



# SERVICE TRANSFORMATION E COMPETENZE DIGITALI

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UNIVERSITÀ  
DEGLI STUDI  
DI BRESCIA



# SERVICE TRANSFORMATION: UN CAMBIAMENTO EPOCALE



*La linea di confine tra manifattura e servizi si sta appannando. Rolls-Royce non vende più motori per aerei, ma le ore in cui un aereo vola grazie ai suoi motori.”*  
- The Economist (2012)



# SERVICE TRANSFORMATION CAMBIARE IL MODELLO DI BUSINESS



## LE OPZIONI





# DIGITAL TRANSFORMATION: UN CAMBIAMENTO EPOCALE



*È la capacità di integrare in modo armonico nuove tecnologie digitali & nuovi approcci manageriali con le tecnologie e i metodi tradizionali di fare impresa, interconnettendo le risorse aziendali (persone, prodotti, macchine) ed i clienti, al fine di aumentare la competitività delle catene del valore (Laboratorio RISE, 2014)*



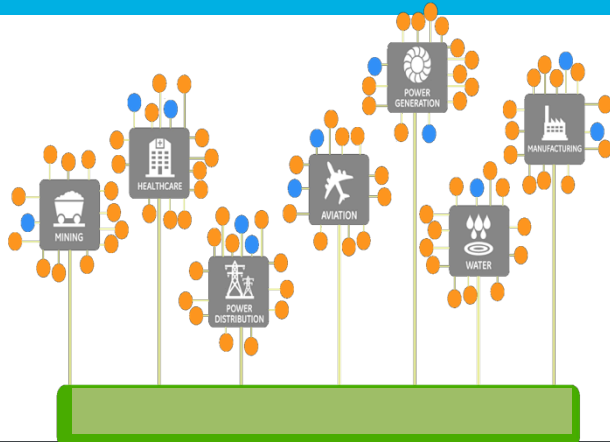
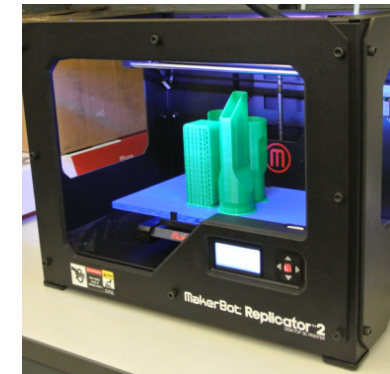
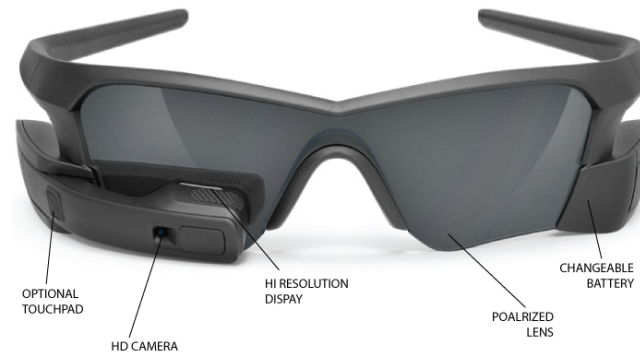


# LA DIGITAL TRANSFORMATION ABILITA LA SERVICE TRANSFORMATION



### A NEW ERA OF URBAN MOBILITY

- Become A Member**  
Register at car2go.com and receive your membership card via mail.
- Locate A Vehicle**  
Use the car2go finder at car2go.com or a smartphone app to locate a car2go vehicle. You can use any vehicle spontaneously or book a car2go in advance online or by phone.
- Access The Vehicle**  
Walk up to the car2go, hold your membership card against the card reader on the windshield and the doors will unlock. Enter your PIN and rate the condition of the vehicle.
- Drive**  
Take car key which is stored next to the touchscreen unit, start the car2go and drive off. Drive as long as you want.
- Finish Your Trip**  
Complete your trip in an available public parking space within the car2go Home Area. Charges are calculated by the minute and will be debited from your credit card after you exit the vehicle. Fuel, insurance, maintenance and parking are included at no additional cost.





1+1 = ...

