



From Innovation to Adoption

Closing the Gap between Technology and
Business Impact

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Agenda

- Introduction
 - Problem Statement
 - Digital Innovations & Product Features
 - Conceptual Framework & Social Psychology
 - From Innovation to Business Impact
 - Discussion
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Introduction

- I am a business researcher and corporate strategist with a background from global positions in a US healthcare company, in consultancy, and currently, at the Generali group.
- My research background spans Leuphana University Lüneburg, Cambridge, and Charité Berlin.
- I work at the intersection of social psychology, communication, and global transformation across AI, digital, and sustainability transformations.
- I help organisations turn breakthrough technology into adoption and business impact across markets, cultures, and organisations.



Featured Speaker

Christina Tölkes

Generali Group

From Innovation to Adoption: Closing the Gap Between Technology and Business Impact

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codecentric/Google & Hochschule München

munichtechexpo.com

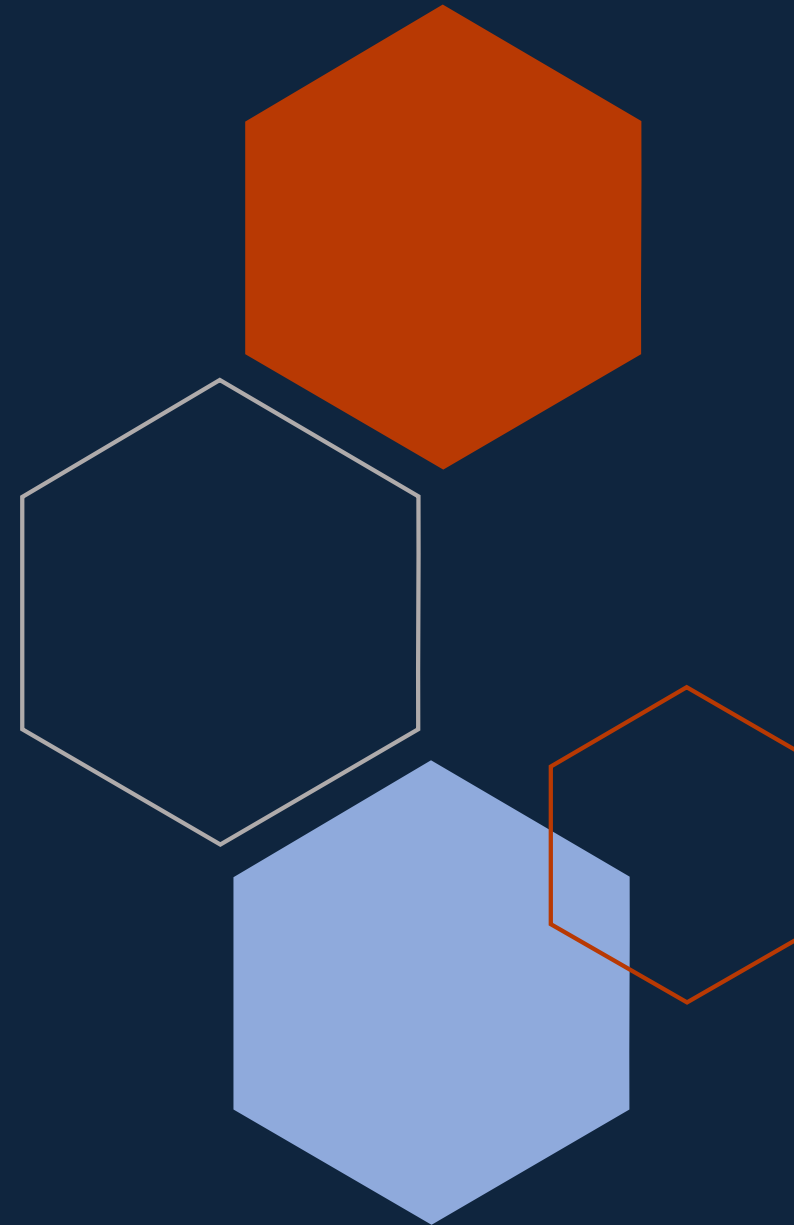


Problem Statement

Closing the gap between technology and business impact

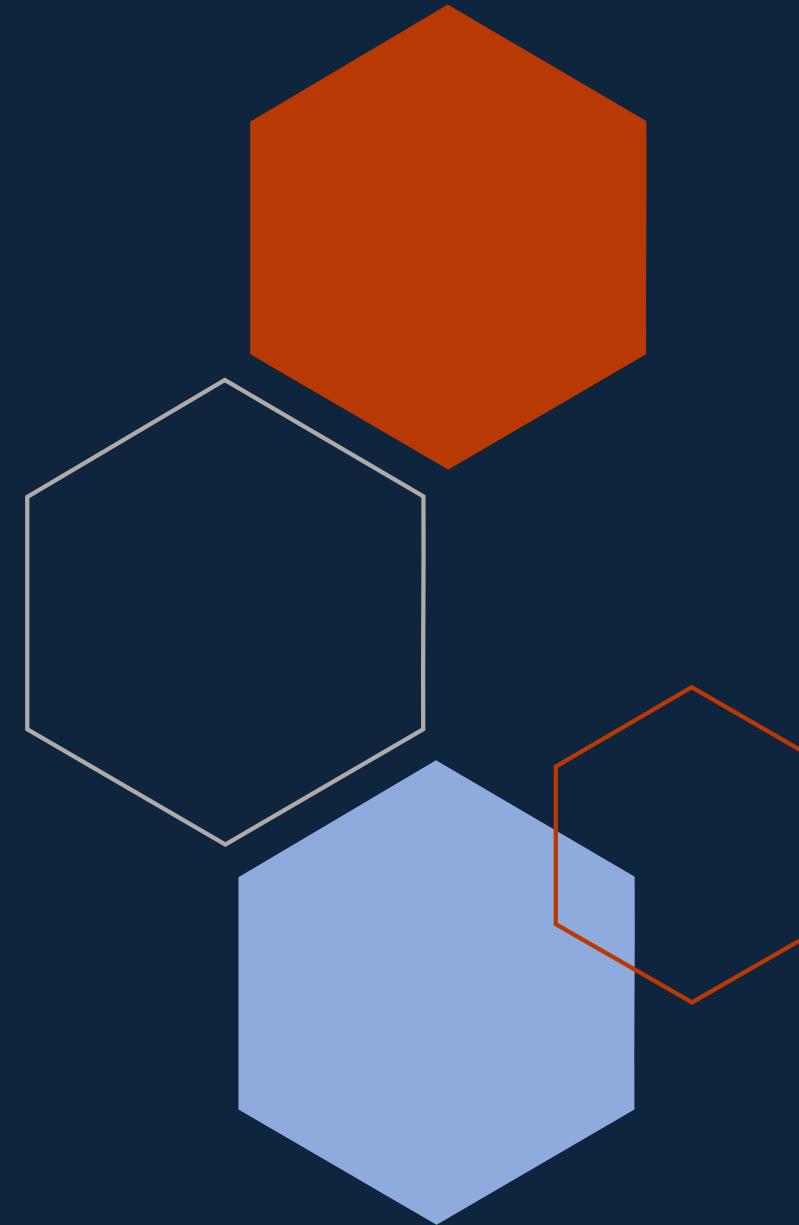
Digital innovation alone does not create impact.

How can we translate complex innovation into relevant value for the target audience?



Challenges

- **Innovation Gap:** Technological excellence and innovation exist but not yet a mental representation among consumers.
- **Translation gap:** How can we translate complex (digital) innovations into business value? - Communications should be an integral part of the innovation strategy.
- **Culture gap:** Cultural differences effect on trust, change, and adoption in global transformation projects and communications.
- **Adoption gap:** Adoption requires changes in attitudes, norms, values, and mental representations — and is closely linked to acceptance and trust.



