Fourth Workshop

E-Leadership Skills for Small and Medium Sized Enterprises

From Requirements Capture to Course Specification and Demonstration

Tobias Hüsing

Service contract for the European Commission

Enterprise and Industry
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| 10:00 – 10:30 | Welcome and introduction  
André Richier, European Commission  
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Tobias Hüsing, empirica |
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Lead Objective

- ... to develop targeted actions for start-ups and fast growing SMEs to provide them with relevant e-leadership skills and qualifications for entrepreneurs, managers and advanced ICT users that are trans-nationally recognised.

(from tender specifications)
Partnership

INSEAD
IE Business School
Henley Business School
Aarhus University
New Bulgarian University
Antwerp Management School
European Foundation for Management Development
IDC Europe
PIN-SME
CIONET
Work Plan Overview

Phase I (January-June 2014)
- Stakeholder Engagement & Dialogue
  (addressed to several 1000 stakeholders, incl. n = 200 interviews, survey of n = 500 stakeholders and alumni, 5 workshops) (WP1)
- Definition, Metrics & Monitoring
  (building on previous studies; Metrics & monitoring based on survey results) (WP2)
- Technology Report
  (Cloud computing, mobile, social media technology, Big Data) (version 1) (WP3)
- Dissemination Plan
  (WP7)
- Regional Cluster Workshops
  (WP7)
- European landscape of e-Leadership HE courses & MOOCs
  (semi-structured questionnaire, online survey, benchmarking) (WP5)
- Synthesis Report
- Interim Report

Phase II (July-December 2014)
- e-Leadership course and MOOC demonstration
  (with 20 SMEs in 5 countries) (WP6)
- Technology Report
  (Cloud computing, mobile, social media technology, Big Data) (version 2) (WP3)
- Stakeholder feedback survey
  (on HE course(s) & MOOC(s) n = 500 stakeholders) (WP6)
- Best Practice Competition
  (together with stakeholders) (WP8)
- Regional Cluster Workshops
  (WP7)
- European Conference
  (WP7)
- Recommendations
  (incl. proposals for new e-leadership MSP) (WP8)

Phase III (January-June 2015)
- Final Report
- Brochure
- Website
- Conference
Scoping and requirements capture

**E-Leadership skills notion and definition**
- Exploit ICT to be innovative!
- ICT savvy + business savvy + strategic leadership skills
- Breakdown in component skills and competences: e-CF and others

**Technology trends research**
- Business opportunities and challenges of
  - Mobility
  - Cloud Computing
  - Big Data analytics
  - Social Media Technologies
  - Internet of Things
- Implications for practitioner and e-leadership skills in SMEs and start-ups

**SME research**
- Tech trends applicability and implications
- Currents skills shortages and gaps
- Learning and training reality, skills acquisition
- Experiences and requirements with HEEI
- Content & format wishes

**Education and stakeholder landscape**
- Existing courses and programmes
- Existing policies and initiatives
- Best practice and lessons learnt
- Gaps
e-Leadership skills

ICT Savvy:
Envision and drive change for business performance, exploiting digital trends as innovation opportunities

Business Savvy:
Innovate business and operating models, delivering value to their organisations

Engagement capability:
Lead inter-disciplinary staff, and influence stakeholders across boundaries (functional, geographical)
SME research

- In depth interviews of successful SMEs
- Plus: online survey of SMEs
- Strategic use of ICT
- ICT investments and role in innovation
- Access to skills and competences critical for success
- Engagement with higher education
- Courses and training needed
- Barriers
- Content and format requirements
- Etc.
SME research - requirements

- Cloud computing; VMWARE; Virtualization
- Big data/data analytics; Python, SQL
  Django, Hadoop; image processing;
- Mobile apps development; usability design;
  java, javascript, interaction design
- Web development, flash development;
  PHP
- ERP system
- IT architecture, platform architecture
- Agile methodology
- Project management
- Knowledge of complex business systems
- Security skills
- Social media

- Business Development
- Business analytics skills
- Process optimisation
- Organisational change
- Partnership establishment
- Financial skills
- Market analysis
- Strategic marketing, marketing skills
- Customer relations
- Sales

- Foreseeing, forecasting future needs for information
- Business savvy, understand customer's needs and business, transform this request to solution
  - Approach people, being a good communicator
- Creativity
- Independent learner
- Team leading
- Cultures, internationalization

