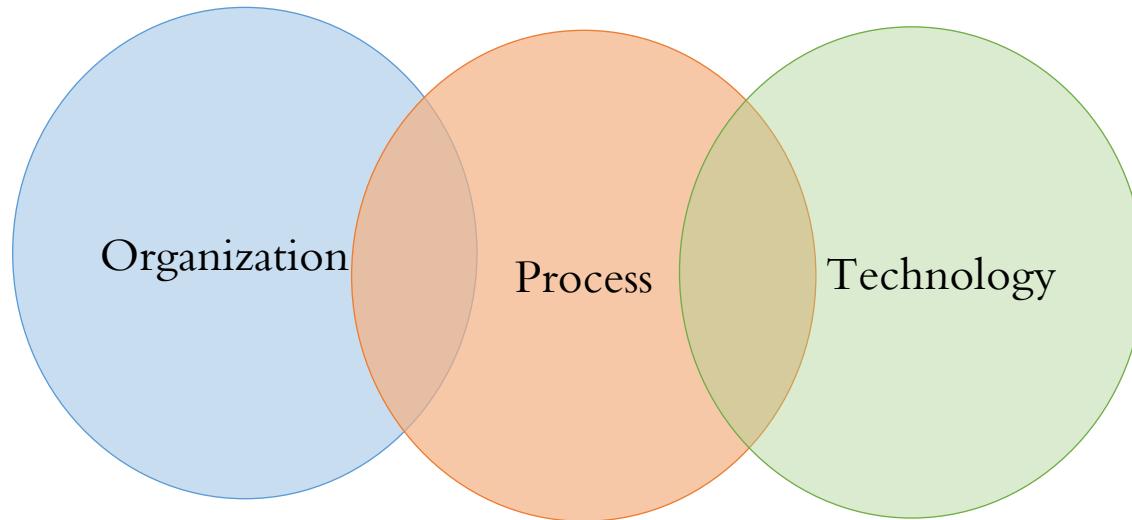


LINEAR →



# Technology / Digitalization & Innovation

Change is often achieved through the success of this interaction:



# Social Innovation



- Different aspect and points of view
- Circular approach

A photograph of a protest or rally. In the foreground, a woman with long brown hair tied back is seen from behind, wearing a green jacket. She is holding a light brown cardboard sign with bold, black, hand-painted capital letters that read "WE NEED A CHANGE". Her hands are visible at the top of the sign, and she has red-painted fingernails. The background is filled with a large, blurred crowd of people, suggesting a significant gathering. In the far distance, there's a building and some trees under a clear sky.

