

## **Abstract: *e-Business and IT Innovation Competences for NON-IT Enterprises***

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The paper discusses how to specify the IT contribution to the innovation paradigm of NON-IT enterprises. The document will be based on two definitions:

- **Innovation:** an economic result that is not simply a technical result born into a research laboratory (invention); innovation is of interest for any type of organization, profit or non-profit, but with a correct economic and financial balance; among various innovation factors, Christensen introduces that of product/service, in which technologies (operational and digital) play a “disruptive” role, generating new (not present before in the market) primary and secondary functional uses increasing the value for the customer or more in general for the final users. Another class is that of sustainable innovations, that includes updating the mix of user functionalities and/or incremental optimisations of new combinations of technological and competence components to obtain higher performance and margin improvements.
- **e-Business:** may be defined as the use of information and communication technologies (ICT) within the enterprise activities generating business. Commerce constitutes the exchange of products and services between businesses, groups and individuals and is seen as one of the essential activities of any business. E-business methods enable companies to push integration of their internal and external data processing systems to obtain more flexible performance, to work more closely with suppliers and partners, and to better satisfy the needs and expectations of their customers and for effective and efficient management of their internal functions.

**AICA's proposal is to contribute to the design of the new Innovation Leader:** he/she has significantly more business knowledge than the traditional one; in this

case he/she has to make both project and business-related decisions and manage multiple stakeholders, each of whom has a different definition of project success, different reporting requirements and, possibly, a different perception of value at the end of the project. As a further complication, the true value of the project may not be known until well after the project is completed. Furthermore the enterprise environmental factors will change continuously, the statement of work may be badly defined initially, and the assigned resources may have personal values that are not aligned with the project's expected value at completion. Finally he/she has to learn how to manage scope creep, perform project health checks, and find ways to recover a distressed project before it becomes a failure.

We propose 2 main questions to design the new Innovator Leader profile in the IT field:

- Which new competences, added to those of a traditional project leader, should have an Innovation Leader to be selected and nominated to develop a new digital product/service innovative for the market and with a business success potential?
- Is it possible to build up those competences starting from given and predefined conditions, designing the characteristics of a laboratory, a learning program and a teacher team focused on this objective?

The answers to those questions will be proposed through a revised analysis of the Clayton Christensen theory of Disrupting Innovation with a special focus on Digital Technologies field, an improvement of the Italian CNEL Model that helps the build-up of competence based professional profiles and an updated panorama of the main innovation experiences of Politecnico di Milano, University of Milano Bicocca and University of Venezia.

### Bibliography

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