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“The Strategic Role of User Experience (UX)

Research in Business Model Innovation of Digital

Platforms: The Case of Yodeck and the Embeddable Feeds

Feature”

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**“The Strategic Role of User Experience (UX) Research in
Business Model Innovation of Digital Platforms: The Case
of Yodeck and the Embeddable Feeds Feature”**

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Abstract

The present thesis aims to explore the strategic significance of User Experience (UX) research in digital platform business model innovation, using the instance of Yodeck and its “Embeddable Feeds” feature. This study analyzes how UX discovery procedures and the collecting of qualitative data from users may assist not only to the improvement of the user experience but also to the identification of new business prospects and the development of unique product features.

For the demands of the study qualitative research technique was followed by means of case study. Data was acquired via semi-structured interviews with platform users and via support tickets, feature requests and other UX feedback collected throughout the product development process. Data were analysed by utilizing the theme analysis approach.

The findings indicated that customers desired to go beyond the physical digital signs displays and consume material in other digital settings, such as websites and intranet portals. At the same time, it underlined the rising relevance of hybrid and remote working methods, the necessity for dynamic and real-time communication, and the importance of simplicity and usability in content management. Moreover, the results demonstrated how the “Embeddable Feeds” function was seen not just as a technical feature, but also as a way of generating economic value and new opportunities to utilize the platform.

The research finds that UX research may serve as a strategic innovation tool by supporting the discovery of user demands, the development of new digital capabilities, and the establishment of a competitive advantage for SaaS companies.

Keywords

UX Research, User Experience, Business Model Innovation, Yodeck, Embeddable Feeds.

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Περίληψη

Η παρούσα εργασία εξετάζει τον στρατηγικό ρόλο της έρευνας εμπειρίας χρήστη (User Experience – UX Research) στην καινοτομία επιχειρηματικού μοντέλου ψηφιακών πλατφορμών, μέσα από τη μελέτη περίπτωσης της εταιρείας Yodeck και της λειτουργίας «Embeddable Feeds». Η έρευνα διερευνά πώς οι διαδικασίες UX discovery και η συλλογή ποιοτικών δεδομένων από χρήστες μπορούν να συμβάλουν όχι μόνο στη βελτίωση της εμπειρίας χρήστη αλλά και στον εντοπισμό νέων επιχειρηματικών ευκαιριών και στη διαμόρφωση καινοτόμων λειτουργιών προϊόντος.

Για τις ανάγκες της μελέτης ακολουθήθηκε ποιοτική ερευνητική προσέγγιση με χρήση μελέτης περίπτωσης (case study). Τα δεδομένα συλλέχθηκαν μέσω ημιδομημένων συνεντεύξεων με χρήστες της πλατφόρμας, καθώς και μέσω ανάλυσης support tickets, feature requests και λοιπού UX feedback που προέκυψε κατά τη διαδικασία ανάπτυξης του προϊόντος. Η ανάλυση των δεδομένων πραγματοποιήθηκε με τη μέθοδο της θεματικής ανάλυσης (thematic analysis).

Τα αποτελέσματα ανέδειξαν ότι οι χρήστες επιθυμούσαν να επεκτείνουν την προβολή περιεχομένου πέρα από τις φυσικές digital signage οθόνες, αξιοποιώντας websites, intranet portals και άλλα ψηφιακά περιβάλλοντα. Παράλληλα, αναδείχθηκε η αυξανόμενη σημασία των hybrid και remote εργασιακών μοντέλων, η ανάγκη για δυναμική και real-time επικοινωνία, καθώς και η σημασία της απλότητας και της ευχρηστίας στη διαχείριση περιεχομένου. Επιπλέον, τα ευρήματα έδειξαν ότι η λειτουργία «Embeddable Feeds» δεν αντιμετωπίστηκε μόνο ως τεχνικό χαρακτηριστικό αλλά και ως μηχανισμός δημιουργίας επιχειρηματικής αξίας και νέων δυνατοτήτων αξιοποίησης της πλατφόρμας.

Η μελέτη καταλήγει ότι η UX research μπορεί να λειτουργήσει ως στρατηγικό εργαλείο καινοτομίας, συμβάλλοντας στον εντοπισμό αναγκών χρηστών, στην ανάπτυξη νέων ψηφιακών δυνατοτήτων και στη δημιουργία ανταγωνιστικού πλεονεκτήματος για τις SaaS επιχειρήσεις.

Λέξεις κλειδιά

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1. Introduction

The fast evolution of digital technology and Software-as-a-Service (SaaS) platforms has revolutionized the way firms communicate, handle information and connect with workers, customers and the broader public. Today digital platforms are not just technology tools to assist operations in company, but strategic ecosystems for communication and value generation (Tiwana, 2014). At the same time, the rising complexity of digital services and the ever-changing demands of consumers have enhanced the importance of user experience (UX) as a key determinant in the success and distinction of digital goods.

UX research has now become a major part of product development and innovation management processes as it enables firms to understand their users’ demands, experiences and behaviors in greater depth (Garrett, 2010). Unlike the old technology-oriented methods for software development, the contemporary UX-driven procedures focus on the human-centered approach to understanding the actual difficulties of operation and communication that users experience in their everyday operations (Norman, 2013). In this environment, UX research does not only perform usability assessment but plays an expanding strategic role in the discovery of new avenues for company and products.

This insight becomes essential especially in SaaS platforms where ongoing product development and client retention are key competitiveness considerations. Organizations need to establish flexible and adaptable communication systems that are able to react to the fast changes in digital environments, hybrid working patterns and more dispersed communication ecosystems (Leonardi, 2021). Thus, qualitative UX procedures become especially relevant for the detection of evolving user expectations and new communication behaviors.

At the same time, the idea of business model innovation has become very important in the current digital economy. Osterwalder and Pigneur (2010) argue that organizations are continually being challenged to change the way they produce, distribute and collect value via their goods and services. In the world of SaaS platforms, innovation is not just about building new technology capabilities, but also about creating new use cases, communication channels and digital ecosystems that increase the total value of the platform.

In this context of things, this article analyses the strategic importance of UX research in business model innovation by means of the case study of the Yodeck platform and the “Embeddable Feeds” feature. The requirement for this feature was identified via repeated user requests and qualitative UX discovery procedures to expand the presentation of material beyond physical digital signage panels. This example offers a special research interest in the

sense that it enables the study of how qualitative user insights might lead not only to usability improvements but also to strategic opportunities for a SaaS platform.

The present research follows the design of qualitative case study based on data from semi-structured interviews, support tickets, feature requests and UX discovery talks. The data are analysed thematically to try to shed light on how user demands were tied to the product invention and commercial value development process.

The present thesis aims to add theoretically and practically to the literature around research on user experience, innovations that can take place in SaaS companies, digital communication systems, and eventually as regards the development and innovation of business model.

At the same time, the research aims to emphasize the relevance of the human-centered approach in the process of digital product creation and to explore the ways in which businesses may use qualitative UX insights as a strategic instrument for innovation and commercial growth.

2. Business Model Innovation

2.1 Introduction

Digitalization has become a significant bases for business success due to the fact of the rapid technological advances and quick pace of worldwide connection. As a result, the fast pace of the work done and the increasing customer requirements has increased accordingly the competition among businesses. They also need to quickly come up with new company concepts to keep up with the changing business world.

2.2. An Overview of Innovation in Business Models in the Digital Age

2.2.1 Interaction between business models and digitalization

In the digital age, business models have become more complex and all-encompassing than just simple exchanges of a single commodity or service. The digital age and business models are closely linked. As digital technology becomes more common, business model design, implementation, and innovation become more flexible and adaptive. Companies are now more interested in building a network of contacts with clients and expanding their reach via digital means than they are in merely making sales (Yang, 2023). In the digital age, a company plan must include using digital technologies to drive growth. In the digital age, company strategies have changed from doing one physical transaction to offering a range of services on digital platforms, with a larger focus on connecting with others.

2.2.2. How Digital Trends Affect Business Models

The globalization of business has been fueled by the digital trend. Businesses may accelerate the internationalization of goods and services by optimizing and integrating global supply networks with digital technology. They have also been able to be more easily adaptive to the needs of the global market since they are free from national limits. In this regard, digital transformation has also made it easier for companies to create such products and services that fit their customers' needs through data analytics (Gu & Zhang, 2023). This results in not only achieving personalization of products to meet customers' needs and demands, but it also companies are assisted to be more competitive in more dynamic marketplaces.

Digitalization has also prompted a new, linked corporate ecosystem as well as the growth of sharing and platform economy. Digital platforms have made it easier for stakeholders in a market involving companies, suppliers, consumers and others to cooperate and effectively communicate with one another. This leads to the sharing and using of resources at the best possible way and in this regard a change by the sharing economy in conventional company

models as emphasis is put on cooperation and creation of value for everyone.

2.3. Business Model Innovation: An Overview and Features

One of the most important ways for businesses to adapt to change in the digital era is via business model innovation. It pertains to how businesses may create sustainable company operating systems in addition to innovation in goods and services. By reinventing an organization's basic principles, profit logic, and collaboration techniques, business model innovation seeks to accomplish long-term success of businesses (Liu & Zhang, 2023). From a conceptual standpoint, business model innovation is a disruptive reformation of conventional business processes. By reassembling resources and skills, it transcends conventional industry boundaries, dismantles industry barriers, and generates new business logic. Product or service innovation is simply one aspect of business model innovation; another is the worldwide optimization of the business environment. There are many facets that exhibit the traits of business model innovation. It highlights the worth of the user first. Businesses may improve their market positioning and provide goods and services that satisfy customer expectations by having a thorough grasp of user wants. Second, digital transformation is the main emphasis of business model innovation. In addition to being a tool, digitization is a crucial step in attaining business model innovation. It may increase the operational efficiency of businesses, broaden their market reach, and accomplish a thorough modernization of company models (Guo, 2023). Once again, win-win collaboration is emphasized in business model innovation. Through resource complementarity, shared platforms, and other strategies, businesses in the digital age build cooperative partnerships that create a more open and shared business environment.

2.4. Overview and Features of the New Generation of Information Network Digital Platforms

2.4.1. Information network development history of the new generation of digital platforms

One notable example of business model innovation in the digital era is the rise and expansion of the new generation of digital platforms inside the information network. Its history of growth may be connected to the early days of the internet and the widespread usage of digital technology. This platform is devoted to meeting the needs of its users by combining different types of information and services and making the business world more accessible and shared. In the beginning, the platform's main focus was put on sharing information. At first, the site merely allowed users to do simple things like uploading content and acquiring information. When technology improved, platforms slowly moved away from one-way information distribution and was led toward models that were more interactive and service-oriented. A platform is no longer only a way to get information; it is now an important aspect of daily life that lets people talk to each other, communicate, and make friends online. Platforms are now in a new era of development since mobile internet is growing so quickly (Wu & Zheng, 2023). Mobile apps greatly improve the user experience by letting people utilize platform services whenever and wherever they choose. Platforms now provide a wide variety of services via several channels, instead of just a few access points.

2.4.2. The platform's fundamental layout and features

The front end, the back end, and the data layer are the three main parts of the next generation of digital platforms in information networks. The front end is ensuring that services are easy to locate and use by user interface and the way users interact with it. On the other hand, the back end involves data operations, business logic, and processing user requests.

