INTERNATIONAL
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Blended Intensive Program (BIP):

"Service Design, Digital Transformation and Business Model Innovation"

16-20 March 2026

International Hellenic University

Serres Campus, Serres, Greece

A. OVERVIEW

BIP Contract No	To be provided
Location	Serres, Greece Google maps link
Language	English – Intermediate English proficiency (B2 level) is required.
Period	Academic year 2025-2026, Spring semester.
Type/ Duration	March 2026 – Online Activity Before & After, Physical Activity • Online Activity (Before): 3-4 March 2026 • Physical Activity: 16-20 March 2026 • Online Activity (After): 26 March 2026
ISCED code	The proposed program is interdisciplinary. Its primary academic field is Business Administration/Management (0413). Partially related fields also include Services (10) and Software & Applications Development and Analysis (0613).
ECTS	Students receive 3 ECTS credits upon successful completion. Automatic recognition across all participating institutions per Erasmus+ guidelines.
Participating Universities	>= 3
Participating persons	>= 5 from each participating University
Description	The program focuses on the intersection of three critical thematic areas: a) **service design** as a methodology for developing solutions centered around the user/client and, more broadly, the human experience; b) **digital transformation** as a strategic business choice for integrating new technologies with the aim of improving efficiency and competitiveness; c) **business model innovation** as a mechanism for enterprise growth, adaptation to market and technological trends, and entrepreneurial evolution and innovation. This combination of topics reflects the growing need for professionals who

	can design human-centered services while leveraging digital technologies and creating new business models and innovative value propositions. During the program, students will apply theoretical knowledge to develop practical service solutions based on real-world challenges. These solutions will integrate the principles of service design with the opportunities and capabilities of digital transformation and business model innovation. The program addresses the following priorities outlined in the Erasmus+ policy framework: *a) Innovation and Entrepreneurship:* The program supports the EU priority of fostering innovation by combining service design with business model innovation, which has emerged as a key driver of business transformation today. *b) Development of Digital Skills:* It aligns with the EU's strategic priority to enhance digital competencies, as described in the European Digital Competence Framework. *c) Transversal Skills:* The program promotes the development of transversal skills, including critical thinking, creative thinking, problem-solving, collaboration, and language proficiency. *d) Intercultural Communication Competence:* The program aims to expose students to diverse perspectives, knowledge, teaching methods, and research approaches, supporting the development of intercultural competencies such as behavioral flexibility, respect for diversity, and collaboration with individuals from different countries and ethnic backgrounds.
Methods	*a) Development of Design Thinking:* Design Thinking is the primary methodology for service design. It is based on a human-centered approach that includes problem definition, identification of needs, idea generation, prototyping, and testing. This methodology emphasizes empathy toward the customer's needs and aspirations, promoting a customer-centric mindset. *b) Collaborative Learning:* Students will form international project teams consisting of 5–6 members to foster rich interactions within the group and develop collective problem-solving skills. *c) Blended Learning Methods:* This refers to the combination of various teaching and learning approaches, such as: • *Lectures* (during the virtual mobility phase and on selected mornings during the physical mobility period). • *Workshops and team collaboration* (afternoon sessions during the physical mobility phase focused on designing a service). • *Project presentation* (at the end of the physical mobility phase to showcase the designed service). • *Project documentation and self-assessment* (during the virtual mobility phase after project completion).
Learning outcomes	Upon successful completion, students will be able to: • Analyze complex service ecosystems using systems thinking and service design principles. • Apply human-centered design methodologies to identify user needs.

	• Design service delivery systems and processes that support users in achieving their goals by applying the phases of problem definition, needs identification, idea generation, and prototyping. • Apply service design methods to transform business processes and business models through the use of new technologies. • Create innovative value propositions based on the delivery of novel services and the reconfiguration of business models. • Demonstrate proficiency in collaborative project management and cross-cultural team dynamics. • Synthesize interdisciplinary knowledge to propose viable solutions for contemporary business challenges.
Target Audience	The program is addressed to: • Senior undergraduate and postgraduate students in disciplines such as Business Administration, Information Systems, Design, Engineering, and other related fields. • Students of other disciplines with prior exposure to business fundamentals and digital technologies.
Assessment	Assessment includes collaborative work evaluation (40%), final presentation (40%) and individual reflection portfolio (20%).
Further information	For any information, please send contact by e-mail: • Gary Fragidis, academic coordinator, e-mail: Gary.Fragidis@ihu.gr • Vasso Hounou, administrative coordinator, e-mail: Vhounou@ihu.gr

B. SCHEDULE – ONLINE PART (BEFORE)

This part aims to prepare students by providing foundational information and knowledge about the three main topics of the BIP program: service design, digital transformation and business model innovation. Education is based on lectures. Students receive a portfolio of readings and are required to complete individual reflection exercises.