WE NEED  
A CHANGE

# Different perspectives

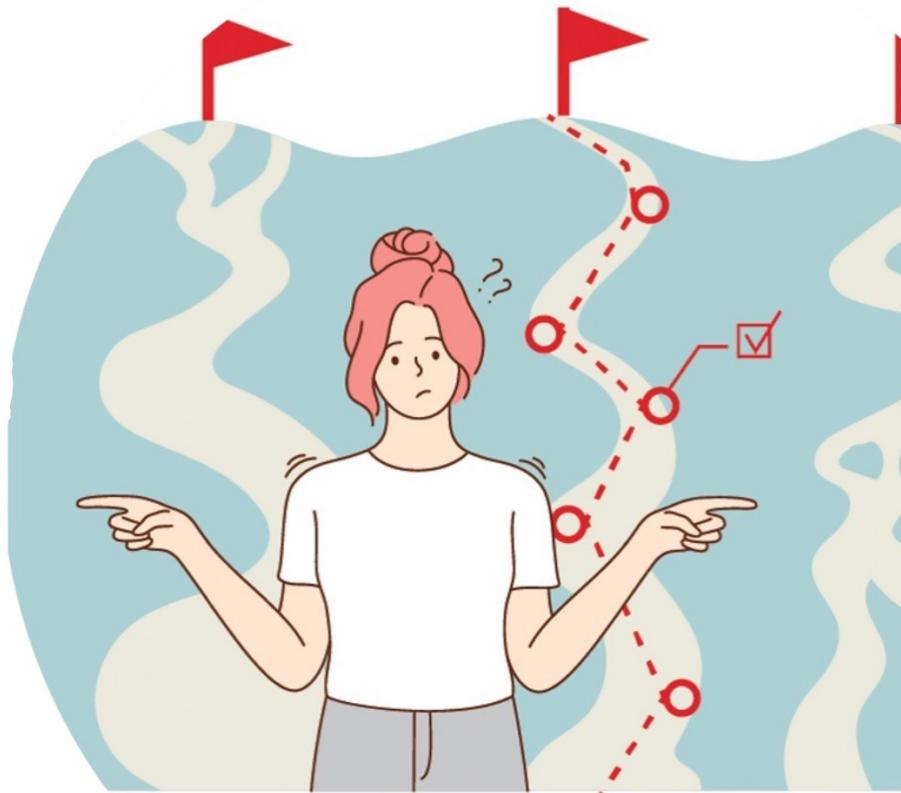


Five Koi  
© CIG HARVEY

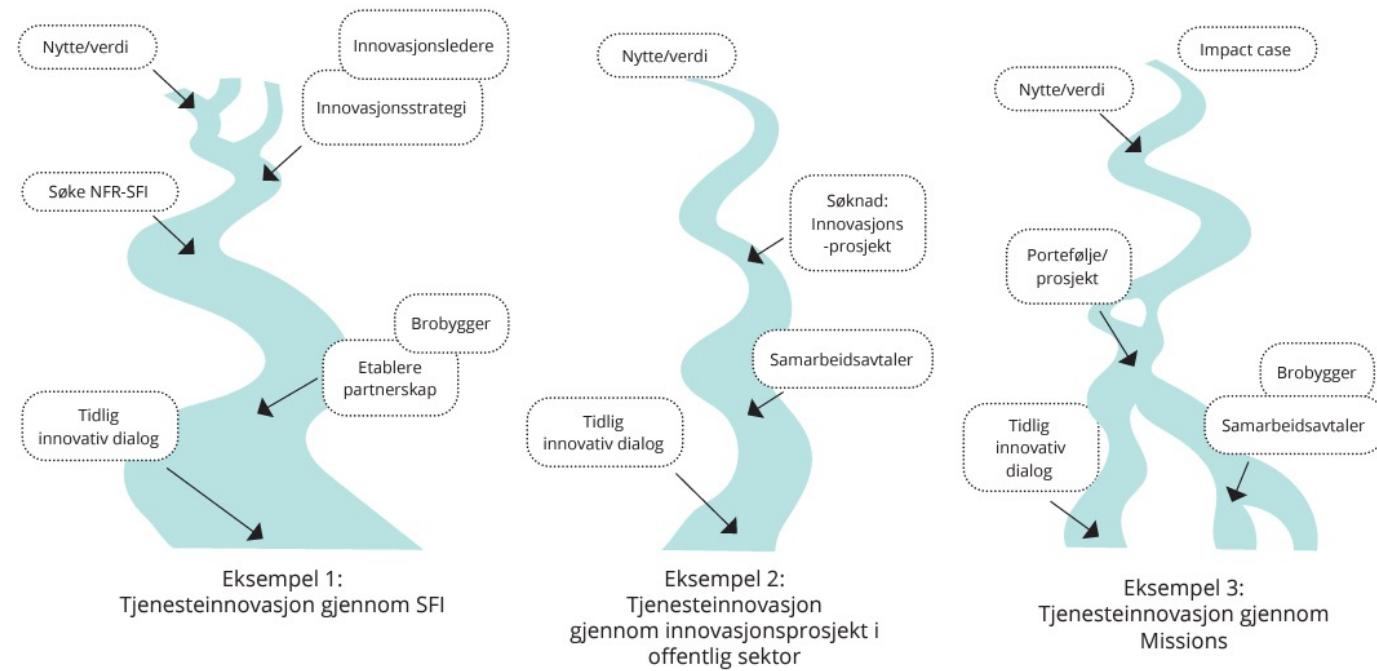
2023

TJENESTE-  
INNOVASJON  
**I HELSE OG VELFERD**

 NTNU | Norges teknisk-naturvitenskapelige universitet



## EXAMPLES



Figur 6: Eksempel på nye innovasjonsløyper ved NTNU, illustrert med egne løyper for tjenesteinnovasjon gjennom SFI, innovasjonsprosjekt i offentlig sektor og Missions.