The data layer is the most critical portion of the platform. Through use of big data technologies, collection and analysis of information on users' activities, preferences, and other things is possible. There are also various parts that make a platform what it is. First of all, the fact that users can post and locate information makes it easier for them to find what they need. In addition, social interaction features are important as people seem to be more willing to

remain on the site when they are able to interact (Wang, 2023). Finally, it is important that be mentioned that the e-commerce feature makes it simpler for enterprises to conduct business online, which causes more businesses want to go digital. To meet the growing needs of each consumer, the platform also delivers personalized services, ideas, and other features.

2.4.3. Impact on User Groups and the Market

People that use the Information Network's new generation digital platform come from a wide range of social backgrounds, including various ages, jobs, and hobbies. Due to openness of the platforms, a wide range of users may be drone to use them. These people need a variety of things for whom they might get a lot of information and services on the same site. The platform's market strength is illustrated by the degree of rapidness pertaining addition of new users, disruption of current enterprises, and urging the creation of new business models (Liu, 2023). The new generation of digital platforms in information networks has radically transformed how individuals utilize information and services. It has also had a huge influence on the market as a whole. The platform's development route and functional features provide important information that might aid other digital platforms who desire to stay up with changing market demands. This is in addition to encouraging new ideas in related sectors.

3. User experience and UX design concepts and impacts

User experience (UX) is a wide discipline that covers every aspect involved regarding the user and its relationship with a product or service. UX also involves the way customers feel about it and their perceptions. This is particularly true for digital places like websites and mobile applications. In the USA, UX design has become an integral part nowadays because companies are recognizing how much it influences the way customers are satisfied and as such the optimal level the company can be involved in competition. Recent statistics reveal that 74% of companies said they spend more on UX-related things in only one year, which means that more money is being invested in this sector (2022). The main reason for this trend is because there is data that well-designed user experiences can dramatically increase conversion rates and make customers more loyal to a firm.

Apple and Google have provided insights pertaining the importance of UX design to business by making sure that their user interfaces are attractive, simple to use, and function well together (Smith, 2023). Customer satisfaction ratings show that companies who routinely invest money on effective UX design tend to have happy consumers and perform well in the

market.

In the UK, UX design is important in retail since companies are seeking to improve online shopping due to the rising competition in the digital world. A research conducted by the British Computer Society in 2021 drew the conclusion that 68% of UK retailers updated their digital platforms by following more up-to-date UX standards. ASOS and other big companies have illustrated this user-centered approach through the integration of AI-powered tools that personalize shopping. ASOS have used interactive design elements and algorithms that make purchases simpler (Jones & Williams, 2022). The aforementioned show that in the UK, UX design is strategically dedicated to assist companies to stay ahead of the competition in a highly competitive retail sector in which the condition of satisfied customers that lead them to be loyal to brands is of utmost importance.

Japan is recognized for its creative design and technology culture. UX has been embraced through adoption of cutting-edge technologies to make it easier for consumers to use products and services. There has been a research conducted by the Japanese UX Association in 2020 that drew the conclusion that companies are ever increasingly adopt UX strategies that embrace AI and robotics to make user experience more natural and engaging. Companies like Sony have proven that they care about new ideas, as the company manufactures products that are simple to use and work well with technology. Sony's focus on simplicity of use of products as well as their accessibility is seen in features like voice commands and controls that work with gestures (Tanaka, 2021).

Regarding Brazil, as its digital economy expands, especially in the fintech sector, UX design is becoming increasingly important for companies to be notable and for customers to use their products. The Brazilian Institute of Digital Innovation (2022) has reported that 62% of fintech businesses placed UX design at the top of their list of strategic goals so that they are able to sustain their competitive advantage in an industry that is ever becoming congested. An example involves Nubank. People recognize them for their easy-to-use digital banking applications that are straightforward and intuitive. Nubank's goal is to make financial transactions simpler and improve awareness of UX design as a major aspect in how well companies do in Brazil (Silva & Costa, 2023). The fintech industry places a large focus on user experience (UX), demonstrating the need of offering digital solutions that are user-friendly and accessible to anyone, irrespective of their requirements.

UX design has also become an integral feature of bigger digital development initiatives in African companies. In 2021, the African Digital Foundation conducted a research and discovered that 55% of digital firms in Africa are spending money on UX design to get and

maintain customers.

The fact that more and more individuals across the globe are learning about UX design indicates its degree of importance for businesses to perform optimally. A Forrester Research research from 2019 found that organizations with good UX design strategies might see their conversion rates go up by as high as 400%. This result illustrates how much money you can generate using design strategies that focus on the user. Not only can good UX design make people happy, it also helps generate brand loyalty and make a business stronger as a whole. By giving users seamless, enjoyable, and useful experiences, companies can maintain more consumers and gain money in the long term (Johnson & Lee, 2019). Everything we've seen so far backs up the premise that organizations that want to be successful in the long run should make UX design a top priority.

UX design has its benefits, but it also has some huge issues, particularly when it comes to keeping the design constant while fulfilling the needs of diverse users. The Interaction Design Foundation (2022) reports that 42% of UX professionals have to deal with issues regarding finding a balance between the demands of diverse user groups and the need for a consistent and unified design approach. Other issues include keeping up with how quickly technology evolves, making ensuring that individuals with impairments can use the service, and making sure that it operates the same on all devices and platforms. To fix these difficulties, we need to constantly conducting research, be open to change, and be ready to adapt to new trends and what customers want. So, UX designers need to keep making their methods better so they can come up with design solutions that work for a wide variety of people and endure a long time (Brown, 2022).

3.1. The Theory of Planned Behavior (TPB)

The hypothesis of Planned Behavior (TPB) is a fundamental hypothesis about the precursors of behavioral intention. It built on the prior theory of Reasoned Action (TRA) by adding perceived behavioral control (PBC) as a variable. This gave us a better idea of how people manage their own behavior. The Theory of Planned Behavior (TPB) says that a person's behavioral intention, which is shaped by their beliefs, subjective standards, and perceived behavioral control, decides what they do. TPB says that attitudes about behaviors are how people feel about various activities, whether they like them or not. When someone gets good reviews for their behavior, they are more likely to do it again. Subjective norms refer to the social pressures individuals sense about the level of support or opposition to a certain activity among the majority. These pressures originate from powerful persons or groups that may change a person's mind about whether or not to do the activity (Ajzen, 1985). The degree of

approbation influences the intention to act. Perceived behavioral control involves the level of easiness a person perceives regarding a task that needs to be performed (Ajzen, 1985).

A number of research that have been conducted have assessed the determinants which have impact on what prompts the selection to accept a specific technology and have concluded that the parameter of attitude plays a significant role. A research including 409 university students shown a substantial association between their perceptions of technology and their behavioral intentions (Wang Q et al., 2022). Numerous antecedent studies have utilized diverse TPB constructs to clarify users' intentions to embrace technologies, with their hypotheses validated across various fields, including marketing strategies (Choe et al., 2021), e-commerce (Ozkan and Kanat, 2011), and intelligent products (Jang and Noh, 2017; Sohn and Kwon, 2020; Song et al., 2018). There are further research on AI assistance. Nonetheless, few study has examined the realm of AIAD via the lens of TPB.

3.2 The Technology Acceptance Model (TAM)

The Technology Adoption Model (TAM) explains how a person's opinion of how valuable and easy to use a technology is influences whether or not they utilize it. User views of new technologies are deemed critical to their readiness to embrace these advancements (Davis, 1989). TAM looks at the factors that determine how people adopt computer technology in order to understand how they plan to utilize it.

Certain research contend that consumers' perception and understanding of AI are governed by their cognitive processes and heuristics (Shin et al., 2024a,b). TAM tells us that "perceived usefulness" and "perceived ease of use" are two important factors that impact whether or not people would employ a new technology (Figure 2). Perceived usefulness has to do with how a user thinks that using a certain technology would make them more productive. Perceived ease of use (Davis, 1989) is when a user thinks that utilizing a given technology would be easy. To comprehend the functioning and decision-making processes of AI, as well as the alignment of these systems with user expectations, it is essential to consider their cognitive processes (Shin et al., 2024a,b). Users may begin heuristic processing while dealing with AI systems to evaluate their value and usability via signs such as transparency, fairness, and trustworthiness (Shin et al., 2024a,b). As AI technology has become more common, designers, scholars, and students have started to use AIAD tools like Midjourney and Stable Diffusion more often. A lot of recent research on AIAD has used TAM to look at the desire to use AI technologies in different areas, such as AI painting (Du et al., 2023), smart farming (Mohr and Kühn, 2021), intelligent products (Sohn and Kwon, 2020; Ponzio et al., 2021; Song et al., 2018), architecture (Na et al., 2022; Lin and Xu, 2022), and e-commerce (Wang et al., 2023). Users

need to link how they think with a heuristic method to understand AI systems before they start using them (Shin et al., 2024a,b). The adoption of AIAD is intimately linked to how users perceive AIAD and how much they depend on heuristic methods to perform well in the AI-driven design environment.

TPB and TAM are both based on the Theory of Reasoned Action. They both look at attitudes and plans for conduct, but they look at different things (Liao et al., 2023). The Theory of Planned Behavior (TPB) is often used to examine people's overall activities, particularly focusing on the impact of attitudes, subjective norms, and perceived behavioral control on behavioral intentions. The uniqueness of AI technologies renders a solitary theory of TPB inadequate for elucidating developers' intents to use these technologies. TAM, on the other hand, demonstrates how the perceived utility and ease of use of new technologies impact how many people purchase them. But TAM alone can't properly describe the behavioral goal for AIAD since it doesn't take into consideration the unique features of AIAD. As such, the initial aim of TAM was to lead to the improvement of system design so that individuals could complete a greater amount of work. However, it should be noted that, the impact of other individuals on users' attitudes and actions is disregarded (Rauniar et al., 2014).

3.3. The Theory of User-Centered Design (UCD)

User-Centered Design (UCD) is a technique of creating that places the needs, desires, and skills of users first. The goal is to create items, processes, or services that are highly simple to use and meet the demands of the people who will use them. UCD is a process that occurs over and over again. Designers and users communicate to each other all the time to receive feedback, improve prototypes, and make sure the final product works well in the real world. In UCD, the design process moves in circles and includes steps like research, coming up with ideas, making prototypes, testing them, and assessing them. This cycle lets designers try out their ideas about how people use things, check their assumptions, and change things depending on what actual users say. UCD gets feedback from users at every step of the design process to make sure that the product works, is easy to use, and fits the demands of its intended audience.

Below, there is presentation of the most important parts of UCD.

1. User Research is meant to discover who the target audience is and identify their needs, wants, habits as well as their difficulties.

2. **Personas:** Through personas, there is achieved a creation of detailed profiles of typical customers which provides assistance regarding making decisions on how a company should develop a product.
3. **Prototyping and Testing:** Building prototypes and having actual users test them assists to get their input.
4. **Iterative Improvement:** Using feedback loops to make the design better and better over time, making sure it meets users' needs and objectives.