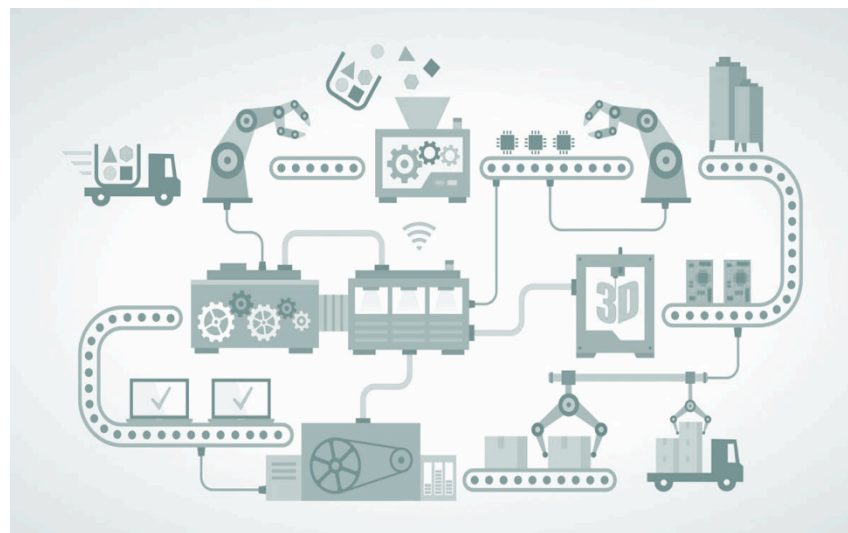


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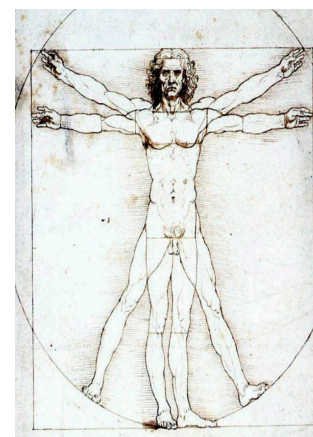
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CULTURALI

STRATEGICHE

OPERATIVE



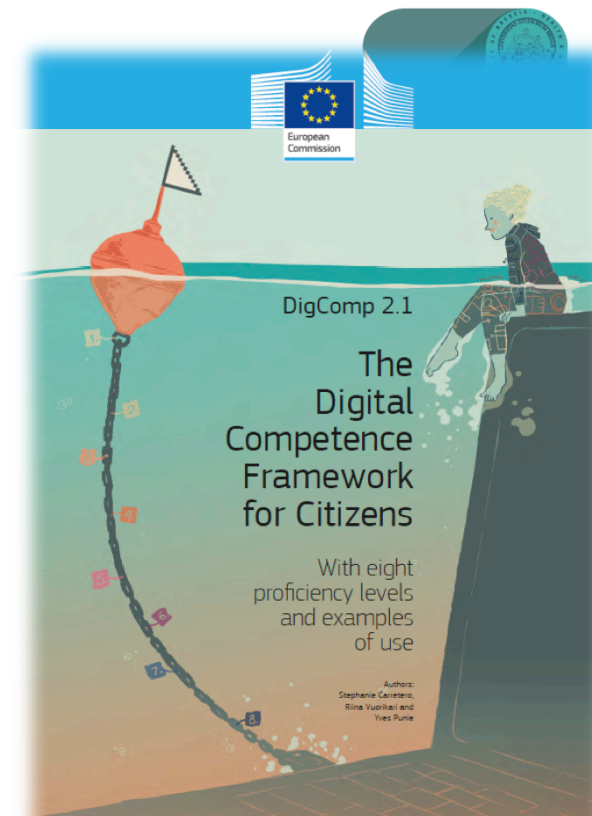
APPROCCIO AL CAMBIAMENTO

COMPETENZE



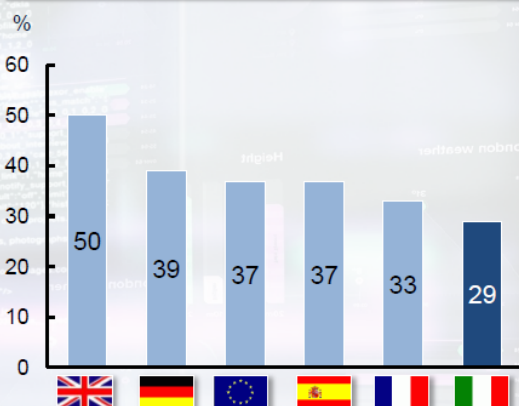
# DIGITAL COMPETENCE: UN PROBLEMA DI TUTTI