Early innovative  
dialogue

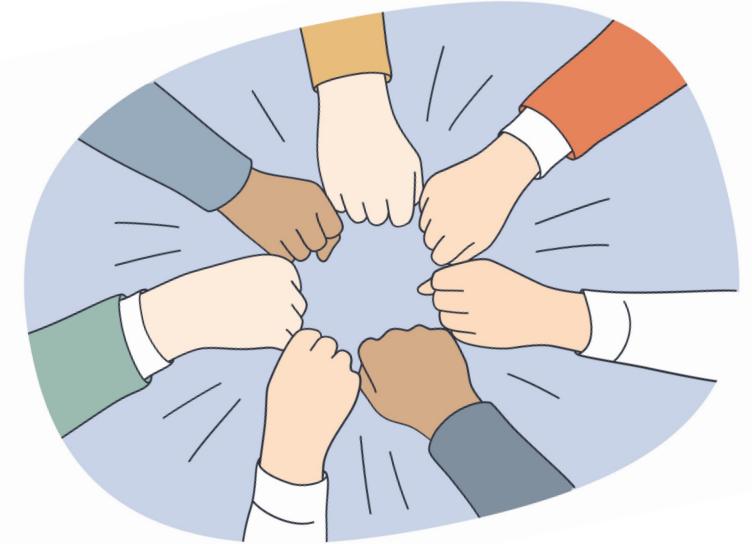


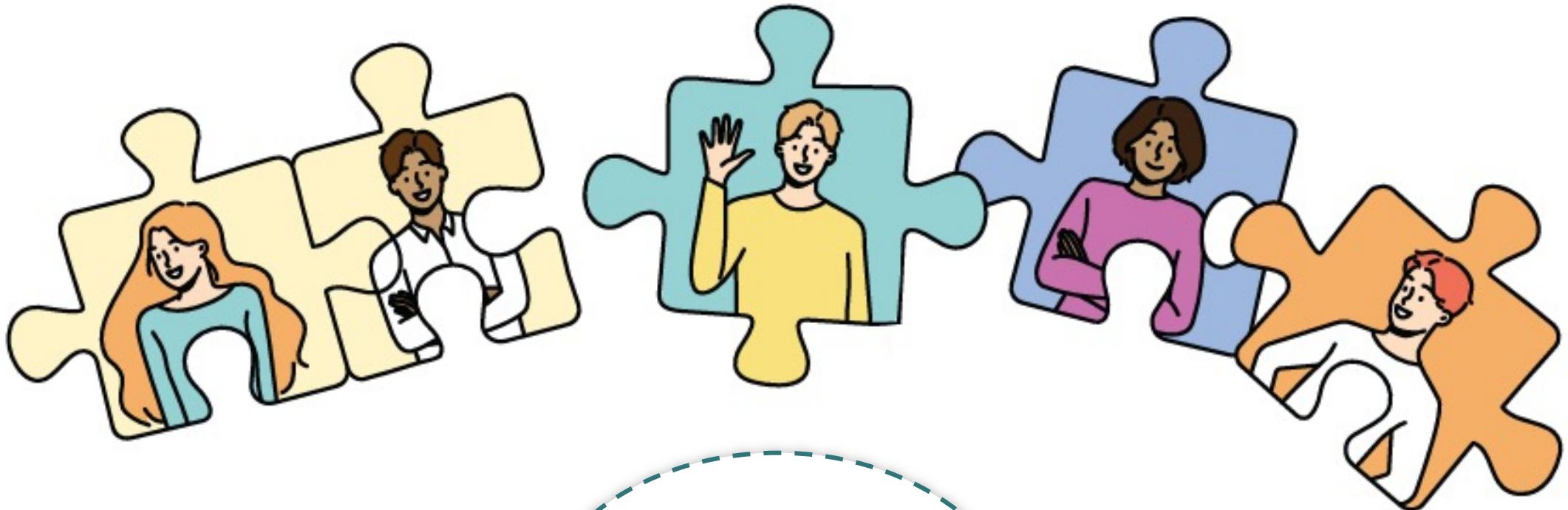
Saints Peter and Paul by Daniele Crespi (1598-1630).