UCD promotes empathy, which is seeing things from the designer's point of view and understanding what the user needs and desires. This is especially vital when making digital products that are useful and pleasant to use. This strategy teaches designers a lot about their clients and how they use the system. This is a really useful way to create UX.

3.4 Examination of Empirical Data

Kumar and Sharma (2018) studied the effect of trends of visual design and customisation on the usage of mobile applications and user satisfaction. The research included a range of techniques including interviews with 20 UX designers and surveys of 500 mobile app users. The findings revealed that consumers like the ability to customize, especially the customisation that allows them to change the UI to match their needs and habits. Users also enjoyed the design of the site, enjoying the clean layouts and easy-to-use navigation. It's remarkable how design aspects are seen by various groups of people. So it is very important to have diverse types of people for UX testing. Kumar and Sharma told engineers to aim for advanced customization, but to make it simple and user-friendly. They also stated developers should constantly include feedback from customers to make things work for them.

Lee and Park (2019) researched the impact of the principles of mobile-first design on the social interactions of users on mobile platforms. They analyzed usability testing and interaction data of 30 mobile applications, comparing mobile-first design versus traditional design methodologies. Mobile-first designs were easier to use and engage with than those that were made for computers. People preferred mobile apps better since they worked well together and were easier to use. The authors said that mobile-first ideas should always be a part of making mobile apps and called for greater study to make these ideas fit new technologies like AR and VR.

Williams and Brown (2020) examined the potential of microinteractions to enhance user satisfaction in mobile applications via the strategic use of design elements at a micro level. In a study, 200 users used applications that had different levels of microinteraction complexity.

We utilized surveys and performance data to find out how satisfied our consumers were. People loved the app because it had well-designed microinteractions, such as animations and feedback that varied depending on what users performed. People used applications with a lot of microinteractions more often. The authors encouraged mobile UX designers to employ microinteractions on purpose and see how they change various kinds of applications.

3.5 Trends and Future of UX Design

New technology and what people desire will likely impact UX design. New technologies like VR and AR might change how user experience design works. The UX Trends Group (2023) says that AR and VR technologies provide people new ways to engage with digital information, which makes it more enjoyable and intriguing. These technologies might make utilizing goods and services more fun and helpful. You need to remain up to date on new technology and user preferences as UX design develops in order to create designs that are both unique and useful (Williams & Lee, 2023).

Because of advancements in technology and what customers want, UX design has become a lot better in the last 10 years. Recent developments in UX reveal that people seek to make their online experiences better and simpler.

These changes are being driven by new technology, user feedback, and improvements in design. To make experiences simpler to comprehend, more interesting, and more helpful (Nielsen & Norman, 2023). UX trends are more crucial than ever now because user-centered design is vital. This will help you make digital products that people will be happy with. To remain ahead of the competition, businesses need to know about these trends in UX design. This is critical for making digital solutions that work.

One of the most important trends in UX design is personalization. People seek new things that can also be characterized as differentiated. Better data analytics and machine learning allow designers to customize content, recommendations, and interfaces depending on the way users respond and what they like. Netflix and Amazon, for instance, are platforms that use sophisticated algorithms to provide suggestions on things and content depending on the way viewers have acted in the past (Smith & Johnson, 2022).

A Forrester research that was conducted from 2022 found that 80% of consumers are more likely to do business with companies who provide personalized experiences. This goes along with the trend. Personalization makes people happy by making things more useful and important to them. It also keeps them interested and makes them more likely to stick with it in

the long run. Voice User Interfaces (VUIs) are another key development in UX design that has come about since more people are using voice-activated devices and virtual assistants. You can communicate to VUIs without using your hands, and they employ natural language processing (NLP) to interpret and respond to voice commands (Johnson & Smith, 2021). Two famous platforms up to date are Apple Siri and Amazon Alexa. They assist in making access easier to a wide range services and applications and constitute an integral part of daily life. By 2024, research predicts that 55% of households will have smartphones. Daily technological communications are becoming increasingly crucial (Statista, 2023). VUIs constitutes a UX trend that combines simplicity as well as accessibility.

AR and VR have made UX design more interesting. Augmented reality (AR) adds digital elements to the actual environment, whereas virtual reality (VR) creates fully immersive digital spaces where people may interact with digital information in new ways (Lee & Choi, 2022). More individuals are using these technologies in gaming, retail, and education to engage and help consumers decide. Example: IKEA AR software. Customers may examine furniture in their homes before purchasing. This promotes confidence and simplifies buying (Brown & Davis, 2021). AR and VR demonstrate how UX design is engaging and integrating the real and digital worlds.

UX designers increasingly use mobile-first design. Because more people globally use mobile devices to surf the web. Apps for smaller screens and touch-based interactions are adapted for larger devices using this method (Williams & Moore, 2023). A pleasant user experience requires adaptable design for several screen sizes. Over 54% of web traffic is mobile, according to StatCounter (2022). Designing for mobile first is essential. Mobile-first thinking may help companies create fluid, responsive digital experiences as more people use smartphones and tablets to communicate and work online.

Another trend is minimalist UX. Simple, straightforward, and helpful. Reduce visual clutter and use just what's necessary in this design guideline. This accelerates focus and interface switching (Kim & Lee, 2022). Apple gadgets and interfaces adopt a basic visual language, known for their minimalism. Minimalist design may increase understanding and minimize mental strain, making interactions more productive and enjoyable (Adams & Roberts, 2021). By concentrating on essentials and minimizing distractions, minimalist design makes people happy.

Small yet vital microinteractions increase user experience via feedback, assistance, and response. Certain user actions elicit visual signals, animations, transitions, and alarms (Brown & Smith, 2023). An real and engaging experience may include a smooth screen transition or

little button movement while picking up anything (Williams & Davis, 2022). Digital interfaces become more alive and responsive with microinteractions.

UX design nowadays emphasizes inclusion. It emphasizes making things that anybody, regardless of skill, can utilize. This method helps designers produce fair and open digital products for all users, including those with disabilities (Jones & Taylor, 2021). Studies show inclusive design simplifies products and makes consumers happy (Smith & Lee, 2022). Visually and mobility-impaired persons benefit from keyboard navigation, screen reader compatibility, and configurable interfaces. Inclusion in design shows that more people demand inclusive digital experiences.

Analytics inform design decisions and improvements in data-driven UX design. Designers may add or alter functionality based on user behavior, preferences, and feedback (Lee & Kim, 2023). Adams and Johnson (2022) say data-driven design makes consumers happier and more engaged. User surveys, usability testing, and A/B testing help designers enhance user experiences. This emphasis on data-driven decision-making indicates that UX design needs actual data to be useful.

As designers recognize their work affects society, ethical design is essential to UX. User privacy, data security, transparency, and health are ethical UX design priorities. This addresses growing data gathering and online accountability concerns (Brown & Taylor, 2022). Personal data gathering and usage are becoming clearer. Fair, open, and user-controlled design procedures are desired (Johnson & Williams, 2023). Data protection, safe processing, and governance interfaces are ethical design ideas. Designing ethical UX indicates that you care about developing digital experiences that represent society and preserve consumers' trust and interests.

4. Business Model Innovations and UX for value Creation

4.1 Value generation and business models

The idea of a business model has garnered a lot of interest and sparked intense discussion among academics on how to design a business model. For example, Chesbrough and Rosenbloom (2002) see a business model as a focal point that illustrates how a technology or company concept may be made profitable. A business model, according to Morris, Schindehutte, and Allen (2005), is a collection of interrelated decision factors that provide long-term competitive advantage. Architectural models, typological models, narrative models,

design models, and conceptual canvas tools are examples of further conceptualization (Hokkanen et al, 2016).

The concept of business, or "what a company offers to whom and how," is where the business model originated, according to many research (Ahokangas & Atkova, 2013; Xu, Kopsakangas-Savolainen, Ahokangas, & Li, 2016). Resources and competencies, internal and external organizational structure, customer value proposition, and cost and revenue structure are some of its constituents (Demil & Lecocq, 2010).

We must return to the foundation of business model, which is the production and capture of value, in order to understand how business model relates to UX (Xu, Kopsakangas-Savolainen, Ahokangas, & Li, 2016). According to Magretta (2002), the concept of value is widely acknowledged by academics in the fields of business models. Integrating the value component has had a significant impact on the current streams of business model research, claims. Value proposition, proposed by Zott, Amit, and Massa (2010) as a construct that conceptualizes a company's value generation and value capture, is also included in one of the most recent business model conceptualizations. Therefore, most definitions regard value creation and value capture activities and processes to accurately express the core of business model conceptualizations (Hokkanen et al, 2016).

According to a marketing perspective, Woodall (2003) suggested that value can originate from both the supply (business) and demand (customer) sides. The value creation process can yield five different types of value: the net value, which is the utilitarian balancing of benefits and sacrifices; the marketing value, which is related to the attributes of the product (or service); the derived value, which is the result of use; the sale value, which is related to pricing; and the rational value, which is associated with the benefits expressed in the exchange. It is possible to conceptualize that a business model involves a dual creation process—creating value for customers (typically as value creation) and value for businesses that adopt a particular business model (typically as value capturing)—by balancing Woodall's (2003) view with the typical business model perspective. The relationship between UX and the two aspects of value generation is shown in the following sections.

4.2 Customer value generation and UX

Woodall (2003) defines "value for customer" as "any demand-side, personal perception of advantage arising out of a customer's association with an organization's offering." According to Sawhney (2003), a company may produce three different kinds of value. Functional value,

which includes features, performance, and dependability, is the first kind. Another kind is economic value, which refers to the amount of money and time that consumers are prepared to invest in return for a product or service. The last category is emotional value, which describes the emotion or self-expression a consumer has while purchasing and using a product or service. A benefit and cost perspective on value creation was presented by Barnes, Blake, and Pinder (2009), who recommended evaluating how consumers see value in terms of benefits received and costs decreased.

In order to link the business model's value creation idea with customer experience, Osterwalder et al. (2014) devised the "value proposition model," which allows for an organized method of explaining the value generated by the business model by creating a "value proposition" for a product or service. Value is evaluated from both the offering and consumer perspectives in the value proposition model. Customers' requirements or "job to be done" are evaluated by the customer side, which looks at what makes them happy as gains and unhappy as pains (Romero & Molina, 2015).

The end-user's experience influences how successfully a product or service allows "a job to be done" and value to be obtained, even if a customer may not always be a user.

The idea of value creation linked to business models is further developed by the UX profession. According to Hassenzahl's [39] UX paradigm, consumers often create product qualities using a mental model that blends real features with norms, expectations, and/or personal values. According to this theory, product features include functionality, appearance, content, and interaction style, all of which have an impact on how consumers perceive the value of the value proposition and the actual goods or services offered [39]. Pragmatic value, or user-perceived usefulness, and hedonic value, or traits that provide pleasure, are two types of user value (Hassenzahl, 2004).

Hassenzahl (2004) argues that the user experience should be the main focus of an offering, with the product or service being built around it. This is different from the usual way of making products, which places the product at the center. People truly understand how much something is worth when they use it.