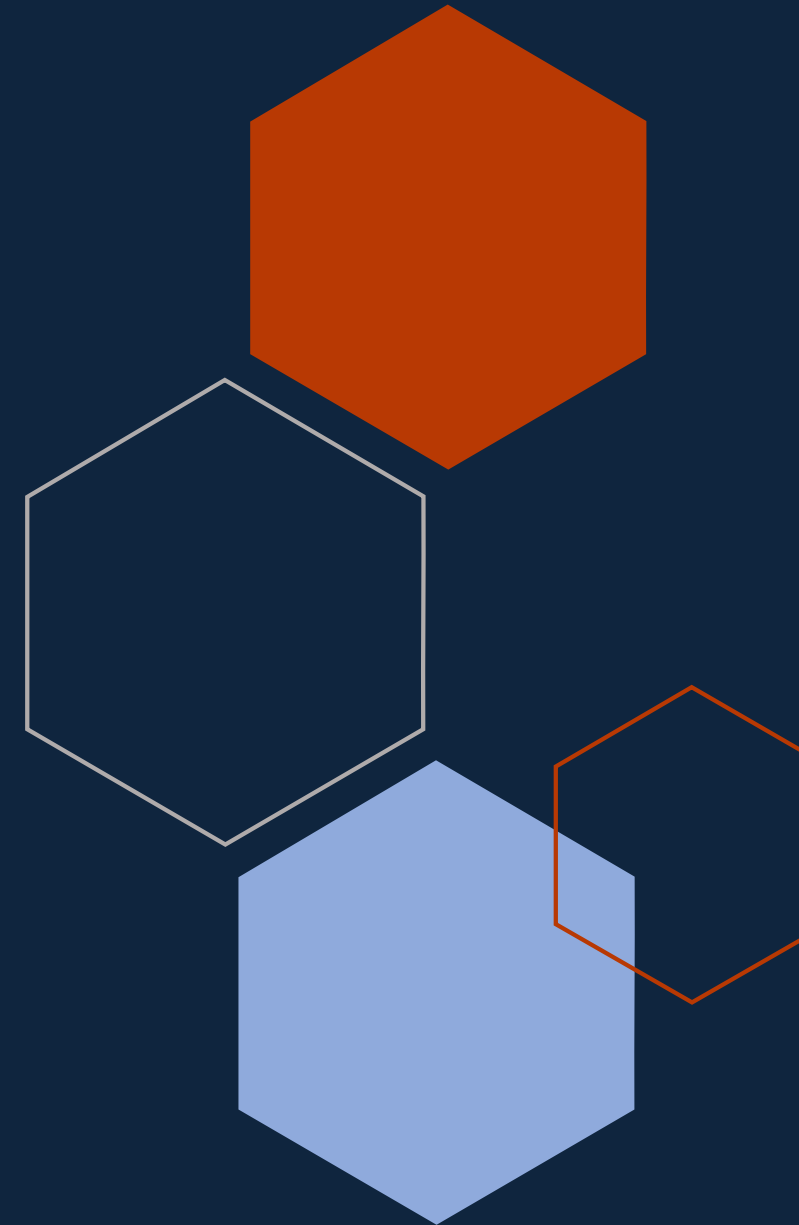
Workshop:

Digital Innovations & Product Features

1. What digital or AI-based innovations do you work with?
→ What makes them special?

2. What is the added value?
→ What problem do they solve or what benefit do they create?

3. What are the main barriers to usage and adoption?
→ What prevents people from using or trusting them?



DEEP DIVE: Digital Innovations in Healthcare

Patient care

Self-Efficacy

Transparency & Clarity

Daily progress

‘Orientation’ & ‘Care’

