



KomBEU – Competence Model for Business Development 4.0 in the European Context

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Project Description

Project objective

Every year, numerous highly qualified specialists are trained at universities in the countries of the Western Balkans. However, as in other regions of Eastern Europe, they are often forced to leave their home countries due to a lack of attractive local job offers. This exodus not only decimates the population, but also causes the region to lose its innovation potential.

In recent years, however, there are growing signs that the digital transformation of the economy is creating new opportunities for the countries of Eastern Europe to attenuate and counter this “brain drain.” Using cloud infrastructures and open-source technologies, ideas and concepts for internet-based business models can be rapidly and cost-efficiently tested, refined, and scaled for global markets. In conjunction with a growing appetite of venture capital to invest in emerging markets, these lower barriers to entry open up numerous opportunities for the formation of start-ups and the development of business model innovations in established SMEs and mid-sized companies. The dynamic development of tech companies such as Ui Path from Romania and Prezi from Hungary as well as the rise of entire innovation clusters such as the Baltic States or the Tri-City around Warsaw, Wroclaw and Krakow in Poland illustrate this extended space of possibilities for emerging markets.

The project aims to contribute to the realization of the potentials of digital transformation for the successful formation of start-ups and the implementation of business model innovations in established enterprises in the Western Balkan region. The fundamental assumption of the project is that, in addition to technical expertise and the creation of suitable political-economic framework conditions in the innovation system, competence development for business model development and project management plays a key role. To date, this field of competence has played a minor part at universities in the Western Balkans. Hence, the project focuses on three questions: (1) which process models, instruments and methods are suitable for business model development and project management in the digital transformation; (2) how these skillsets can be integrated into higher education; (3) what implicit knowledge is needed for their application in practice.

Within the framework of the project, these questions will be investigated in a qualitative case study using the example of the innovation system in Serbia. The insights gained will be condensed into a Competence Model for Business Development 4.0 whose contents will be incorporated into and validated in the Educons University curricula. In addition, workshops, coaching sessions and digital learning offers will be designed as products for practice.

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Collaborative partners

KomBEU is a joint project led by ISF München e.V. in cooperation with Tiba Managementberatung GmbH and Educons University in Serbia. Actors from Serbia (including the German-Serbian Chamber of Commerce, IPMA Serbia and the Serbian Startup Strategy Map) and from Germany (including the company Mikro Kontrol GmbH, GPM, VDMA and Landshut University of Applied Sciences) are involved in the transfer activities of the project.

Project duration

07/2021 to 06/2024

Project funding

The project is funded by the German Federal Ministry of Education and Research

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