This reasoning assumes that consumers participate and co-create their own sense of value, which is generated from a value realization process, rather than passively receiving the value. According to Patrício et al., (2011) and Sanders (2002), businesses are unable to create the experience itself, but they may create the conditions for the desired experience by providing representational objects and creating contexts. This new paradigm explains how UX and real offers are intertwined to generate value for consumers by defining what a value realization

process really is.

All things considered, a comprehensive perspective on customer value generation is provided by the confluence of value ideas in business model research and user experience. A customer's "job to be done" may be either hedonistic, which connects with emotions and the customer's inner viewpoint, or pragmatic, which represents aspects that fulfill the fundamental goal of using a product or service. Similarly, gains and sufferings may be separated. Hedonic value is associated with evoking certain emotions, while pragmatic value is represented by functional elements derived from functional results (Pokorná et al., 2015).

4.3 UX and the generation of commercial value

UX development may be expensive, even if it can provide a variety of consumer value categories. According to Nielsen's (1993) study, usability engineering expenses caused around 63% of large-scale software projects to go over budget. UX expenditures are often seen as extra expenses by software development managers. Because Smith & Reinertsen, (1991) have estimated that the initial 10% of the software design process may decide 90% of the final product's cost and performance, UX should thus be in line with corporate objectives [48] and provide value and benefit to business (Marcus, 2005).

Despite the abundance of research on how UX benefits users and consumers, very little is known about how UX benefits its designers or developers. In actuality, however, it seems that successful companies that grew into major corporations (like Amazon and Google) have one thing in common: UX that generates greater commercial value. Marcus (2005) distinguished three categories of business value from usability engineering: 1) cost reduction (involving lower development cost, development time, maintenance cost, and redesign cost); 2) sales growth (including increased purchase and transaction, customer retention, and customer acquisition); and 3) use effectiveness (reducing user error, increasing productivity, and user satisfaction).

According to Sward and Macarthur (2007), generating business value via competitive advantages through the provision of desired UX is consistent with a company's strategic aim from the standpoint of strategy and business model. The argument that businesses create a unique position or competitive advantage by combining resources that are hard to duplicate, gives rise to the resource-based view of value capture. In the context of UX, this refers to the design and UX resources that provide software companies with a distinct market position. This research suggests three types of commercial value that UX may provide, particularly for

software companies, by combining engineering and business viewpoints.

According to one stream of UX literature, a company's position may be differentiated by the value of its product or service as perceived by consumers, which highlights UX design as a strategic aim. To put it another way, UX may provide value for clients while enabling the business to get value via differentiation tactics. According to Swallow, Blythe, & Wright (2005), a company's competitive advantage is closely correlated with its ability to provide an appealing customer experience. According to Sward and Macarthur (2007), certain aspects of user experience (UX), like the user interface (UI), are very simple to duplicate. Therefore, UI by itself may not help a company stand out from the competition.

But according to the research conducted by Sward and Macarthur (2007), a company's capacity to provide exceptional and worthwhile experiences helped it stay competitive. So, making the user experience (UX) interesting is an important part of making money in business models and a good way to keep an edge over the competition. A survey of the literature elucidates the ways in which UX enhances the business aspect for startups, especially by enabling mass-market adoption and fostering consumer loyalty and "word of mouth," in addition to offering a unique edge as a general commercial value. In a market where information technology (IT) is becoming a commodity input, companies have to choose between focusing on UX and other things.

This means that a startup must move away from being exclusively focused on technology and products and realign itself with the experiences it seeks to create for customers. From this vantage point, UX offers a way to "cross the chasm" and incorporates scalability into business models for wide market adoption (Norman, 1999).

Positive customer experiences are also linked to customer loyalty and retention, as they influence whether or not a company's consumers will return. A company (like a startup) that employs a growth plan is sincere in its desire to increase its clientele. However, as Norman (1999) contended, it might be difficult to acquire new clients since a product category that was appealing and in demand in its early stages may now have stagnant demand. A company must thus use suitable UX practices and offer engaging experiences to draw in and keep consumers, as well as encourage customers to recommend its goods, services, and brand, in order to maintain growth via customer loyalty (Sward & MacArthur, 2007).

5. Research Methodology

5.1 Introduction

This chapter describes the research methodology used to analyze the strategic importance of user experience (UX) research in business model innovation via the case study of the Yodeck platform and the “Embeddable Feeds” feature. The aim of the chapter is to provide a detailed presentation of the research design, methodological approach, data collection procedure, and analysis techniques adopted to understand how UX research can contribute to the development of new features and the creation of business value in a Software-as-a-Service (SaaS) environment.

In the contemporary digital economy, companies increasingly depend on human-centered design techniques in order to adapt to the continuously changing requirements of users and the escalating expectations of the market (Norman, 2013). User experience is not just confined to the usability or aesthetic design of a digital product but rather a strategic lever that drives innovation, customer loyalty and the differentiation of a firm from the competition (Hassenzahl, 2010). Especially in SaaS platforms, where the ongoing improvement of the product and customer retention are essential success factors, the knowledge of the demands, challenges and experiences of users gains the strategic relevance (Garrett, 2010).

As the purpose of this study is to explore experiences, perspectives, motives and genuine requirements of users, and not to quantify quantitative variables or statistical correlations, it adopts a qualitative methodological approach (Creswell & Creswell, 2018). The case study was selected as a research technique because it offers an in-depth knowledge of a modern occurrence within its real-life setting of the organization and the technology environment (Yin, 2018). Yodeck was considered a suitable case study because of its status as a developing digital platform in the digital signage market and its ongoing investments in UX research and product creation processes.

The research approach focused on the discovery phase of the “Embeddable Feeds” feature. The study explored data collected from user requests, support tickets, community comments and semi-structured interviews with users from various professional sectors. This method is an effort to demonstrate how UX knowledge helped to the design of the new feature and to the establishment of new commercial growth chances for the organization.

The chapter also offers the data analysis processes as well as the ethical criteria of the study. Issues of reliability and validity of the qualitative approach are also presented. Special attention is paid to research openness and documentation in academia so that the conclusions

of the study are consistent and dependable. In general, the methodology chapter lays the theoretical and empirical framework for the analysis to follow in the subsequent chapters and shows the significance of UX research as a strategic instrument for innovation and value generation in contemporary digital platforms.

5.2 Objective and Research Questions

The goal of this study is to explore the strategic relevance of UX research in the innovation process of digital goods and business models in the SaaS platforms environment. More particularly, the work explores how qualitative UX insights and user discovery procedures might inform new user requirements discovery, new product functionality development, and new commercial value generation prospects.

The study is based on the example of the Yodeck platform, and more specifically, on the “Embeddable feeds” feature, which was designed to answer the recurrent user demands linked to:

- the extension of information consumption beyond physical digital signage panels,
- support for hybrid and distant communications situations;
- and the need to move towards more flexible communication ecosystems.

The study aims to explore, based on a qualitative research technique, the ways in which UX research might work as a mechanism for improving usability as well as a strategic innovation process that influences:

- product development.
- communications design,
- and the growth of the business model of a SaaS firm.

Meanwhile, the study explores the influence of current organizational transformations, including the rise of hybrid working patterns and dispersed communication practices, on the user demands and emerging digital communication needs for SaaS platforms.

In relation to the aim of the study, the following research questions were developed:

RQ1: What is the role of UX research in the discovery of user demands on SaaS platforms?

RQ2: What communication and operational requirements drove the creation of the “Embeddable Feeds” capability on the Yodeck platform?

RQ3: What are the implications of hybrid and remote working environments on the digital

communication demands of organizations?

RQ4: How can qualitative UX insights feed into the process of product creation and business model development?

RQ5: What is the perceived strategic and financial benefit of displaying embedded content for the users and for the platform?

5.3 Research Philosophy and Approach

The selection of the most suitable research philosophy and methodological approach is a crucial aspect of any academic study as it influences the way data is gathered, analysed and interpreted (Saunders et al., 2019). This study is guided by an interpretivist research theory. The study is to grasp the experiences, perceptions and demands of users in the real world use environment of the Yodeck platform. The interpretivist approach posits that reality is neither objective and static, but rather constructed via the experiences, relationships and personal perspectives of humans (Bryman, 2016). This theory is seen to be especially suitable in the context of UX research, as it enables a better understanding of how users perceive a digital product, what challenges they encounter and how they attach value to the system’s functionalities (Preece et al., 2015). Interpretive research focuses on understanding the “why” underlying user actions and choices, rather than only looking at quantitative facts.

Moreover, the work is based on a qualitative research technique. The qualitative technique has been used since the major purpose of the study was not statistical generalization or quantitative measurement of variables, but rather in-depth exploration of experiences, requirements, motivations, and pain points experienced by platform users (Creswell & Poth, 2018). Qualitative research allows the researcher to acquire rich and multidimensional data that might provide vital information about user behavior and the decision-making process in an organizational and technical context.

The option of using a qualitative technique is also strongly related to the nature of the UX research process. Norman (2013) contends that human-centered design involves a thorough knowledge of people and the real-world circumstances in which they engage with a technology. Quantitative data might often overlook demands that qualitative approaches can uncover such as interviews, observation and theme analysis, which are well suited to UX design and product discovery (Goodwin, 2009).

Moreover, this study has an exploratory research focus. Exploratory research is utilized when a phenomena has not been explored properly or when the researcher wants to better comprehend an emerging scenario or business requirement (Stebbins, 2001). In this instance,

the study is looking to explore how UX research can operate as a strategic innovation mechanism inside a SaaS context and how user insights may translate into the development of new features with commercial value.

The exploratory character of the research is also associated with the product discovery process that Yodeck used in order to build the “Embeddable Feeds” feature. Instead of basing the feature development only on technical or commercial assumptions, the focus was on learning the genuine challenges and wants of the customers by interacting with them continuously. This approach is in line with the concepts of User-Centered Design (UCD), according to which product design should be founded on the requirements, expectations and experiences of end users (Norman & Draper, 1986). In addition, the study combines parts of inductive reasoning. The inductive technique enables the formation of ideas and conclusions from the evidence, rather than from pre-defined theoretical assumptions (Thomas, 2006). In this study the research results were obtained via the examination of the narratives, demands and experiences of the platform users. Recurring themes were identified throughout the process, including the requirement for remote access to material, faster internal collaboration, and the demand for wider exposure of content beyond physical digital signs panels.

The qualitative and interpretative nature of the research is considered to be especially suitable for the study of digital platforms and SaaS products, since these environments are characterized by continuous change, dynamic interaction with users and the need for rapid innovation (Osterwalder & Pigneur, 2010). In this sense, UX research is not only considered as a process to improve usability, but also as a strategic instrument to understand the market and to create new economic value.

Overall, the selected interpretive philosophy, qualitative methodological approach and exploratory logic were considered appropriate for in-depth understanding of how user needs can be transformed into innovative product functions and business development strategies in modern digital environment.

5.4 Research Design: Case Study Strategy

In this research, the case study was selected as the primary research approach, as it was established as the most suitable technique for an in-depth assessment of the interaction between UX research, product innovation and commercial value in the context of a genuine digital platform. The case study enables the investigation of modern phenomena within their actual surroundings, particularly when the borders between the phenomenon and the setting in which it develops are not totally clear (Yin, 2018).