Safety & Control

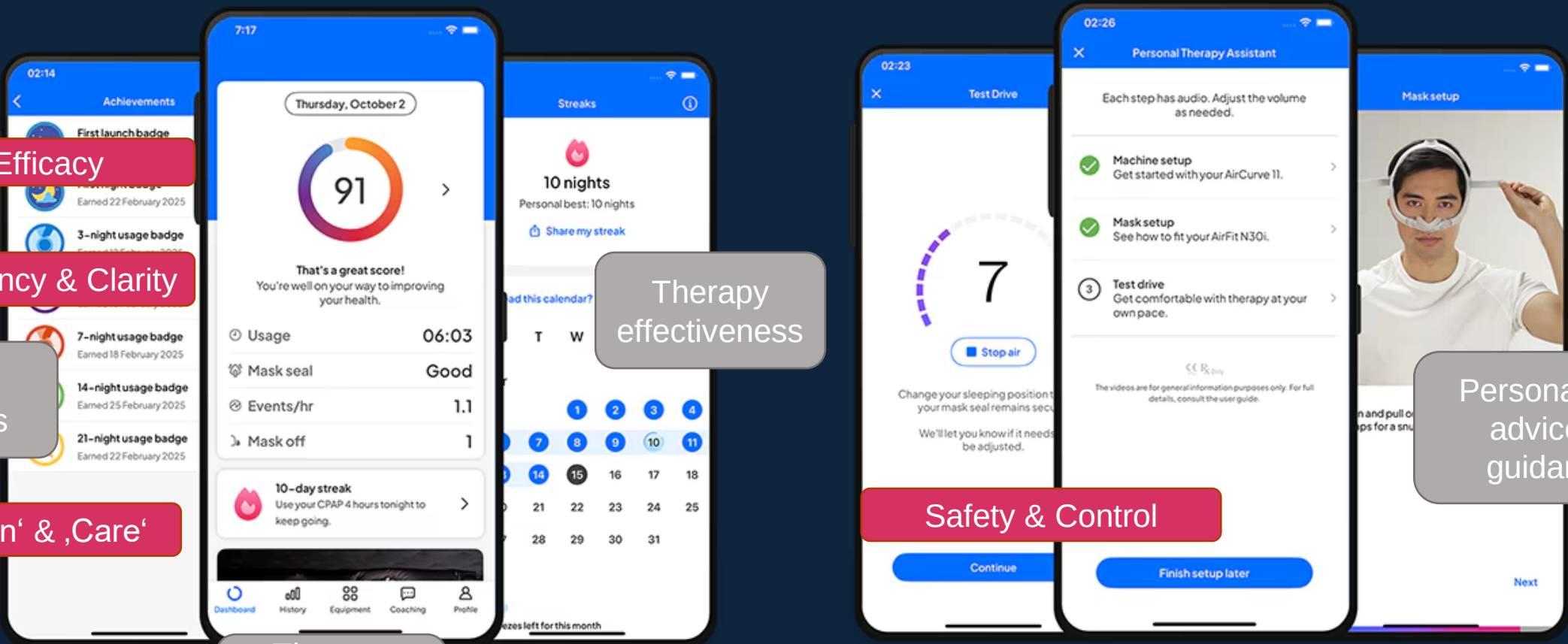
Therapy Outcome Breakdown

Therapy effectiveness

Safety & Control

Personalised advice & guidance

Comfort & Efficiency



Conceptual Framework

Researching the design of effective communications:

- How can we communicate the added value of digital product features to create impact?
- What are the key barriers towards the uptake of such innovations?
- How can we bridge the awareness-action gap and motivate the usage of such products?

Digital Health App Features

Telemonitoring

AI-based Innovations

Other digital innovations...