A speaking partner? In organizations / public sector / Industry / Business

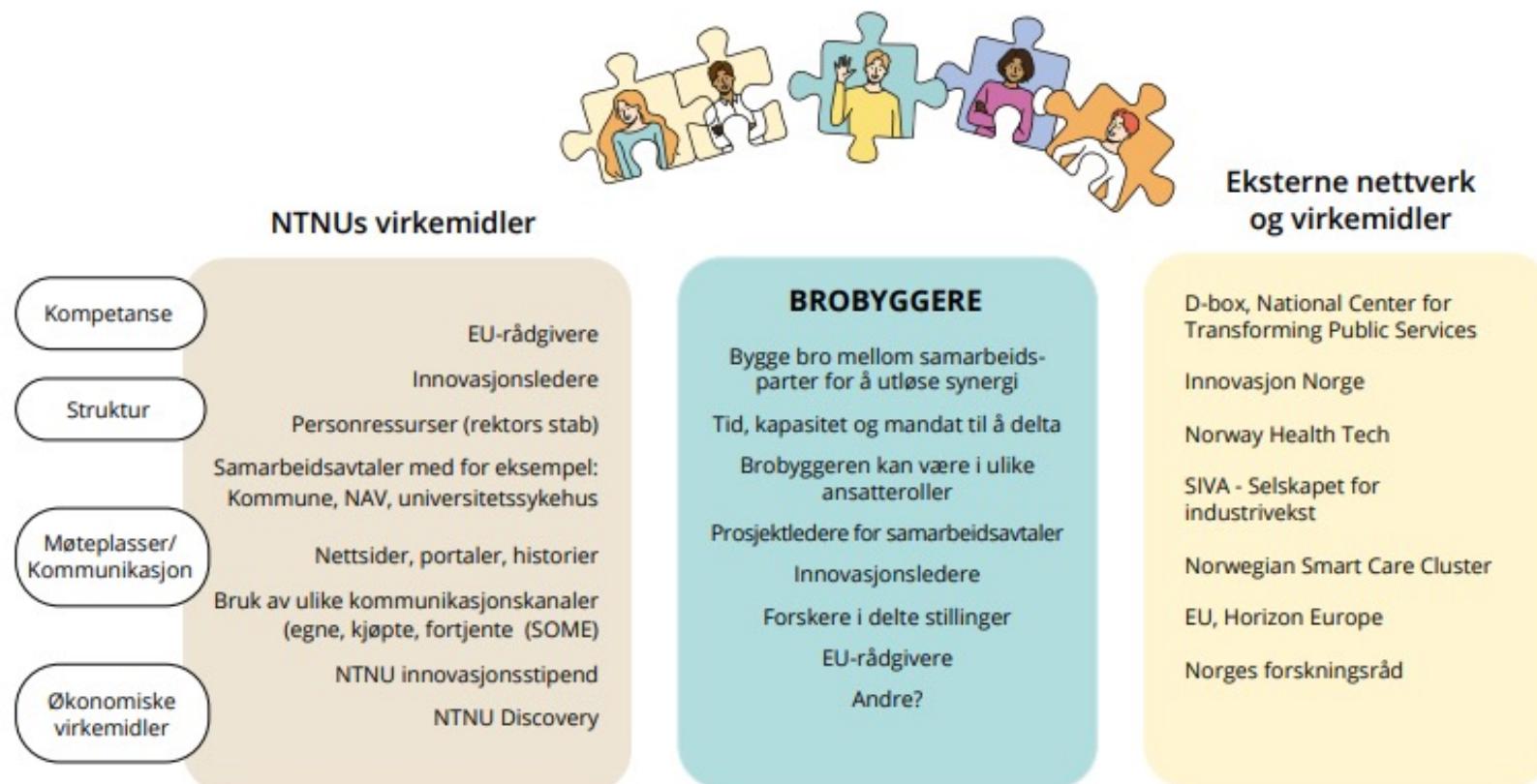
**NTNU STO**  
*(Service Transfer Office)*





*A Bridge Builder*

# The bridge-builder's role between the university's instruments and possible external instruments



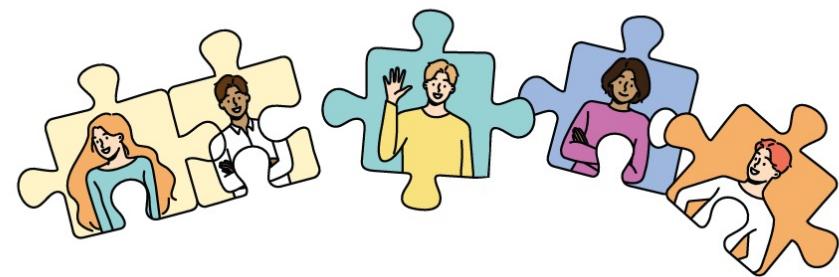
# What is the challenge – standing in the gap between different sectors?