The phenomena studied in this article is the manner in which the UX research process has

helped identify a business and functional requirement of users to inspire the invention of the “Embeddable Feeds” feature by the firm Yodeck. The choice of the case study was seen as acceptable, as the focus of the research was not confined just to the finished product or the function itself, but also to the discovery process, user experiences, strategic decision-making and the relationship of UX insights with business innovation.

Yodeck is a typical example of a contemporary SaaS platform working in the digital signage domain using cloud-based infrastructures to manage and show digital content. The corporation caters to many types of customers and organizations such as retail shops, colleges, industrial units and internal communication teams. The fact that the platform is utilized in varied professional and operational situations has produced a particularly beneficial framework for evaluating different user demands and different types of usage of the product. The “Embeddable Feeds” feature was selected for the case study because it is a typical example of feature innovation that happened due to UX discovery techniques. The product development was intimately related to genuine user demands, recurrent pain areas and wants via qualitative UX research, and not just technical assumptions or internal business choices. This method is aligned with the User-Centered Design principles according to which digital products should be designed around the genuine experiences and expectations of users (Norman & Draper, 1986).

The case study is regarded especially successful in research connected to technical and organizational innovation, as it enables to analyze complex processes and interconnections in real time (Stake, 1995). In this work the application of the case study technique permitted the linking of three fundamental dimensions:

- user experience (UX)
- designing digital products and
- business strategy

This assisted in coming to understanding regarding more than what people asked for, but also how these demands might be translated into a strategic commercial opportunity.

At the same time, case study technique permitted the collecting of data from several sources, which is an aspect that increases the dependability of the research via the triangulation process (Flick, 2018). In this research, the following were used:

- helpdesk tickets,
- feature requests;
- user comment,
- semi-structured interviewing

- and internal insights from UX discovery.

Different data sources enabled a more thorough knowledge of the issue and cross referencing of study results.

Moreover, this research may be classified as an exploratory case study since the objective was not to test a set of a priori theoretical assumptions, but to explore a contemporary business and technology reality connected to the strategic deployment of UX research in SaaS contexts (Yin, 2018). The exploratory nature of the study is particularly relevant since the literature on the relationship between UX research and business model innovation is still rather scarce, particularly in actual SaaS product contexts.

The choice of Yodeck as a single-case study was partly due to the fact that the firm allows access to genuine UX exploration and product development processes. According to Stake (1995) the study of a single instance may be of great benefit to research when the case is of interest or when the case can shed light on wider theoretical concerns. The Yodeck example in the current study provides an opportunity to explore how digital platforms may employ UX data not just to enhance user experience but also to develop new sources of value and competitive advantage.

Also, the case study technique is deemed excellent for research that investigates processes and not just results (Merriam & Tisdell, 2016). In this instance research is directed primarily to:

- how the requirement of the user was recognized,
- the process of turning UX ideas into feature concepts,
- the relationship of the new feature to business goals such as product differentiation, customer retention and the development of new monetization methods.

Finally, the case study choice is also connected to the nature of digital platforms as dynamic ecosystems, where the ongoing contact with users is a critical determinant for innovation and growth (Tiwana, 2014). UX research is not only a usability testing tool, but a way to understand the market strategically and create economic value in this environment.

5.5 Participants

The research was conducted with a total of eight (8) users of the Yodeck platform who were purposively chosen as they had firsthand experience of using the product and had voiced wants or concerns relating to the functionality explored in this study. The participants came from a wide span of enterprises and held jobs linked to internal communication, content management, marketing, operational procedures and administration of digital communication systems. All participants were active users of the platform and their experience was regarded

especially relevant in understanding the demands that led to the creation of the function “Embeddable Feeds”. The interviews were part of a continuing discovery process that occurred over a period of around one year from 2024 to 2025. The incremental gathering of data enabled us to track recurrent demands and use patterns, which helped us define the commercial and operational value of the function under consideration.

5.6 Data Collection Methods

One of the most critical phases of our study was the data collecting. It helped us to get an in-depth insight of the demands of customers, challenges they had while using the Yodeck platform, as well as the commercial potential that came from the UX discovery process. The study relied only on qualitative data, using a human-centered and exploratory method. The goal was not to quantify statistically but to understand experiences, attitudes and genuine use situations (Creswell & Poth, 2018).

The data gathering procedure was divided into many phases to have a more thorough grasp of the phenomena and to cross reference the results via diverse sources of information. In particular, the following were used:

- examination of the platform’s existing internal data,
- qualitative insights from UX exploration,
- semi-structured interviews with users of the site from various professional areas.

The utilization of numerous data sources is especially significant in qualitative case studies, as it increases the validity and reliability of the results via the triangulation of technique (Flick, 2018).

5.6.1 Analysis of Internal Secondary Data

In the initial round of data collecting, we analyzed the Yodeck platform’s existing internal data. The data mostly used was:

- tickets for support,
- requests for features,
- community forums,
- feedback forms;
- and messages from users to the support and product development team.

This particular approach was part of the company’s UX discovery process and was an initial

step of identifying common issues and wants of consumers. According to Garrett (2010), the study of genuine user input is a significant tool for understanding the user experience. It identifies sources of difficulty, which are usually not visible during technical examinations of the system.

In the investigation, frequent user requests were observed concerning:

- the need to show material beyond the physical screen,

Regarding the use of playlists in intranet contexts,

- capacity to view digital signage material remotely,
- and enabled communication of information to workers and external partners.

These exact patterns served as the foundation for more UX research and helped inform the original concept for the “Embeddable Feeds” feature. This technique is related to the concepts of evidence-based product development. The product development choices are made on the basis of actual user data and not only on business cases (Goodwin, 2009).

In addition, the examination of the internal data helped to identify various use situations between different types of users. For example, corporate communication companies intended to deploy embedded feeds on intranet portals whereas small enterprises were more interested in showing material on public websites. It was a diversification that also showed the strategic significance of the operation which could span a range of business circumstances and markets.

5.6.2 Semi-Structured Interviews

After the first examination of the current data, semi-structured interviews were performed with users of the Yodeck platform. Semi-structured interviews were the major way of gathering primary data. Semi-structured interviews provide flexibility and in-depth investigation of the experiences, motives and perspectives of the participants (Kvale & Brinkmann, 2015).

This specific approach is seen to be especially appropriate for UX research, since it enables users to naturally communicate their difficulties, requirements and sentiments during contact with a digital product (Rubin & Chisnell, 2008).

The interview was conducted with eight (8) active users of the Yodeck platform. The sampling methodology followed for the recruitment of the participants in the interviews was that of purposive sampling since they all had firsthand experience of using the platform and have stated requirements, problems or ideas relating to content management and sharing. The participants represented a wide range of organizational contexts and professional

responsibilities in internal communication, digital content management, marketing, operational procedures and communication systems management. This variety was regarded crucial as it allowed for recording of varied user experiences and corporate demands.

The interviews were conducted as part of a discovery process that went on for about a year, from 2024 to 2025. This phase also enabled us capture recurring patterns, common worries and novel use cases emerging along the product’s constant progression. This method helped us better understand the functional demands of users, as well as revenue possibilities that the Embeddable Feeds feature may provide.

Semi-structured interviews provide the scope to build a debate on issues that may not have been expected by the researcher. This is in contrast to rigidly prepared surveys.

The interviews were carried out with users from several professional fields, such as:

- education
- production,
- small-businesses,

In retail settings,

- the internal communication teams.

The choice of several professional profiles was deemed relevant in order to include a broader spectrum of experiences and situations of use of the site. The variety of the participants helped to understand the many business demands that the new function may serve.

The key lines of the interviews were:

- how to utilize the platform;
- challenges experienced by users,
- requirements for content sharing
- the experience of working with remote teams,
- their expectations from a potential integrated functionality.

5.6.3 UX Discovery Process

The UX discovery approach was the primary means via which research data informed the creation of the “Embeddable Feeds” feature. The discovery process was an iterative logic – user insights were constantly assessed and re-evaluated in conjunction with the commercial and technical capabilities of the platform.

In this sense, UX research was not only used as a tool for usability assessment, but also as a strategic method for analyzing the market and discovering new business prospects. User experience is strongly related to value creation since customers assess goods not only in terms

of their functioning but also in terms of how they are incorporated into their everyday activities (Hassenzahl, 2010).

Some common topics that came up throughout the discovery process were:

- the need for higher exposure of material,
- more access to information,
- the importance of distance communication;
- and the need for a seamless experience across physical and digital platforms.

These insights helped in the final value proposition of the “Embeddable Feeds” functionality. Meanwhile, they highlighted how the new feature might be used to provide value for both the users and the company itself to support objectives such as:

- differentiation of products,
- retaining customers,
- extending the platform,
- and possible monetization possibilities.

The data gathering approach was based on genuine user experiences and true organizational insights that allowed an in-depth knowledge of the link between UX research and business innovation in the Yodeck context.

5.7 Data Analysis Process

After the process of data gathering was finished, the phase of analysis was done. The main purpose was to find repeating patterns, experience and demands of the users about the “Embeddable Feeds” feature. Given that this study is based on a qualitative methodological approach, theme analysis was selected as the principal tool for processing and analyzing data. Thematic analysis is one of the most common and robust approaches of qualitative analysis, since it helps to find, organize and explain reoccurring themes within qualitative data (Braun & Clarke, 2006). This particular approach was considered suitable for this study as it provided an opportunity for a more profound knowledge of the experiences and perspectives of users about the usage of the Yodeck platform, as well as the demands that led to the creation of the new feature.

The analysis was conducted in many phases, in accordance with the fundamental principles of theme analysis proposed by Braun and Clarke (2006). First of all, the researcher became acquainted with the data by going through the interview notes, support tickets, feature requests and the rest of the UX discovery data several times. This step was especially crucial as it provided an overall grasp of the content and experience represented by the users.

Next, the coding step was done first. In this phase, individual remarks, comments and repetitive statements were classified according to their substance and relevance for the study.

The first codes dealt largely with:

- requirements for remote access,
- problems with content sharing,
- communication requires internal,
- standards of visibility,
- user experience expectations,

Objectives and requirements for the integration of physical and digital communication channels.

The coding procedure was mostly inductive, meaning that the themes were not pre-specified at the outset, but rather evolved from the data (Thomas, 2006). This method made it possible to provide a more accurate representation of the users' experiences, without imposing tight theoretical categories at the outset of the research.

5.8 Ethical Considerations

Ethics are a fundamental prerequisite for research conduct, particularly if data is collected and analysed from participants' experiences, views and professional practice (Orb et al., 2001). Special attention was given to confidentiality, anonymity and appropriate data management in this study to make sure that the research process was conducted in an academically and morally proper way.

The study was based mostly on qualitative UX research data drawn from:

- support tickets;
- feature requests,
- comments from the community,
- Structured and semi-structured interviews with the users of the Yodeck platform.

All data were kept with absolute secrecy throughout the study process and utilized only for academic reasons. No personal or business information or data that might lead to the identity of particular persons or organizations was released.

Special emphasis was placed on ensuring the confidentiality of the individuals. Prior to conducting the semi-structured interviews, participants were told about the goal of the study, the nature of their involvement and the use of the data they gave. Participation was voluntary and based on the idea of informed participation, wherein participants are explicitly made aware of the goal and context of the study before submitting data or experiences (Bryman,

2016).