Effective communications



TM adoption & uptake of digital health innovations



Therapy satisfaction & compliance

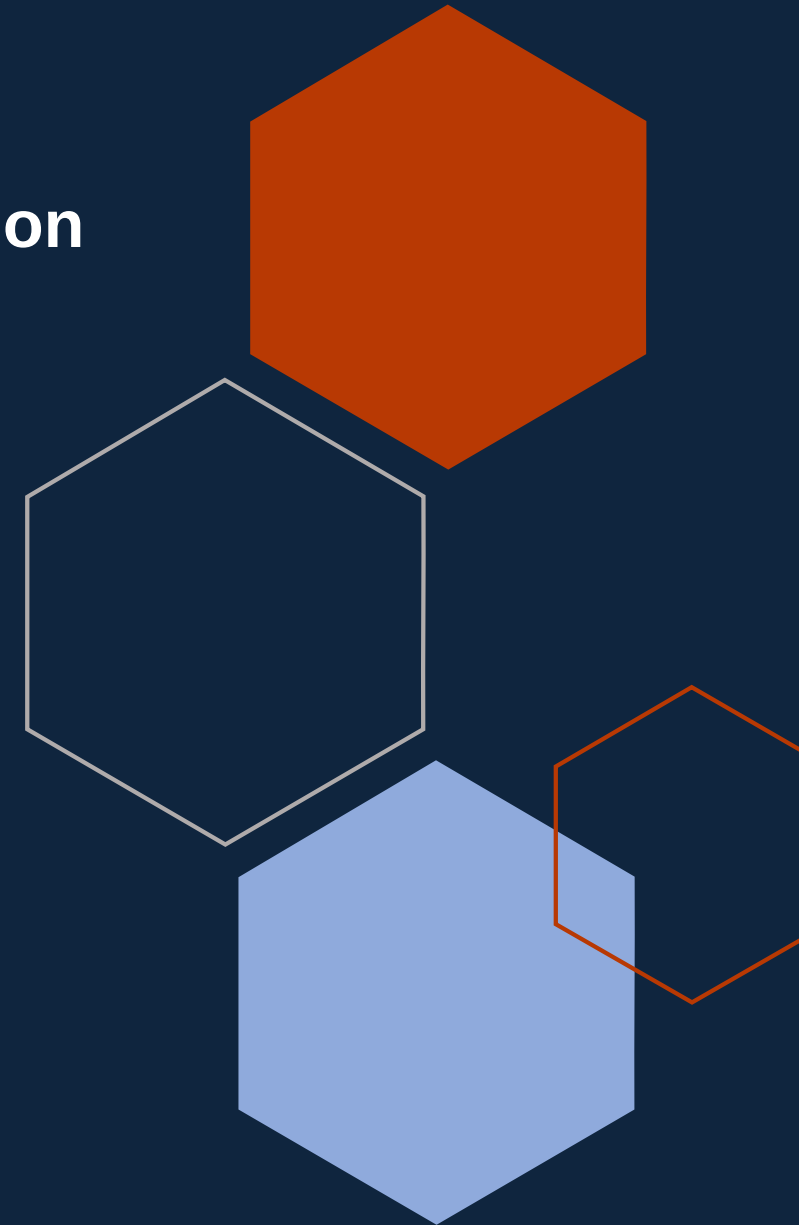


Commercial outcomes:

- Purchase intentions
- Prescriptions
- Willingness-to-pay a premium
- Customer satisfaction & loyalty
- Brand awareness, image & trust

Social psychology: How we process information and create persuasion

- Recipients interpret information through existing beliefs, attitudes, values, social norms, and perceived control.
- These mental predispositions shape how information is interpreted and translated into intentions and behaviour.
- Message impact depends not only on content, but on how it resonates with the recipient's mental predispositions.
- Effective communication makes information personally meaningful, socially relevant, and actionable.

