

Specification of Competency Standards
for the Information & Communications Technology Industry
Unit of Competency

Functional Area - Strategic Management

Title	Formulate uptake of disruptive technologies
Code	108016L6
Description	This unit of competency applies to all Digital Media Technology (DMT) practitioners entrusted with formulating strategies in the organisation. Disruptive technologies, in the interest of digital media industry, not just to help create new markets by doing things the market does not expect, it is also engaged in disrupting and displacing the existing market by creating and exploring new economic models and new economies. However, it does also create a dilemma – the need to use and try out disruptive technologies to stay ahead of competitors. There are many strategies which an organisation can take, including “blocking strategy”, “milk strategy”, “invest strategy”, “redefine core business strategy” or “exit strategy”. This UoC concerns competence on formulating strategy for uptaking of disruptive technologies at business level.
Level	6
Credit	3
Competency	<p>Performance Requirements</p> <p>1. Knowledge for formulating uptake of disruptive technologies</p> <ul style="list-style-type: none"> • Possess good project management skills and capable of formulating business strategies • Possess in-depth knowledge of current and upcoming digital media trends and technologies • Possess in-depth knowledge of SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis tool • Possess in-depth knowledge of business management and strategy formulation skills • Possess good knowledge of Hong Kong business laws <p>2. Formulate uptake of disruptive technologies</p> <ul style="list-style-type: none"> • All disruptive technology strategists will ask when formulating their strategies. Questions include but not limited to the following: <ul style="list-style-type: none"> ○ What actions might the competitors take tomorrow that would keep the organisation awake at night (in fear)? ○ What new technologies could potentially impact existing business model of the organisation? ○ What new legislation could potentially destroy the organisation’s business model? • Be knowledgeable with digital media trends and actively pursue disruptive technology information from different sources, such as: <ul style="list-style-type: none"> ○ Industry and market reports from market intelligence organisation, such as IDC, ITEuropa ○ Experts’ predictions ○ Reports of Hong Kong trade statistics in digital media/creative media industry. For example: HKSAR’s Census and Statistics Department ○ Overseas, specialised research organisations, For example: Centre of Disruptive Media in UK • Formulate a disruptive team with assigned duties and responsibilities, included but not limited to following: <ul style="list-style-type: none"> ○ Research, identify and evaluate disruptive technology ○ Perform prototyping of implementation of new disruptive technologies ○ Draw up implementation plans for mass uptake of the technology , when found viable and beneficial to the organisation ○ Encourage development of disruptive innovations within the company

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	<ul style="list-style-type: none"> ○ Test of internal disruptive innovations ● Perform SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the concerned disruptive technology to determine the effects it will have on the organisation and provide information for building the adoption strategy ● Formulate a report for handling disruptive technology within the company, which should comprised of but not limited to the following: <ul style="list-style-type: none"> ○ Technical aspects of the disruptive technology, including evaluation details ○ Effects, risks & potentials it has on the organisation ○ Implementation plan with timeline, cost and goals ○ Users or customer acceptance level, etc. ● Present and review the report with senior managers or board to gain their support and approval for adoption/implementation of the strategic plan <p>3. Exhibit professionalism</p> <ul style="list-style-type: none"> ● Be aware of Intellectual Property (IP) rights and ensure developed products comply to the IP regulations ● Always take into consideration and strike a proper balance among all related technological, political, social, environmental and legal factors when developing disruptive technology strategies
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none"> ● Fully understand the organisation's level of endorsement on disruptive technologies by either adoption or internal bred ● Manage a team that can promote and identify disruptive technologies in just in time (JIT) and help develop and implement the uptake of disruptive technologies strategies that can help the organisation's business to be competitive ● Use appropriate tool to analyse any identified disruptive technologies accurately and formulate strategies with implementation plans that can gain support from senior management or board
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