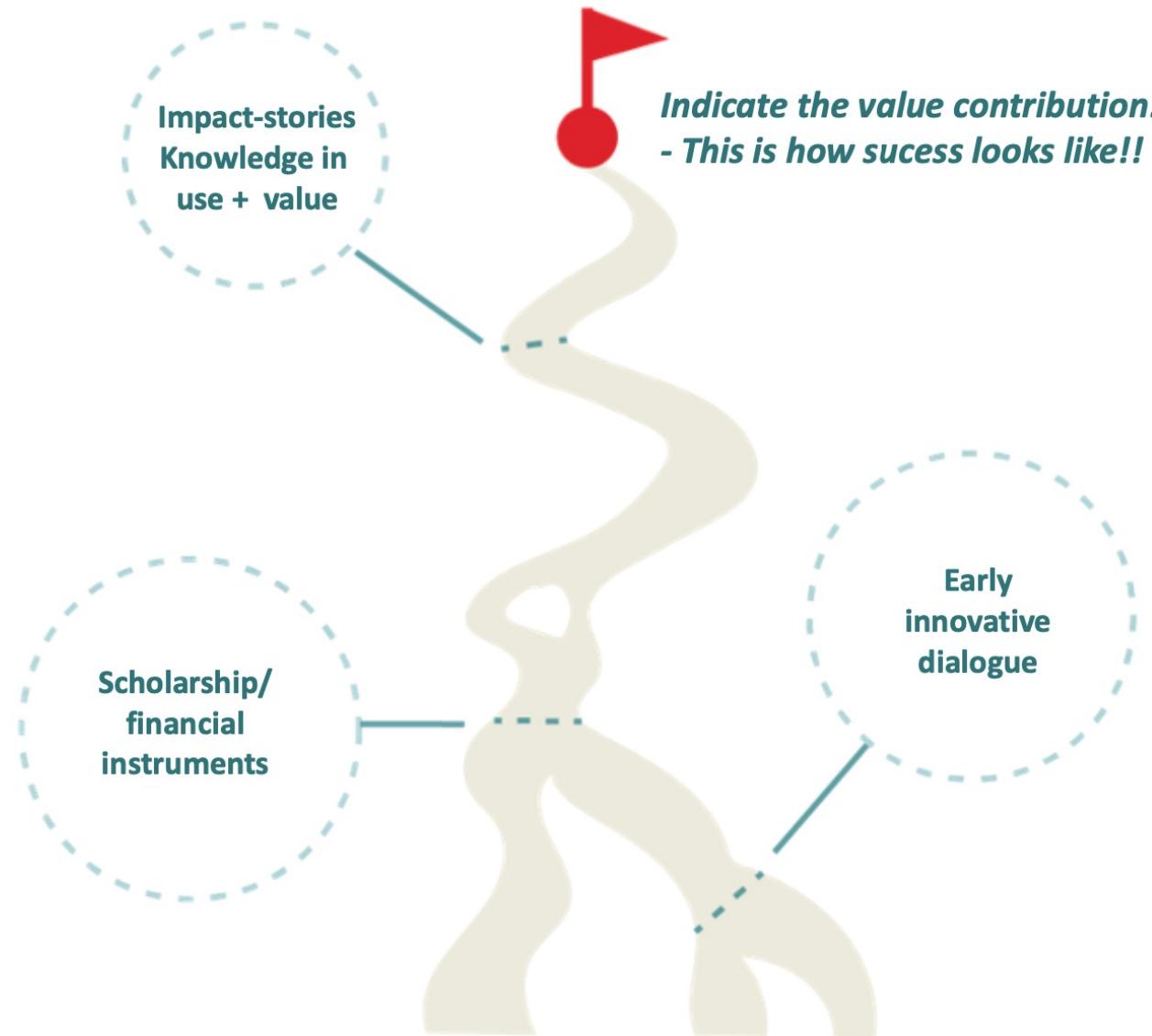
- Standing in an intermediate position can be challenging.
- What perspectives do you bring in?
- Dependant of: The culture og Innovation and management at the university
- Different culture for Innovation – Faculties / Disciplines at the university.
- The role of the intermediate position - How well is the role defined and developed?
- Achieve results / How well defined is the value of innovation?

