

E-COMPETENCES

E-competences are needed to plan, build, run, enable and manage new technologies for business growth.

For this task we have provided you with a selection of e-competences from the European e-Competence Framework': <http://www.ecompetences.eu/>. Please look through the e-competences listed within each of the five e-CF areas and identify within which of the three digital leadership dimensions each one falls.

BUSINESS	STRATEGY	I.T.	Planning e-competences			BUSINESS	STRATEGY	I.T.	Enabling e-competences		
			A1. IS and Business Strategy Alignment						D7: Sales Management		
			A3: Business Plan Development						D10: Information and Knowledge Management		
			A7: Technology Trend monitoring						D11: Needs Identification		
			A9: Innovating						D12: Digital Marketing		
BUSINESS	STRATEGY	I.T.	Building e-competences			BUSINESS	STRATEGY	I.T.	Managing e-competences		
			B1: Application development						E2: Project and Portfolio Management		
			B2: Component Integration:						E3: Risk Management		
			B6: Systems Engineering:						E4: Relationship Management		
BUSINESS	STRATEGY	I.T.	Running e-competences			BUSINESS	STRATEGY	I.T.			
			C1: User Support						E7: Business Change Management		
			C2: Change support						E9: Information System Governance		
			C3: Service delivery								
			C4: Problem management								

GLOSSARY

Planning e-competences

A1: IS and Business Strategy Alignment

Determines the understanding and implementation of Information Systems and the business architecture, in line with the organisation's policy, whilst providing a secure environment. A person with this competence will be able to make strategic, information systems decisions for the enterprise.

A3: Business Plan Development

Designs and structures a business or product plan, including the identification of alternative approaches as well as return on investment propositions. Communicates and sells the business plan to relevant stakeholders and addresses financial interests.

A7: Technology Trend monitoring

Investigates latest ICT technological developments to establish understanding of evolving technologies. Identifies innovative solutions and applies new technology to existing products and services and investigates sustainable alternatives and solutions.

A9: Innovating

Develops creative solutions for new concepts, ideas, products and services in ICT and business. Deploys novel and innovative solutions, to exploit opportunities for growth.

Building e-competences

B1: Application development

Designs applications, including mobile apps, to meet customer needs. Includes: coding, debugging, testing, documenting and communicating product development stages during application development and optimizing costs and quality.

B2: Component Integration:

Integrates hardware, software or sub-system components into an existing or a new Information system within an enterprise. Ability to comply with established processes and procedures such as; configuration management and package maintenance.

B6: Systems Engineering:

Ability to design and engineer various software and/ or hardware components to meet solution requirements such as: specifications, costs, quality, time, energy efficiency, information security and data protection.

Running e-competences

C1: User Support

Responds to user requests and issues, recording relevant information, resolving incidents and optimisation of IT performance in accordance with pre-defined, service level, agreements.

C2: Change support

Implements and guides the development of IT according to market requirements. Ensures efficient control over IT and information systems to be modified, according to potential market developments, creating sometimes unpredictable outcomes. Takes into consideration and complies with customer choice and expectations.

C3: Service delivery

Takes a proactive approach to provide stable and secure applications and functionality of IT services to: avoid potential disruptions, improve capacity, update the set of services and monitor solutions and customer use of other IT tools (i.e. procedures, communications and enablers).

C4: Problem management

Identifies problems and problem-solving procedures. Takes a proactive approach to avoid and identify root cause of problems in ICT technologies, to optimise individual, team or research unit performance.

Enabling e-competences

D7: Sales Management

Establishes a sales strategy which creates added value for new or existing customers and prospects. Establishes a sales support procedure and provides an efficient response to sales enquiries, consistent with company strategy and policy. Establishes a systematic approach to the entire sales process, including: understanding customer needs, forecasting, prospect evaluation and negotiation.

D10: Information and Knowledge Management

Manages structured and unstructured information, optimisation of information and knowledge exchange between individuals and teams within an organisation and with external partners. Selects appropriate tools to: create, extract, maintain, renew and disseminate business knowledge.

D11: Needs Identification

Actively listens to internal/ external customers, clarifies and articulates their needs. Manages the relationship amongst all stakeholders, to ensure the solution is in line with business requirements. Proposes different solutions (e.g. make-or-buy), by performing contextual analysis in support of user centered system design. Advises the customer on appropriate solutions, to enable them to make an informed choice.

D12: Digital Marketing

Understands the range of market channels available to approach customers, using technology such as: internet marketing, social media and web tools.

Managing e-competences

E2: Project and Portfolio Management

Plans, co-ordinates and directs a single or portfolio of projects. Orchestrates projects to ensure: compatibility, syntheses and integration meets the development priorities of the enterprise. Manages activities, responsibilities, critical milestones, resources, skills, interfaces and budget to optimise portfolio costs and time. Delivers projects on time, on budget and in accordance with original requirements.

E3: Risk Management

Manages risk across information systems by applying the enterprise's risk management policy and procedures. Assesses risk for the organisation's business, including: web, cloud and mobile resources.

E4: Relationship Management

Establishes and maintains positive business relationships amongst stakeholders (internal or external) deploying strategies that comply with organisational processes. Ensures that stakeholder needs, concerns and/or complaints are understood and addressed, in accordance with organisational policy.

E7: Business Change Management

Assesses the implications of new digital solutions. Defines requirements and quantifies business benefits. Manages the deployment of change, taking structural and cultural issues into account. Maintains business and process continuity throughout change, whilst monitoring the impact.

E9: Information System Governance

Defines, deploys and controls the management of information systems in line with business strategy. Considers IT infrastructure, IT strategy and technology availability and their influence on risk management and resource deployment, to achieve balanced business benefits.

Acknowledgement

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