At the same time, the obtained information was saved and analyzed without revealing critical details of firm operations. Since the study is connected to a genuine SaaS product and internal UX discovery procedures, it was decided that it was vital to avoid publishing technical specifics, strategic information or commercial elements that may impact the firm or expose internal business practices.

The current study also adhered to the fundamental data privacy standards in the context of the General Data privacy Regulation (GDPR) of the European Union. The research did not entail the processing of sensitive personal data, but focused on the restricted use of information and on gathering just the data strictly essential for the aims of the study (Voigt & Von dem Bussche, 2017).

In addition, the role of the researcher was given special attention, since the researcher is an active part of the data interpretation process in qualitative research (Creswell & Poth, 2018). Thus we tried to make sure that the analysis was based on genuine facts and the participants’ tales and not on personal preconceptions or biases. A constant monitoring of the data and the comparison of the numerous sources of information helped to reduce any interpretive biases. Moreover, the appropriate presentation of the findings was an essential part of the ethical character of the study. Results are published with the objective of scholarly understanding of the phenomena and not for commercial promotion of the firm or the “Embeddable Feeds” feature. This particular strategy was considered to be important in order to retain the research impartiality and scientific credibility of the study.

Finally, the study followed the broad norms of ethics in qualitative research such as:

- respect for participants;
- the proper use of data.
- openness of the research process,
- and not misrepresenting or selectively presenting results (Silverman, 2020).

This study has followed a high degree of ethical consistency and research accountability throughout the data collection, analysis and presentation, which has increased the credibility and academic validity of the research.

5.9 Reliability, Validity and Research Limitations

Reliability and validity are important factors within any research process as they are directly related to the quality, consistency and scientific worth of study results (Lincoln & Guba, 1985). In qualitative research, however, these themes are addressed differently than in

quantitative research, since the emphasis is more on the trustworthiness of interpretation, the credibility of participants’ experiences, and the openness of the research process (Creswell & Poth, 2018).

This study was strengthened by the utilization of numerous sources of data to increase reliability. In particular, the analysis was based on:

- tickets for support,
- feature requests,
- input from the community,
- semi-structured interviews with platform users.

The triangulation of the results was aided by the use of diverse data sources, which enabled the validation of repeating patterns and thematic categories across varied data and different user experiences (Patton, 1999). Methodological triangulation is very significant in qualitative case studies as it decreases the risk of a one-dimensional interpretation of the phenomena, and it increases the whole dependability of the investigation.

At the same time, the dependability of the study was increased by the continual appraisal of the data in the course of the analysis. Thematic analysis was conducted in an iterative fashion of reading, coding and re-composing the data, to facilitate coherence between the original data and the final interpretations. The continual comparison between multiple data sources provided a better understanding of the users’ demands and avoided the likelihood of shallow or partial analysis.

Validity or trustworthiness of the study is the extent to which the results represent the true experiences and demands of the participants (Lincoln & Guba, 1985). In this research, great attention was given to the recording of genuine user experiences and real business cases. This is because the research was based on real UX discovery and product development processes of the firm Yodeck. The utilization of genuine feature requests and qualitative comments assisted to increase the ecological validity of the study since the data came from real settings of usage of the platform.

Besides, the case study as a research technique was useful for the deep knowledge of the occurrence in the actual organizational and technical setting. As Yin (2018) notes, case study research promotes contextual validity by enabling the investigation of complex processes and interactions that are difficult to separate or evaluate statistically.

Despite the benefits of the qualitative technique, however, this study also has certain limitations, which should be taken into consideration when interpreting the findings. One major restriction of the study is the qualitative character of the research and small sample size.

The semi-structured interviews were performed with certain groups of platform users and consequently the results cannot be statistically extrapolated to the whole population of SaaS platform or digital signage product customers .

Also, the study is limited to one manufacturer and one function of the product. The Yodeck example offers vital insights into the link between UX research and business model innovation, although the outcomes might be affected by the specifics of the individual organizational context, the digital signage industry, and the company's product development culture. Consequently, results must be carefully translated to other technology or commercial situations.

Another drawback relates to the subjective character of qualitative analysis. In qualitative investigations, the researcher is directly involved in the process of interpreting the data, which might impact the analysis via personal impressions or interpretative biases (Silverman, 2020). Despite attempts to control for these effects by rigorous analysis and triangulation, human subjectivity cannot be entirely avoided.

Furthermore, the study was mostly centered on qualitative UX ideas, rather than quantitative performance measurements or usability statistics. Accordingly, the main emphasis of the research is on understanding experiences and views and not quantifying particular KPIs, conversion metrics or the financial results of the “Embeddable Feeds” feature. This was a deliberate decision, related to the exploratory character of the study, but restricts the potential of statistically analyzing the commercial effect of the feature.

Despite the foregoing constraints, the study has a high academic and practical value as it provides in-depth insight of how UX research may be a strategic innovation mechanism in SaaS platforms. Moreover, it adds to the literature on the relationship between UX, product development and business model innovation, an area that currently displays scant empirical examination. In general, the attempt to assure reliability and validity, as well as the admission of the limits of the study, increase the transparency and academic quality of this research.

6. Results

6.1 Introduction to Findings

This chapter provides a summary of the qualitative research results conducted in the context of the Yodeck platform and the “Embeddable Feeds” feature case study. The research is based on data acquired via semi-structured interviews, feature requests, support tickets and UX discovery sessions with platform users from diverse professional and organisational backgrounds. During the topic analysis, recurring patterns, requests and viewpoints of users

on the utilization of the product and its development potential beyond standard digital signage displays were detected.

The findings of the survey show that customers no longer saw the platform as a tool for displaying content on physical screens, but as a larger system for managing information and communication. The requirement for remote access, real time exchange of content and ease of communication across different user groups and organisations was constantly stressed. At the same time, the importance of simplicity in managing material was highlighted, as many participants linked the value of the platform to ease of use and speed of information updates.

The analysis of the data allowed us to develop some thematic groupings (themes) reflecting the main needs and expectations of customers. These problems are related not just to functional demands but also to strategic components related to:

- the internal communication of firms,
- hybrid and remote working management,
- dynamic content display,
- and the development of new business using the platform.

Furthermore, the findings suggest that the ‘Embeddable Feeds’ capability was regarded not just as a technical feature, but also as a method to improve the value of the platform in new communication settings such as intranet portals, internal dashboards, websites and remote work ecosystems.

Analysis of the topics identified six major theme categories:

1. Making material visible beyond physical displays.
2. The role of the platform in corporate communication and in promoting remote work.
3. Content management has to be simple and helpful.
4. The need for dynamic and real-time information updates.
5. The function’s strategic and economic value to firms and users.
6. User expectations of interactive and flexible integrated content.

These issues are discussed in the following sections, with illustrative quotes and interpretive analysis of the data. This approach is an attempt to clarify how the UX insights were turned into strategic knowledge and integrated into the creation of a new position with commercial and organizational value.

6.2 Theme 1: Need for Extended Content Visibility

One of the primary issues that came up from the analysis of the interviews was the want of the users to broaden the display of materials outside of the physical digital signage panels. All

participants agreed that access to content was restricted to individuals physically present in the area, with current use of the platform mostly limited to displays positioned in offices, reception rooms or professional settings.

This necessity was especially the case with firms that utilized the platform for internal communication, personnel briefings and showing operational information. Participants said that a large section of their audiences, such as distant workers, external partners, or hybrid team members, lacked access to the information shown on physical displays. This made it necessary to have a “virtual” version of the content display experience which could be linked into intranet settings, internal websites or online portals.

One participant said they would want a means to show material on displays in a browser window or embedded environment so staff may be kept updated even while working remotely. This was especially true for firms that moved to hybrid or remote working arrangements in the post-pandemic world, indicating that changes in work patterns are also directly influencing digital communication demands.

Simultaneously, a number of participants saw embedded material not only as an internal communication tool but also as a means of increasing outward exposure of businesses and services. Some users wished to show dynamic material on public websites so that visitors or prospective customers could view up-to-date information, announcements, or promotional content without the requirement of constantly manually updating webpages.

Another key thing that came out of this was that consumers didn’t want to have to deal with numerous content systems. Some respondents said they previously used the Yodeck platform as a single point for managing material and found it especially helpful because the same content was instantly available on websites or in intranet settings. Thus the embedded function was seen as a technique of integrating communication between the physical and the digital channels.

The requirement for increased exposure of material was also associated with the dynamic nature of the information handled by businesses. Participants reported contexts in which information was rapidly changing and real-time updates were required, such as internal notifications, dashboards; operating updates, reminders about training, and marketing data.

In this context the integrated display capacity was regarded of special importance, as it would enable to retain a single and continuously updated information experience across numerous communication channels.

6.3 Theme 2: Remote Communication Challenges

Another especially noteworthy element that emerged from the data analysis was the function of the platform as a tool for internal communication and support of hybrid or remote work patterns. The usage of the platform was defined frequently by the participants not as a platform to show information, but a method of coordination, sharing and retaining shared information amongst workers and teams.

In several circumstances, organizations employed digital signage displays to announce corporate news, served as reminders for processes, provide educational material and information about everyday team operations

Participants said that the continual presentation of information in common locations helped them keep informed of the objectives, procedures and organizational advancements. But the approach was understood to operate well only when workers were physically in the same place.

As remote and hybrid work methods became more widespread, new communication issues emerged. Many participants noted that many workers were working remotely for multiple days a week, which hindered their ability to access information on physical displays. Therefore, the need to migrate material into intranet environments or browser-based views was regarded especially vital to preserve internal communication.

In several circumstances, participants reported that workers who were out of the office missed essential updates, reminders or operational information that was presented solely on the displays in the premises. Thus the integrated display feature was considered as a means to provide a similar information experience independent of the employee’s physical location. This was regarded especially relevant for firms with scattered teams or when individuals often traveled between workplaces.

The study also showed that internal communication is not only informational content but also consolidation of organizational cohesiveness and engagement. A few people mentioned utilizing the platform for notifications of celebrations, corporate action reminders, information of employee benefit communications, and exhibition of success stories or training materials

This aspect highlights the fact that the platform was not only an information tool but a way to increase involvement in the organizations.

Some participants also associated the embedded function with the capacity to preserve “continuity of communication”. The capacity to present the same material on physical displays and digital settings was thought to lessen communication barriers between onsite staff and distant employees. This requirement was more clearly felt in companies with control room settings, operating teams, internal scorecards and real time information systems.

Another noteworthy discovery was that a number of consumers desired the integrated experience to be as near as feasible to the physical experience of digital signage displays. Some participants expressed the need for a "virtual screen" or "virtual monitor" that would mimic the same playlist rotation and dynamic updating logic that currently exist on physical displays. This study indicates that consumers weren't merely searching for access to material, but a seamless experience across physical and digital platforms.

6.4 Theme 3: Simplicity and Ease of Use

The study's main result was the importance that consumers place on simplicity and ease of use of the platform to manage content. Most of the participants attributed the value of Yodeck to the facility of updating information quickly, the easier administration of playlists and the reduction of technical complexity in general related to the management of digital content.