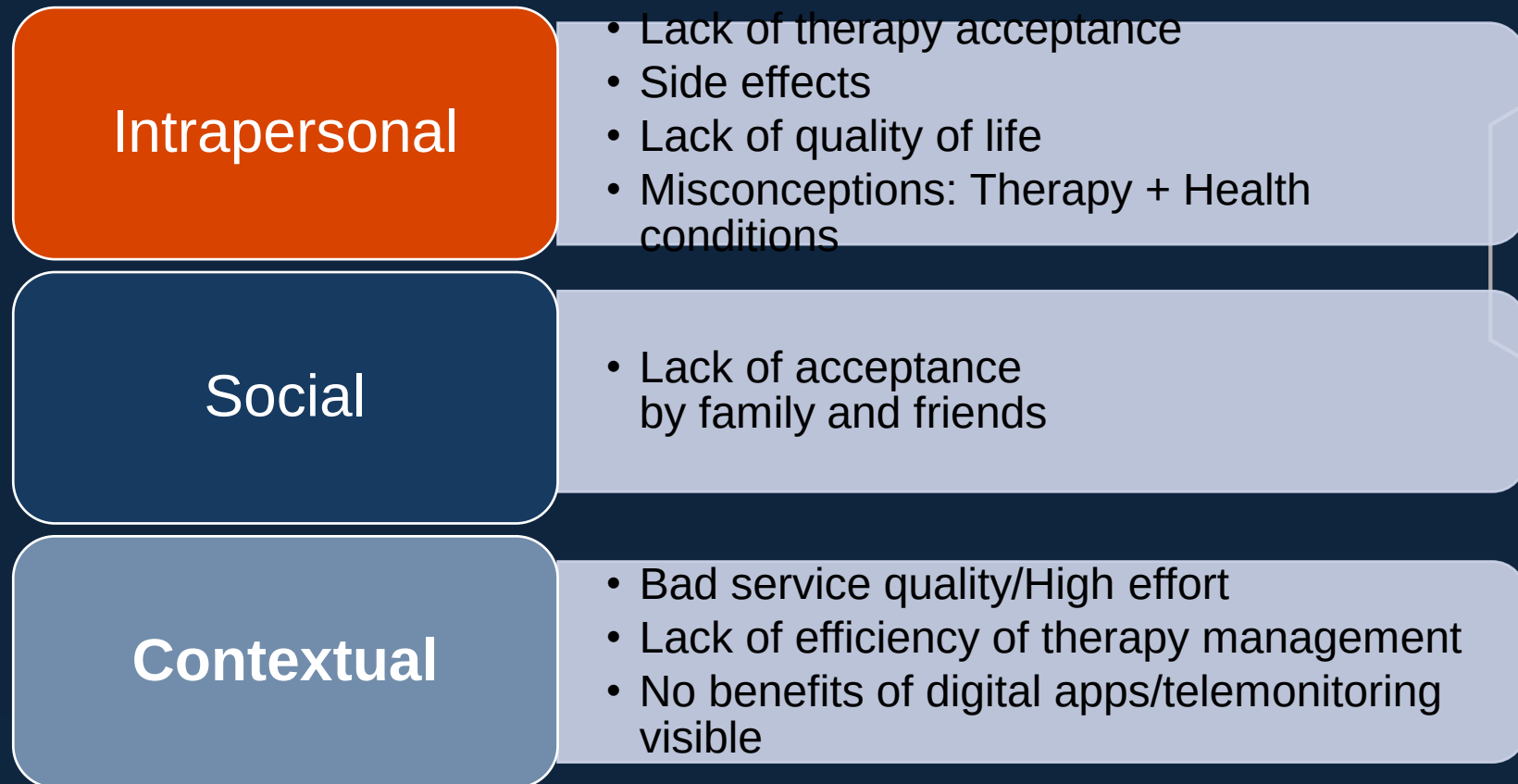


From Innovation to Business Impact

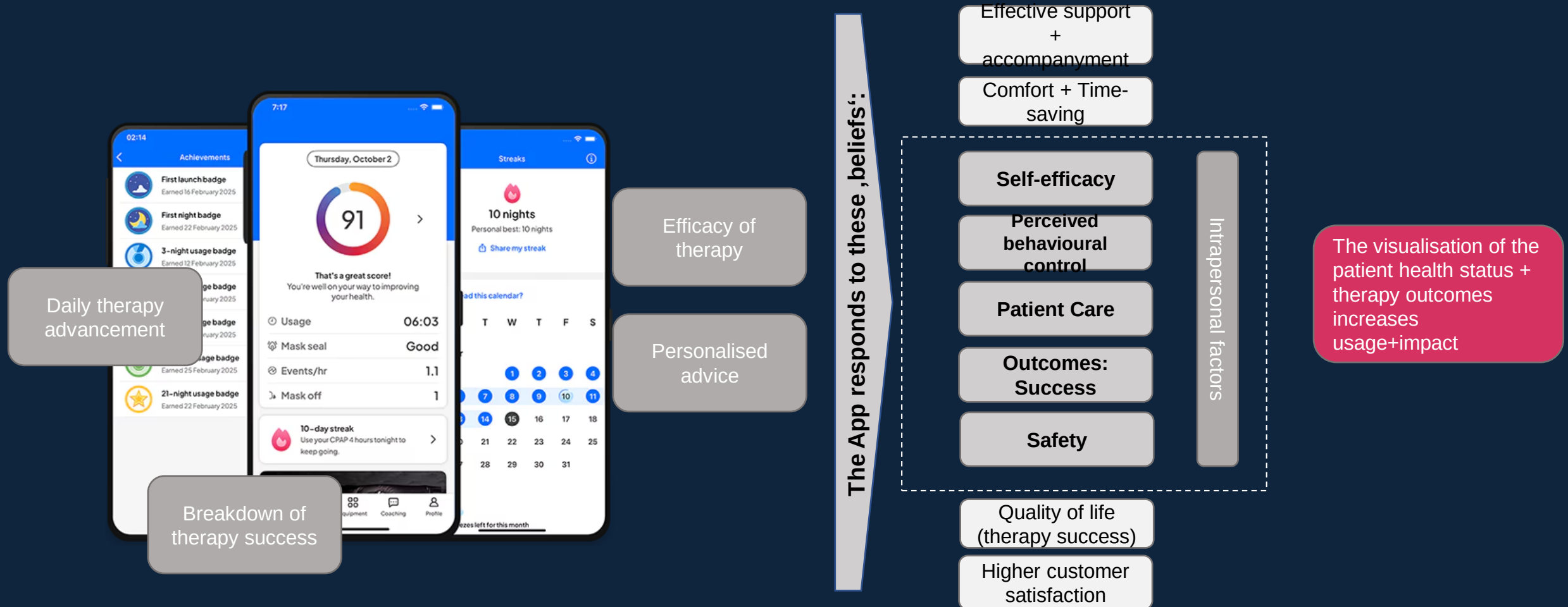
Solutions



Insights from patient interviews: Barriers to the acceptance of therapy / digital health app usage



How to design persuasive communications: Change mental representations by addressing the intrapersonal beliefs



From Impact to Business Value: How to design persuasive communications

Message content – What to communicate:

Address patients' beliefs and needs

- Self-efficacy → *“You can make a difference and take an active role in your care.”*
- Patient care → *“The app supports and accompanies you throughout your therapy.”*
- Outcome expectations → *“Better health and quality of life.”*

Reduce perceived barriers

- Easy to use, uncomplicated set-up
- No additional effort or cost
- Address and take away concerns about digital therapy

Build trust

- Quality seals & evidence
- Market leadership / established provider

From Impact to Business Value: How to design persuasive communications

Message format – How to communicate digital features:

Make benefits tangible

- Visualise quality-of-life outcomes
- Use patients/ambassadors as relatable role models

Use patient-centred language

Digital Care” / *“Digital Therapy Support”* rather than technical terms.

Adapt to the target audience

- Tailor wording, tone and level of detail
- Consider patients’ communication preferences