- 45% della popolazione EU ha competenze digitali ridotte o assenti
- 40% delle aziende Europee non trova candidati con il profilo adatto
- Entro il 2020, 35% richieste di skills cambieranno

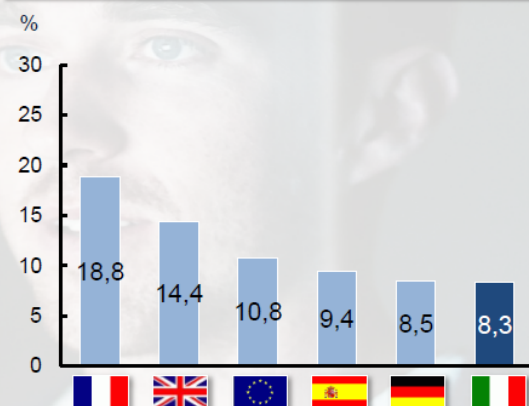


## Colmare il gap di competenze di chi lavora

**Competenze digitali da colmare**  
% elevate competenze digitali nelle forze di lavoro (occupati o disoccupati; 2016)



**Partecipazione di lavoratori tra 24-65 anni a corsi di formazione**



Fonte: Eurostat

**Member State implementations**

<b>POLAND</b> The Min. of Digital Affairs published a <a href="#">catalogue of digital competence courses</a> for Digital Poland 2014-2020 referring to DigComp	<b>ITALY</b> The Min. of Digital Affairs published a <a href="#">catalogue of digital competence courses</a> for Digital Italy 2014-2020 referring to DigComp	<b>TEACHER PROFESSIONAL DEVELOPMENT</b>	<b>ASSESSMENT FOR EMPLOYABILITY</b>
<b>MALTA</b> Use of DigComp by the Ministry for Education and Employment in Maltese: <a href="#">"Digital Literacy"</a>	<b>UNITED KINGDOM</b> <a href="#">DigComp 2.1 Framework</a> created by GO UK, aligns with DigComp	<b>E &amp; T CONTENT / STUDENT ASSESSMENT</b>	<b>POLICY SUPPORT, FRAMEWORK IMPLEMENTATION</b>
<b>GERMANY</b> A new strategy "Education in the digital world" ( <a href="#">Education in the Digital World</a> ) builds on DigComp (2 other frameworks)	<b>NAVARRA, SPAIN</b> Navarra Department of Education uses DigComp as a key reference for strategic planning	<b>LITHUANIA</b> Translation of the DigComp framework by the <a href="#">Education Department Centre</a> . Used for "Teacher PD"	<b>NORWAY</b> The Centre for ICT in Education uses DigComp as a reference to develop a DigComp framework for the teaching profession
<b>BASQUE COUNTRY, SPAIN</b> <a href="#">Implementation</a> developed by the Basque Government to deploy the Digital Agenda. Free <a href="#">learning resources</a> and training	<b>ANDALUCIA, SPAIN</b> <a href="#">Implementation</a> offers free DigComp self-assessment and training for job-seekers	<b>SPAIN</b> The Min. of Education, INTEF created <a href="#">Common Framework for Teacher Digital Competence</a> based on DigComp. Use agreed between State and Regional governments.	<b>EXTREMADURA, SPAIN</b> Extremadura implements <a href="#">Teachers Digital Competence Portfolio</a> based on DigComp
<b>FLANDERS, BELGIUM</b> Dept. of Education use DigComp for a curricula review and development of adult education courses	<b>FRANCE</b> PIX platform being developed by the Min. of Education to certify digital skills based on DigComp	<b>PORTUGAL</b> The Min. of Education uses DigComp as an input for teachers' PD. <a href="#">Implementation</a> by <a href="#">ANITEP</a> , supported by the M&E	<b>CROATIA</b> e-Schools project by Croatian Academic and Research Network used DigComp to support teachers
<b>REBULIN, SPAIN</b> The Network of Spanish University Libraries (REBULIN) uses <a href="#">DigComp to help</a> students in 76 Spanish universities	<b>EMILIA-ROMAGNA REGION, IT</b> Uses DigComp to re-design courses/materials in <a href="#">new courses</a> as an inclusion initiative	<b>SLOVENIA</b> Translated by National Education Institute. DigComp used in assessing students in ICT	
	<b>ESTONIA</b> From 2017 on, all 9th graders will be evaluated using DigComp		



