

## BREAKING NEWS

7 July 2021 – Addison, Texas, USA and Minas Gerais, Brazil – An important new book has been published in Brazil on the title of *Creating Innovative Digital Businesses within Organizations*. Authored by internationally-known project management maturity researcher and author Darci Prado, along with Flávia Maia and Pedro Donati, the book is a guide to business transformation through digital innovation. The book is currently available in Portuguese; hopefully an English version will become available soon. Below is a summary of the book provided by Dr. Prado. PMWJ

# Creating Innovative Digital Businesses within Organizations

Darci Prado, Flávia Maia and Pedro Donati

## SUMMARY OF THE BOOK

The scenario experienced by many organizations points, among others, to a need for digital innovation for their survival and growth. So, the creation of new digital businesses has attracted organizations that are successful but have products or ways of working that sound old next to the new world.

Nowadays, an executive, when he follows the dynamics of the market in which he is inserted, continuously observes the emergence of new businesses, and the success stories are glorified. Possibly, he will see the movement of competitors as a threat. Often, he has the intuition that there is room for some diversification in his company's operations, whether in the product line or in the way he interacts with customers.

Thus, identifying an unexplored opportunity and launching a new business became part of the dream of many entrepreneurs. Of course, everyone knows that it is not an easy journey, and considering the high failure rate of bold initiatives in this scenario, anyone is insecure about embarking on this adventure.

How to be successful in a new digital business?

Certainly, the answer involves many aspects, such as the correct choice of the new business to be developed, audacity, intuition, a good team, multidisciplinary, perseverance, discipline and good management. Even the luck factor is important.

A recent survey carried out in Brazil by Falconi Consulting showed that the situation in Brazil raises some concerns. According to the survey, 70.8% of the executives interviewed say that investments



in innovation have generated only “marginal improvements” for operating results. And only a minority of 25% of executives say that investment in innovation has brought “exceptional” results. In all, the consultancy heard 98 CEOs, directors and managers of 86 Brazilian companies operating in different segments.

These conclusions are similar to those obtained in international surveys, such as that of the IMD (International Institute for Management Development), which may mean that organizations are still at the beginning of this global transformation.

This book focuses on creating new digital technology-based businesses within existing organizations. Therefore, he does not deal with the case of new businesses coming from startups, which turned into big businesses (or even unicorns) by themselves. Other than that, here we mainly address the aspects of managing the journey. In a way, it can be said that the text was unfolded from the perspective of project management in a new business development scenario, and that it is filled with significant suggestions on aspects of digital innovation.

So, this book was written to help professionals involved in digital innovation to better understand the context and journey, to plan and, most importantly, execute the work of creating a new digital company in an environment of strong uncertainty. The work presented here is the result of the long experience of many Falconi consulting professionals, both in the approach to the theoretical and practical aspects of Industry 4.0 and in the creation of our own digital companies. Of course, aspects of the approach presented here may not be universal. Furthermore, we did not intend to exhaust and deepen the theme. Our intention was to provide a global vision and show a generic model for creating innovative digital businesses, which we hope can be easily adapted to other scenarios.

Darci Prado  
Senior Advisor  
Falconi Consultants  
Belo Horizonte (Brazil), June 2021

### **e-book content**

Part A: Digital Companies

Part B: The Journey to Creating a Digital Business

Part C: The Waves of the Journeys

Part D: Waves Management

# AUTHORS

---



**Darci Prado** is a senior advisor at Falconi, where he has worked since 1996. Engineer from UFMG, with a postgraduate degree in Economic Engineering from UCMG and a PhD in Project Management from Unicamp. He worked at IBM for 25 years and was a professor at the UFMG School of Engineering for 32 years. He is the author of 10 books on project management, the MEPCP methodology, the MMGP maturity model, and SISGEP and PCS software. Among his books published in Brazil, two were published abroad. He is currently assistant to the president of Falconi, working in the consolidation, planning and execution of strategic projects.



**Flávia Maia** is head of Mid by Falconi, where she has been working since 2006. Graduated in Business Administration from the Federal University of Uberlândia, with an MBA from Iese (University of Navarra). He is a specialist in management, having worked in various approaches to improve results in companies, among them, the deployment of goals, process improvement and organizational restructuring stand out. At 21, he started a career in the financial market, and at 25, in consulting, with experience in projects in the public, private and third sector. In the public sector, he worked in the areas of security, finance and planning, and in the private sector, in the areas of mining, retail, beverages, construction and finance, in projects in Brazil, The United States and China. From 2019 onwards, he undertook at Falconi, from the idea to the start of operation, of Mid, a business unit dedicated to serving medium-sized companies.



**Pedro Donati** is founder of Round Pegs Consulting. Graduated in Computer Science from the University of São Paulo, with specializations at CISR-MIT and Swiss Finance Institute. He was part of the founding team of Americanas.com, leaving the company in 2008 as B2W's chief technology officer. He took over the internet superintendence of Itaú Unibanco in 2011, where he led the digital agenda. He became director of channels in 2014 and statutory director of Cubo in 2015. In 2016, he left the bank to create Round Pegs, a platform that teaches how to take innovative ideas off paper in a week. From 2019 to 2021, Pedro served as Falconi's chief technology officer, where he structured his digital approach to creating new businesses.