Target-group specificity across communication channels

Conclusion: From Innovation to Business Value

1. Bridge the gaps

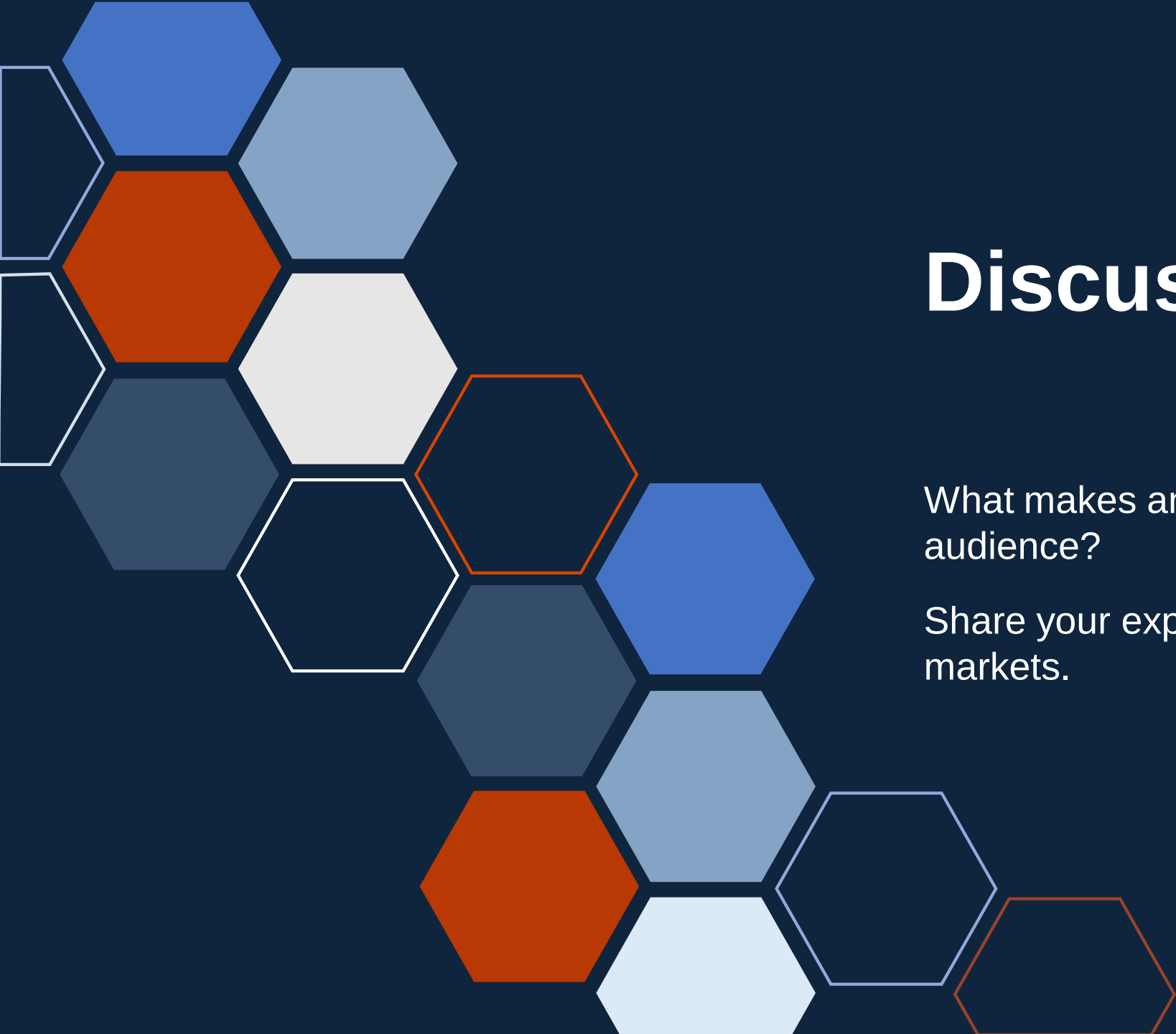
Digital innovation alone does not create business impact. The key is to close the innovation, translation, cultural, and adoption gaps by making complex innovation relevant and valuable for the target audience.

2. Communicate for adoption

Understanding product features does not suffice. Effective communication must be personally meaningful, socially relevant, and actionable to build trust and support adoption.

3. Translate innovation into value

Communicate benefits rather than technology, reduce barriers, and adapt the message to the target audience. When innovation is understood, trusted, and perceived as relevant, it can translate into business impact.

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Discussion

What makes an innovation value to your target audience?

Share your experience across cultures and markets.

A decorative graphic on the left side of the slide consists of a cluster of hexagons in various shades of blue, orange, and white, arranged in a honeycomb-like pattern. Some hexagons are solid colors, while others are white with dark outlines or dark blue with light outlines.

Thank you

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