IT savvy

Strategic leadership

Business savvy
SME research – format requirements

- Importance of self-learning
- Day to day requirements of short trainings, coaching, consultancy
- Few days, flexible hours
- Targeted, „no nonsense“
- Affordable
- SME Leaders need strong, practical, hands-on ICT skills
- But: founders and employees have deep HE background, importance in hiring of HE (and work experience)
Requirements vs. education landscape

Criteria set:

1. Professionally oriented
   - oriented towards professionals
   - or could be studied in parallel to job
2. ICT & business related
3. Entrepreneurship or SME oriented
4. Learning outcomes > Bachelor level

Identify:

✓ Scan programme curricula
✓ Fill in factsheet
✓ Contact programme providers
55 programmes found to match
Identify requirements

Target:
- SMEs offering ICT-enabled services
- SMEs offering other non-ICT related services

DIFFERENT REQUIREMENTS

Design education programme / course

DIFFERENT EDUCATION PROGRAMMES / COURSES

Provide Demonstration

DEMONSTRATIONS

Requirement for e-leadership:

Leaning more towards ICT
- Cloud computing; VMWARE; Virtualization
- Big data/data analytics; Python, Django, Hadoop; image processing; SQL
- Mobile apps development; usability design; java, javascript, interaction design
- Social media
- Security skills
- Web development, flash development; PHP
- ERP system
- IT architecture, platform architecture
- Agile methodology
- Project management
- Knowledge of complex business systems

Leaning more towards business & market
- Business Development
- Business analytics skills
- Process optimisation
- Organisational change
- Partnership establishment
- Financial skills
- Market analysis
- Strategic marketing, marketing skills
- Customer relations
- Sales

Leaning more towards strategy, personal and interpersonal competences
- Foreseeing, forecasting future needs for information
- Business savvy, understand customer’s needs and business, transform this request to solution
- Approach people, being a good communicator
- Creativity
- Independent learner
- Team leading
- Cultures, internationalization

Education programme / course for e-leadership: (description format)

1. Institution
2. Title
3. Responding to which requirements
4. Format (incl. formats like video lecture, webinar, MOOCs)
5. Start
6. Costs
7. Partners
8. Duration
9. Number of participants / target, actual
10. Feedback process
11. Credits
12. Embeddedness into existing degree programmes
13. Certificate
14. Participant profile at entry
15. Participant aspired roles
16. Modules / classes / sessions (format / to be agreed - e.g. names as offered in syllabus)
17. Learning outcomes

Demonstration:
- Aarhus University (DK):
  - Partner management/ virtual business networks
  - Social Media Marketing
  - Business Analytics
  - Planning/Managing for Growth
- Antwerp: School of Management (BE)
  - MITGA
  - Masterclass IT leadership etc.
  - MEITA
  - Platform
- New Bulgarian University (BG):
  - Strategy Development for ICT Intensive Organizations
  - Cyber Security And Resilient Business
  - IT Marketing
  - Cloud Technology
  - TSP Executive Strategy
  - Leading a Development Team
- Henley Business School (UK):
  - Leading your company to high performance growth
- IE Business School (ES):
  - Digital Innovation: A Strategic View of IT and Innovation for SMEs
  - Program in management of Digital Innovation and IT Governance
The e-leadership journey

- **SME / entrepreneur is in need of**

- **Higher Education institution activity / offer**

- **Skills and Competences**
  - e.g. Social Media Coaching and Consulting
  - e.g. Cyber Security
  - e.g. Planning for growth
  - e.g. Cloud technology
  - e.g. Strategy Dev/mt for ICT intens., Org
  - Chair on Digital L’ship in SME

- **Coaching and Consulting**
  - MITGA MEITA M.Sc.

- **Education**
  - e.g. Social Media Strategy

- **Training**
  - How-to’s, techniques, specific & ad hoc

- **Knowledge base**

- **e-Leadership depth**

- **Context related e-leadership requirements and offerings**

- **Direction**
  - Prioritisation
  - Strategy

- **Vision**
  - e.g. Digital Innovation: a strategic view for SMEs

- **Prospecting**
  - Needs assessment
  - e.g. “Are you Digital and IT ready?”

- **Familiarisation**
  - Case studies & understanding

- **Teaching**
  - Hypothesizing and theory building
  - Trends and generalisations

- **Teaching**
  - Case studies & understanding
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