

Assessment of Innovation Capability of the Higher Education Institutions in Digital Transformation: The Cases of Croatia and Albania

1st Melita Kozina

*Department of Information System
Development*

*Faculty of Organization and Informatics,
University of Zagreb
Varaždin, Croatia
melita.kozina@foi.hr*

2nd Violeta Vidaček-Hainš

*Department of Organization
Faculty of Organization and Informatics,
University of Zagreb
Varaždin, Croatia
vvidacek@foi.hr*

3rd Mario Žgela

*Department of Informatics
Croatian National Bank
Zagreb, Croatia
mario.zgela@hnb.hr*

Abstract

Digital transformation is a very complex process based on the application of digital technologies in order to define new business strategies, new business models and new ways of management. There are various models in the literature to assess the maturity of digital business transformation management. Digital capability maturity model, used in the paper, offers six areas of digital capabilities that can be individually evaluated in order to assess the overall maturity of digital business transformation within the institution. Those 6 areas include innovation capability, transformation capability, IT excellence, customer focus, effective knowledge worker and operational excellence. For the purposes of this research, only one area of digital capabilities was selected, namely innovation capability. Accordingly, the purpose of the paper is to assess the innovation capabilities of higher education institutions from Croatia and Albania in the implementation of the e-learning system using the digital capability maturity model, its corresponding business transformation management methodology and maturity levels from 1 to 5. The business transformation management methodology includes nine aspects of management (strategy management, value management, risk management, business process management, IT management, change management, training management, project management and meta management). The goal of the research is to assess the maturity of e-learning implementation management through various aspects within higher education institutions, analyze the results and define improvements. For each management discipline and for each of its key areas, research questions as well as possible answers according to maturity levels from 1 to 5 are defined in the paper. The summary results of the research show that the innovation capability of institutions in the implementation of e-learning is based on the estimated maturity levels for all 9 aspects of management and ranges from level 2 (reactive) to level 4 (managed). The obtained results can help managers to implement the necessary improvements in certain aspects of innovation management in education and raise the maturity level of innovation capabilities.

Keywords—digital transformation, innovation capability, e-learning system