**Early  
innovative  
dialogue**

**NTNU STO (Service  
Transfer Office)**

**«A Bridge Builder»**



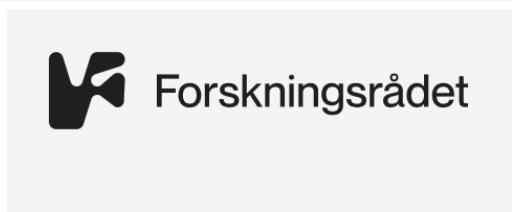
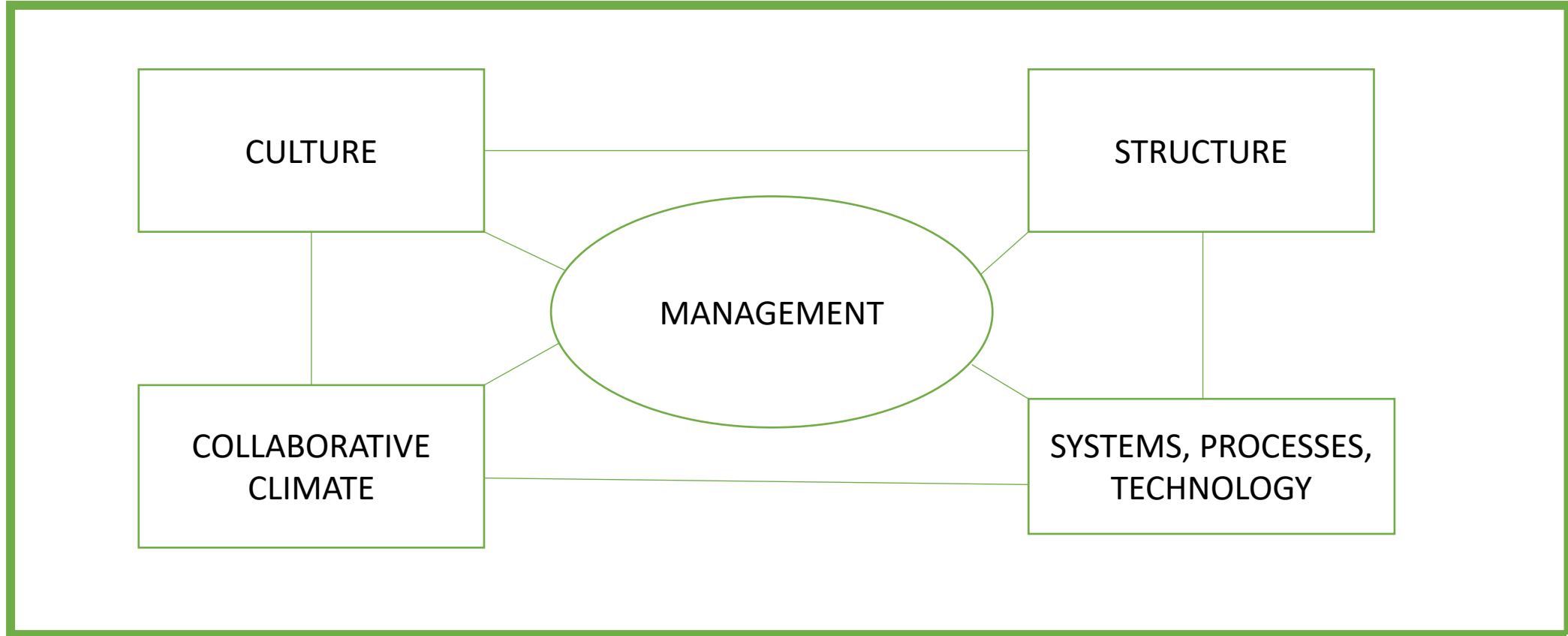


*Indicate the value contribution:  
- This is how success looks like!!*

# New paths for Innovation

*«Culture eats strategy for breakfast»*

*«Structure drives Culture!»*



HORIZON EUROPE



# IMPACT STORIES

THE POWER  
OF  
STORYTELLING

How the university's research have benefits and impact for society, culture, economy and environment.

# Concluding remarks

- Implementation of knowledge from the universities to society – high priority in the coming years!
- Missions and Social entaglement – requires new ways of working.
- New systems and structures for innovation at the universities.
- Broaden the perspective of innovation – to include more disciplines
- Interdisciplinary cooperation and teamwork –as well as cross-sectoral collaboration
- Impact stories – The anecdotal evidence of the benefits for society



Thank you!

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