The platform's ability to be used by non-specialist technical competence was a crucial cause for adoption, according to several users. Important features such as drag-and-drop content administration, simple logic of playlists and easy organization of media files defined considerable savings of time and work of management.

Users have often said that using the platform felt like using more complex CMS settings or traditional website management tools. Some have spoken of their experience of modifying information on websites or intranet platforms providing professional abilities in addition to access to back office systems, assist updates by hand or in conjunction with third-party developers.

On the other hand, Yodeck was believed to make content management considerably easier and more adaptable, without onerous processes or the requirement for technical experts.

The advantage of simplicity was particularly apparent at firms where content management was handled by administrative staff or individuals with no technology knowledge. This was the ability to only change playlists in different interviews so different team members may participate in communication management without particular training. This boosted the functional autonomy of the companies and lessened the dependence on IT teams or external partners.

At the same time, participants connected simplicity with the speed of communication and information. In cases where information changed frequently, the ability to update the content on the fly was seen as very important. Users said they could update the announcements, display new reminders, add emergency information and create or modify marketing content in near real time

Velocity was considered important in operational or communication-intensive scenarios, when the lag in updates might affect the team's operation or the dissemination of information.

Many participants also expressed a wish for the embedded functionality to have the same simplicity previously associated with the platform user experience. The consumers didn't want a complex web integration solution, but a simple way to incorporate content into websites or intranet environments without any further technology demands. This requirement was voiced constantly in different types of organizations which means that simplicity is a crucial component of the perceived value of the platform.

Another important finding was that ease of use was related not just to operational issues but also to the more general feeling of trust in the product. Users stated they preferred items that could be grabbed and used, with no elaborate set-up processes or repeated technical assistance. This notion was linked to the preparedness to broaden the use of the platform to different communication settings.

Through the answers provided from the interviews it has been revealed the substantial association of simplicity with strategic agility of organizations. The ability to adapt content and change playlists might allow customers to respond more quickly to what involves process changes, needs new businesses have, internal communication or marketing need.

In this way, UX simplicity was not just a usability concern but a sign of organizational adaptability.

Overall, the issue showed that usability and simplicity are key factors of the user experience and have a direct impact on how organizations perceive the value of a digital platform. The motivation to extend the use of Yodeck into embedded communication settings stemmed from users' trust in the simplicity and effectiveness of the existing platform user experience.

6.5 Theme 4: Business and Communication Value

Another very significant result of the study was the consumers' desire for dynamic presentation of material, which should be regularly and in real-time updated. Participants constantly pointed out that the value of the platform was directly related to the capacity to adjust information in a moment to the daily demands of their companies.

Users found it especially significant to be able to change playlists, announcements and media material without time-consuming processes as opposed to static websites or conventional communication methods. This capacity was regarded vital in situations where information was continuously changing or needed to be swiftly modified to operational and

communication demands.

Many of the participants said they were already utilizing the platform for:

rotating announcements, provide information through live prompts, present event details, show dashboards, enhance internal communications, and present other temporary promotional material. Finally, it has been seen that this information was of a dynamic nature and the demand arose for the same continually updated material to be provided on websites or intranet settings without extra processing processes.

In several situations participants connected real-time information with the desire to decrease the administrative effort. Some customers said that it was twice the labor to manage material in numerous CMS systems or websites, since they had to update multiple platforms with comparable information. The integrated display functionality was considered as a method to unify content management and eliminate duplication of labor.

One of the very unique elements that appeared was the significance of the "live communication effect". Participants didn't want to only show material on the web, but wanted to keep the sensation that the content is 'alive', always changing and dynamic. In other interviews the necessity for the usage of rotating playlists, dynamic carousels and continually updated information streams that would produce an experience comparable to that of real digital signage panels was emphasized.

Similarly, the desire for real-time communication was similarly associated to greater organizational responsiveness. Users reported situations when information needs to be altered rapidly to modifications in processes, exhibition of operational incidents, notices of a transient nature, Marketing or promotional efforts.

Instant update capability was thought to make businesses more flexible, and to enable them to respond more quickly to changing situations. Some of the participants also mentioned embedded functionality as a possible strategy to create more engaging digital experiences. The idea of serving dynamic information on websites was perceived as ramping up: regarding engagement of visitors, length of interaction, visibility of information, and communication efficacy in general.

In other circumstances, users immediately associated dynamic content display with marketing and audience engagement objectives, especially in businesses where the platform was utilized for external communication or promotional reasons. Another crucial point was that participants did not consider dynamic updating as just a technological function, but as part of the whole communication experience. The capacity to keep material fresh was evaluated as

increasing the perception of an organisation's ongoing presence whether this was in the context of internal communication or in public-facing digital platforms. Simultaneously, the need of real-time material further underlined the strategic aspect of the “Embeddable Feeds” function. The integrated display of dynamic playlists may enable the platform to evolve from a screen display tool to a larger communication delivery mechanism, thereby extending the possible use cases of the product.

Overall, this theme indicated that people enjoy the option of continually and rapidly updating material. The development of the “Embeddable Feeds” feature was motivated by the need for dynamic and real-time communication as it became clear that companies are searching for more flexible communication solutions that can handle new digital and hybrid communication environments.

6.6 Strategic Implications for Yodeck

Besides the operational necessities and the user experience difficulties, the data analysis also clearly pointed out the strategic dimension of the “Embeddable Feeds” function. The new function was seen by participants not only as a technological enhancement of the platform, but as a tool that might provide significant commercial value to individuals and their businesses.

Another important conclusion was that consumers immediately associated more content visibility with improved communication efficacy and a stronger organizational presence. In several situations, participants discussed how embedding dynamic content into websites or intranet environments might greatly boost the effect of information and expand the reach of communication for their companies.

The embedded functionality was also considered as a way to display services, announcements or promotional information to a broader audience, especially in marketing and customer-facing communication situations. Some participants suggested that the possibility to present live playlists via websites may be improved in terms of visibility of organisations, advertising of goods or services, involvement of visitors and enhancing the digital footprint of their company as a whole.

At the same time, many users recognized the functionality as a strategic differentiating tool. The opportunity to merge digital signage with embedded communication settings was seen as creating more integrated communication ecosystems than competing options. In certain

interviews it was claimed that the availability of equivalent capabilities in rival products was already an essential factor of platform assessment. This study revealed that the feature development was not just connected to the UX enhancement but also to keeping the product competitive in the market.

Another crucial aspect that arose was the linkage of the embedded functionality with new monetisation and commercial development opportunities. In certain use cases participants identified situations in which embedded material may be used for promotion purposes along with interacting with an external audience, or to improve the value of digital initiatives.

This feature was especially useful to companies already utilizing the platform for communication-heavy or advertising-related activities as it provided an opportunity to push material outside of the physical locations of the displays.

In addition, numerous participants related the feature to the requirement to provide a cohesive communication experience across physical and digital media. Ability to give the same constantly updated material on displays on screen, sites, intranet gateways and remote settings and in this way to enhance the coherence of corporate communication and reduce discrepancies in communication across multiple channels.

The analysis also showed that the economic value of the feature was not only the technology but mostly the capacity to address genuine operational difficulties. Participants observed that presentation of embedded material can lessen the administrative burden, reduce the maintenance of duplicate material, lead to faster updates and help in managing communication flows.

In this way the function was seen as an operational efficiency tool, not merely as a new feature.

As part of it, the data research demonstrated that consumers saw Yodeck as a platform that has the potential to expand beyond the typical digital signage paradigm. In a number of situations, users regarded the “Embeddable Feeds” feature as a logical extension of the current platform user experience, rather than an independent offering. This is especially relevant as it reveals that users had already begun to rethink the function of the platform within communication ecologies of their enterprises.

Also, this subject brought to light the strategic relevance of UX research in the product innovation process. The feature’s business implications were not driven by market assumptions or technical decisions, but by recurring user insights and real user needs. The UX discovery process enabled the company to discover new opportunities to leverage the

platform that may not have been discovered through traditional product development processes.

The study results generally point to the “Embeddable Feeds” feature acquiring strategic relevance, since it was directly related to higher content visibility, improved communication, operational effectiveness, product differentiation, and potential new sources of business value. The feature was considered not only as a UX improvement, but as a possible mechanism for the business evolution of the platform, confirming the strategic role of UX research for the development of SaaS products and digital communication ecosystems.

7. Discussion

The purpose of this research was to analyze the strategic function of UX research in business model innovation, by means of a case study of the Yodeck platform and the “Embeddable Feeds” feature. The results of the research show that UX research is not only a tool for improving the usability of a digital product but also a mechanism for strategic understanding of the market, discovery of new business opportunities, and development of innovative features of high business value.

The study’s main conclusion, among others, was the requirement of users to expand the exposure of material beyond the physical digital signs panels. The platform was no longer seen by participants as a means to show material in certain physical areas, but rather as a wider communication ecosystem that could be incorporated into intranets, websites and distant communication channels. This is significant in particular since it suggests that the users were re-defining the function of the platform in line with their own practical demands and user experiences.

This result is closely connected to the User-Centered Design literature, which notes that users typically reinterpret technology in ways that extend beyond the original design intents of goods (Norman & Draper, 1986). Here, it was not about requesting a new feature, but a new manner of consuming material. This implies that innovation was not only born out of technology capabilities, but out of a greater knowledge of how people communicate.

At the same time, the study has significantly emphasized the impact of current hybrid and remote working modes in defining new demands for UX. Participants indicated that a large portion of workers were not physically present in the places where digital signage displays were located all the time, which caused communication gaps and restricted access to crucial information . The new working environment created the requirement for displaying embedded

material.

This finding aligns with the current literature on digital workplaces and distributed communication environments that suggests that organizations are increasingly seeking flexible communication infrastructures that can support geographically dispersed teams and asynchronous communication practices (Leonardi, 2021). The COVID-19 epidemic has hastened the trend to hybrid working styles, creating a greater requirement for unified communication experiences across physical and digital media. In this sense, the “Embeddable Feeds” feature seems to be a response to a wider change in the communication demands of organizations, and not just a one-time user request.

In addition, the conclusion on the significance of simplicity and ease of use in content management was extremely meaningful. Participants consistently related the usefulness of the platform to simplicity of use, easier playlist management and the ability to change material without technical expertise. This confirms the Technology adoption Model (TAM) idea that perceived ease of use has a direct impact on adoption and usage of an information system (Davis, 1989).

In the current research, perceived simplicity of use influenced the overall user experience, and the readiness of companies to expand the platform use to new communication situations. The previous user experience had already given users trust in its simplicity and usefulness, so they were more likely to embrace integrated communication capabilities. This study is especially relevant since it indicates that UX excellence may serve as a platform for product growth and innovation acceptance.

Simultaneously, the study found that people are particularly interested in dynamic and real-time changes of material. Participants showed interest in the online presentation of information and in the maintenance of a permanently updated communication flow, which may support operational communication, internal announcements and marketing operations in real time. This result is consistent with the theoretical approach which suggests that user experience is directly connected to the capacity of a system to be successfully integrated into the everyday activities and communication habits of users (Hassenzahl, 2010).