# L'IMPORTANZA DELLE COMPETENZE SOFT



- 1. Complex Problem Solving**
- 2. Critical Thinking**
- 3. Creativity**
- 4. People Management**
- 5. Coordinating with Others**
- 6. Emotional Intelligence**
- 7. Judgement and Decision Making**
- 8. Service Orientation**
- 9. Negotiation**
- 10. Cognitive Flexibility**

*(work.related skills 2020)*





# RIVOLUZIONE DIGITALE E LAVORO



- ▶ *5.1M jobs lost to disruptive labour market changes over the period 2015–2020, 2/3 in Office and Administrative job family*
- ▶ *9% of jobs are at high risk of automation in G20 countries, and many jobs are likely to experience significant change*
- ▶ *60% entering the world of work by 2025 will perform jobs not existing today's of new job profiles created and skills needed*



# IL PUNTO DI VISTA DELL'ASAP SERVICE MANAGEMENT FORUM



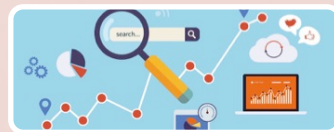
Dal 2003 ASAP è la **community** sul **service management** e sulla **servitizzazione**. Centri di ricerca **universitari** e **aziende collaborano** per l'innovazione nella progettazione e gestione dei servizi, per lo sviluppo strategico del "service business" e la gestione del cambiamento.



**EVENTI & FOCUS GROUP**



**SERVIZI DI TRASFERIMENTO**



**RICERCA**



Milano, 1 marzo 2018 - Nicola Saccani  
ASAP Service Management Forum – [www.asapsmf.org](http://www.asapsmf.org)





# LA RICERCA LE COMPETENZE PER LA DIGITAL SERVITIZATION



Letteratura



Interviste

• Competenze più rilevanti per la «digital servitization»?

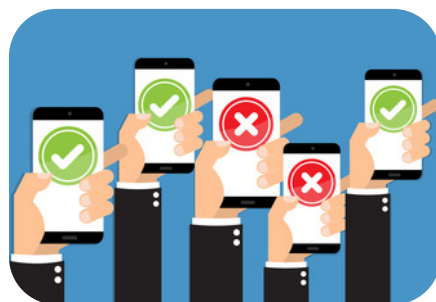
• Come vi state organizzando per svilupparle?

- ▶ Strategie di **formazione**
- ▶ Nuovi **ruoli**
- ▶ **Reclutamento** e rapporti sistema **Alta Formazione**

**Ostacoli**



Framework



Survey



Workshop di  
discussione



# I RUOLI



**Data scientist**



**Chief technology manager**



**Chief communication digital officer**



**Chief innovation officer**



**Service architect**



**Chief cyber security officer**



**Agile/Lean management expert**



**Success manager**





# LE COMPETENZE



## DATA ANALYSIS & MANAGEMENT

1. Ricerca, acquisizione, elaborazione e **analisi di dati** con applicazioni e strumenti dedicati
2. **Gestione della sicurezza di dati** e informazioni, metodi e azioni per proteggere gli asset digitali



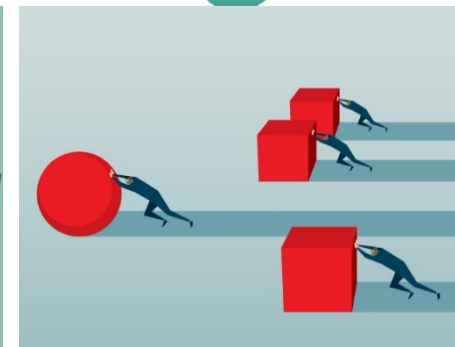
## DIGITAL CONTENT CREATION

1. **Creazione di contenuti digitali** in forma tecnica e commerciale (presentazioni, relazioni, documenti tecnici, manuali)
2. **Problem-solving, creatività, pensiero logico**, ideazione di nuove soluzioni
3. **Sviluppo, progettazione e programmazione** di software e hardware



## SOFT SKILLS

1. Saper **comunicare** nel linguaggio di ogni stakeholder (cliente, collega di altra funzione, fornitore)
2. **Attitudine al lavoro in team**
3. **Leadership**
4. **Orientamento ai risultati, gestione del tempo e dello stress**



## INNOVATION APPETITE

1. **Conoscenza** nuove tecnologie, **valutazione impatto, costi, benefici, rischi** connessi alla loro introduzione
2. **Gestione dei progetti di introduzione di nuove tecnologie, prodotti, servizi, processi**



# UNIVERSITÀ DI BRESCIA - LABORATORIO RISE

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