TUESDAY 3 MARCH, 16:00 – 19:30 CET	**SETTING THE FOUNDATIONS – PART 1** **16:00 – 17:30 Introduction to Digital Transformation** • Drivers of Digital Transformation • Digital Transformation Frameworks • Challenges and Barriers • Trends in Digital Transformation • Case studies **17:45 – 19:15 Introduction to Business Model Innovation** • What Is a Business Model? What Is a Business Model Innovation? • Approaches to Business Model Innovation • Frameworks for Business Model Innovation • Case studies **19:15-19:45 Wrap-Up and Discussion**
WEDNESDAY 4 MARCH, 16:00 – 19:30 CET	**SETTING THE FOUNDATIONS – PART 2** **16:00 – 17:30 Introduction to Service Design** • What is Service? What is Service Design? • Principles of Service Design • The Service Design Process • Key Components of Service Design • Service Design Tools **17:45 – 19:15 Research Methods for Service Design** • Quantitative Research Methods • Qualitative Research Methods • Participatory Research Methods **19:15-19:45 Wrap-Up and Discussion**

C. SCHEDULE – PHYSICAL PART

MONDAY 16 MARCH, 8:00 – 16:00 CET	DAY 1: "PROGRAM INTRODUCTION AND ORIENTATION" 08:00 – 08:30 **Welcome** • Brief intro by facilitators • Team formation • Housekeeping and logistics 08:30 – 10:00 **Icebreaking Activity: "Service Safari"** • Inspired by ethnographic research, participants pair up and explore the venue to discover and observe service interactions. • Discussion and feedback. *10:00 – 10:30 Coffee break* 10:30 – 11:00 **Expectations from the BIP** 11:00 – 12:00 **Inspirations for Service Transformation & Design** • Sources of inspiration for service design. • Sources of digital service transformation. *12:00 – 13:00 Lunch break* 13:00 – 14:30 **Workshop: "Bad Service" identification and Redesign** • Identification and analysis of "bad services" • Idea generation for redesigning "bad services" *14:30 – 15:00 Coffee break* 15:00 – 16:00 **Workshop: Real-world Digital Service Challenges** • Discussion on real-world digital service challenges
TUESDAY 17 MARCH, 8:00 – 16:00 CET	DAY 2: "INSIPIRATION FOR SERVICE DESIGN AND INNOVATION" 8:00 – 10:00 **Educational Visit to Ksenaki Museum** (https://mcx-serres.gr/en/home/) • Presentation of Ksenaki Museum & discussion with the staff. 10:00 – 14:00 **Educational Visit to Kerkini Lake** (https://en.wikipedia.org/wiki/Lake_Kerkini) • Presentation of Kerkini Lake & discussion with the managers. *14:00 – 15:00 Lunch break* 15:30 – 17:00 **Educational Visit to Kri-Kri Ice Cream Factory** (https://icecreamfactory.gr/en/) • Presentation of Kri-Kri Ice Cream Factory & discussion with the managers.
WENDESDAY 18 MARCH, 8:00 – 16:00 CET	DAY 3: "FROM CUSTOMER INSIGHTS TO SERVICE VALUE CREATION" 8:00 – 9:00 **Identification of Services - Opportunities for Service Design** • Based on the experiences and discussions on previous day's educational visits, students identify services and discover opportunities for service (re)design, 9:00 – 10:00 **Identify and Understand the Customer** • Research methods for identifying the customer • Tools for describing the customer

	10:00 – 10:30 Coffee break
	10:30 – 12:30 **Workshop: Identify and Understand the Customer**
	   • Development of Personas
	   • Empathy mapping
	   • Peer feedback
	12:30 – 13:30 Lunch break
	13:30 – 14:00 **Value Proposition Design**
	   • Research methods for value proposition design
	14:00 – 14:30 Coffee break
	14:30 – 15:30 **Workshop: Value Proposition Design**
	   • Peer feedback
	15:30 – 16:00 **Wrap-Up & Reflection**

THURSDAY 19 MARCH,
8:00 – 16:00 CET
	DAY 4: "DESIGNING SERVICES AND BUSINESS MODELS"
	
	8:00 – 9:00 **Service Design and Delivery.**
	   • Research methods for service design and service delivery.
	10:00 – 10:30 Coffee break
	10:30 – 12:30 **Workshop: Service Design - Organizing for Service Delivery**
	   • Customer Journey
	   • Service Blueprint
	   • Peer feedback
	12:30 – 13:30 Lunch break
	13:30 – 14:30 **Business Transformation & Business Model Innovation**
	   • Research methods for business transformation and business model innovation.
	14:00 – 14:30 Coffee break
	14:30 – 15:30 **Workshop: Business Model Innovation Remix**
	   • Re-shape and innovate the business model for service delivery
	   • Peer feedback
	15:30 – 16:00 **Wrap-Up & Reflection**

FRIDAY 20 MARCH, 17:00 – 19:30 CET	**DAY 5: "PRESENATION AND REFLECTION"** 8:00 – 10:00 **Project Wrap-Up and Finalization** *10:00 – 10:30 Coffee break* 10:30 – 12:00 **Project Presentations - Part A** *12:00 – 13:00 Lunch break* 13:00 – 14:00 **Project Presentations - Part B** *14:00 – 14:30 Coffee break* 14:30 – 15:30 **Conclusions** 15:30 – 16:00 **Farewell Ceremony**

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C. SCHEDULE – ONLINE PART (AFTER)

THURSDAY 26 MARCH, 17:00 – 20:00 CET	17:00 – 19:00 **Discussion on the project deliverables of the workgroups** • Constructive feedback and suggestions 19:00 – 20:00 **Evaluation of the BIP program and procedures**