The requirement for dynamic communication became more obvious in businesses working in quickly changing operational situations. Participants felt that the capacity to rapidly update material may enhance:

- the speed with which information spreads,
- the regularity of communication,
- and operational agility of the organization.

In this context the embedded function was seen not as a passive presentation of material but

as an active communication device that may boost overall organizational agility.

Another noteworthy conclusion relates to the strategic and commercial aspect of the “Embeddable Feeds” function. User related with: embedded content display

- higher visibility,
- more involvement,
- more organizational presence,
- and possible marketing or advertising possibilities.

This factor indicates that the feature was seen by users as not just a usability improvement but also as a value-creation mechanism. This discovery is specifically related to the business model innovation theory, which states that digital platforms may generate new value propositions by extending use cases and re-purposing their current capabilities (Osterwalder & Pigneur, 2010).

It’s also very vital that the business extensions of the feature came out of the UX discovery procedures and not only from top-down strategic choices. The study revealed that the iterative user feedback and qualitative inputs resulted in new opportunities for the exploitation of the platform. This result supports the modern literature that considers UX research as a tool to identify strategic innovation, and not just as a review of usability (Garrett, 2010).

At the same time, the study showed that consumers had more sophisticated expectations of the embedded experience. Participants were not only seeking for static embedded sites but for dynamic, adaptable and perhaps interactive communication settings. The demand for consistency of experience across the physical and digital channels implies that people are increasingly thinking about communication ecosystems in a more multichannel fashion.

This specific conclusion relates to the literature on digital platform ecosystems that current digital platforms are growing into interconnected communication infrastructures that enable numerous channels of engagement and information (Tiwana, 2014). Yodeck’s embedded role seems to act as a transition mechanism from a screen-based signage strategy to a more holistic omnichannel communication model.

In addition, the study results demonstrate that UX research may be a major method for aligning user, product and company objectives strategically. Qualitative examination of user demands allowed the identification not just of usability concerns, but also of new strategic potential for the platform. This approach demonstrates how UX research may make a significant contribution to:

- differentiation of product,
- the development of new income streams,

- and the creation of more user-centric business models.

However, several limitations should be noted despite the major results of the study. The research was based on qualitative data and a single case study technique, which restricts the generalizability of the conclusions to other SaaS platforms or digital communication settings. Moreover, the study was mostly based on the experiences and views of the users and not on the quantitative business metrics or observable financial consequences of the operation.

However, the study makes an essential theoretical and practical contribution. Theoretical contribution: It adds to the literature on the relationship between UX research and SaaS innovation and business model creation, an area presently characterized by little empirical examination. On a practical level, the research demonstrates how firms can harness qualitative insights from UX not just to enhance the user experience but also to find new business prospects.

In summary, the study findings show that UX research may be a strategic instrument for innovation discovery and corporate value development in contemporary digital platforms. The "Embeddable Feeds" feature is an example of how a comprehensive knowledge of users' actual communication requirements results in new features that increase the user experience, organizational communication and business growth capabilities of a SaaS platform.

8. Managerial Implications

This research has important practical and strategic consequences for companies operating in the digital platforms, SaaS and user experience sector. The study findings imply that UX research may be utilized as a usability improvement approach and a strategic instrument for a new business opportunity, product development and developing competitive advantage .

One of the main managerial implications of the research is the importance of the continuous and systematic involvement of customers in the process of product creation. The “Embeddable Feeds” function case proved that the most meaningful innovations are not necessarily the result of purely technical decisions or strategic planning from above, but are often generated by recurring user feedback, actual operational problems and the everyday communication needs of users. This implies that SaaS organizations should consider UX research as an iterative strategic strategy rather than a one-off usability experiment.

Alongside, the research findings indicate that enterprises should pay special attention to comprehend the genuine communication ecology in which their product is used. Yodeck users saw the platform not only as a digital signage solution, but as a whole communication infrastructure. This is particularly important for product managers and UX teams because it demonstrates how users use a product in ways that extend beyond the initial use cases

envisioned in the design process.

For SaaS firms, this means that watching use patterns emerge might uncover new strategic opportunities and new product directions. Rather than just striving to improve the present situation, firms may use qualitative UX insights to identify future market needs and create more flexible and scalable solutions.

Another important facet of management is the role of UX research in product diversification. The experiment showed that digital products are increasingly evaluated not just on the core technical features, but also on ways to use differently, adaptability to different environments, experience consistency, and compatibility with modern digital procedures.

In today’s SaaS world UX-driven innovation may be a key differentiator since many platforms provide similar core services. By building features that solve real consumer pain points, organizations may enhance perceived product value and user relationships.

The research also showed that even for complicated digital communication systems, simplicity and usability are still key success factors. Participants particularly enjoyed being able to just handle material without any technical skills or complicated procedures. This finding points out that more functionality does not always indicate more complexity for managers and product designers.

On the other hand, the development of simple, scalable user experiences might enhance dramatically: the adoption rate, faith in the product, and trigger the interest of corporations in extending its use to other communication circumstances.

Furthermore, a key managerial component is the interaction between UX research and business model innovation. The “Embeddable Feeds” feature wasn’t merely a new feature. It was a potential engine to power new sources of wealth and new monetization opportunities. The ability to show embedded content made it possible to expand to new markets. Also create new applications for communications, providing with premium additional services and broader platform ecologies.

In this part, we will explore how UX research may directly affect the strategic creation of a SaaS business model. Qualitative user insights may aid firms in improving the user experience as well as identifying new revenue streams and strategic growth opportunities.

The research also demonstrates the need to consider omnichannel communication in the new digital economy. Users are looking for more unified communication experiences across physical displays, web sites, Intranets, mobile access points and teleworking platforms.

This suggests that digital products should not be built as separate systems but as networked

communication ecologies capable of operating in many places and user contexts.

The research also suggests companies should invest more in discovery-oriented product development processes. The Yodeck case showed that a qualitative study of users’ experiences may provide strategic opportunities that are not visible via quantitative analytics or usual market research methods. So product teams may take tremendous advantages from: user interviews (in progress), UX discovery workshops; qualitative study of user feedback and iterative discovery processes.

9. Conclusions

9.1 Concluding remarks on the research

This research intends to evaluate the strategic value of UX research for business model innovation via a case study of Yodeck platform and “Embeddable Feeds” feature. The study included a qualitative research approach and thematic analysis of data and indicated that UX research is a crucial mechanism for identifying user requirements, creating new features and generating commercial value inside SaaS systems.

The most important finding of the study is that the needs of consumers in present digital communication environments are constantly evolving and often go beyond the initial product use cases. Yodeck users no longer perceived the platform as a basic digital signage tool but as a broader communication infrastructure that could be incorporated into websites, intranet portals and remote communication ecosystems. This suggests that consumers are actively reassembling the function of digital commodities in their quotidian organizational practices and communicative needs.

The survey also revealed that changes in work patterns, especially with the rise of hybrid and remote working practices, had a significant influence on the demands of businesses for internal communication and information sharing. Participants mentioned there was a need for integrated communication experiences that provide access to the same continually updated content wherever workers are physically situated. The “Embeddable Feeds” function was almost a response to these shifting conditions of communication.

Furthermore, the results of the research suggested that simplicity and convenience of use are important factors in the acceptance and diffusion of use of a SaaS platform. In particular consumers liked the simpler administration of information, less technical complexity and the flexibility to alter material quickly without professional knowledge. The finding suggests that perceived ease of use affects not just user experience but also the readiness of companies to

embed a product into additional operational and communication processes.

The study also showed that UX research may have a big impact on the product development process and strategic growth of a firm. The design of the “Embeddable Feeds” capability was not a merely technical or commercial assumption, but a consequence of continuous user feedback, qualitative discovery insights and actual communication needs of organizations. This component shows that qualitative UX approaches may be a strategic opportunity discovery strategy for SaaS firms.

Furthermore, the findings of the study show that customers did not see the viewing of embedded content as an enhancement of usability, but as a possibility to generate extra commercial value. Participants linked the attribute to higher exposure, broader reach of communication, efficiency of operations, audience engagement and various methods to generate money off of it.

This result demonstrates the direct relationship between UX research and innovation in business models, as user requirements may provide new chances to use a product and new sources of strategic growth.

At the same time, the research shows that today’s SaaS platforms are increasingly working as integrated communication ecosystems rather than independent digital tools. Users demand a seamless experience across physical and digital channels and flexible communications solutions that can function in a variety of organizational contexts. Therefore, organizations that adopt UX-driven innovation are more likely to create products that are adaptive and strategically sound.

9.2 Research Limitations

Although this study contributes significantly to the current knowledge, there are several limitations that should be taken into mind when interpreting the findings. In the beginning, the research was focused on a qualitative case study technique and a small amount of interviews and UX discovery data. Thus, the findings cannot be statistically extended to all SaaS platforms or digital communication contexts.

Moreover, the research was limited to the unique scenario of Yodeck and its “Embeddable Feeds” feature. The company’s organizational qualities, communication techniques and product environment may alter the nature of the results and distinguish them from other SaaS firms or digital ecosystems.

Another drawback relates to the nature of the qualitative data and interview transcripts. Some transcripts come from automatic transcription techniques, which generated minor ambiguities

or grammatical mistakes at certain data points. The study therefore focused more on recurrent meanings and larger thematic patterns than on a linear or literal reading of each extract.

In the meanwhile, the study did not contain a quantitative assessment of the business effect of the function on parameters related to quantifiable adoption indicators, finance kpis, conversion information, and continuous or longitudinal measures of business success.

Thus, the study focuses more on a qualitative understanding of the link between UX research and the innovation process, rather than on a quantitative evaluation of the function's financial performance.

Finally, theme analysis is a qualitative approach and as such, by definition, involves some interpretative subjectivity when the researcher is engaged in examining and classifying the data. Reliability was ensured by triangulation and constant examination of the data, however total interpretative bias reduction is not attainable in qualitative research settings.

9.3 Recommendations for further research

This research offers important prospects for further exploring the link between UX research, SaaS innovation and business model development. Future research might analyze comparable patterns across multiple SaaS platforms and digital ecosystems to evaluate the extent to which the results from this study are applicable to other technology or business sectors.

Additionally, quantitative studies on the link between UX-driven innovation and demonstrable commercial results would be of great interest. Future research might examine the pace of acceptance of new features, client retention numbers, monetization of results, user engagement metrics, and business success metrics around UX-driven product innovation.

Meanwhile, longitudinal studies might be done to observe the evolution of communication demands of enterprises in hybrid and remote work contexts over time, and how SaaS systems respond to these changes.

Further investigation into the function of UX research as a strategic decision-making process inside product development teams would be of special interest. Future study may examine:

With the partnership of UX researchers and business strategists there would be seen the importance of qualitative insights in product decisions, and the relationship between UX discovery procedures and innovation management frameworks.

Finally, the increasing relevance of omnichannel communication ecosystems offers great opportunities for additional research of continuity of experience between the physical displays, webpages, mobile environments, AI enabled interfaces as well as innovative and collaborative digital workspaces.

More research conducted on these fields may offer much to a better understanding of the processes of transformation of digital platforms into more and more integrated communication infrastructures in the contemporary digital economy.

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Appendix A: “Title of appendix”

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Appendix B: “Title of appendix”

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Author’s Statement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the

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