e-LEADERSHİP

Are you leading us into the Digital Economy?

The skills needed for rapid growth of SMEs and start-ups

27 April 2015 from 09.15 h to 18.15 h

at

IE Business School

Need for e-Leadership

e-Leadership is of crucial importance for companies – especially SMEs and start-ups - and industry to excel in their business operation. For effective e-leadership, the skills required are seen as those which enable people with very strong ICT skills to lead qualified staff from ICT and other disciplines towards identifying and designing business models and exploiting key innovation opportunities. Their success is defined as making best use of developments in ICT and delivering value to their organisations. Demand is growing throughout European industry to improve the quality of e-leadership, covering organisation leadership in ICT innovation to deliver business value. Research has confirmed a significant shortage of e-leadership skills across Europe - a call for action.

The European Commission e-Leadership initiative started in 2013 has focused on the leadership needs of top decision-makers and professional leaders at larger enterprises. These leaders oversee portfolios of both well-defined and emergent innovation opportunities. Successful design and implementation requires developing and engaging highly qualified staff to achieve the target value. With this further initiative on 'e-leadership Skills for SMEs' which started in 2014 the Commission is now targeting SMEs and start-ups.

Focus of Initiative and Event

The European Commission initiative found that closing the e-leadership skills gap requires a range of educational ecosystem actions. In particular it needs strong collaboration of demand and supply stakeholders to create new educational offers. Pilot work shows that this leads to innovative and relevant content for e-leadership programmes and courses.

The present event is one of five regional events organised by the European Commission across Europe. It is hosted by IE Business School

> **Interested parties can either attend the:**
>
> - **Morning session (4.0 hours) on the 'e-Leadership Policy and Higher & Executive Education Landscape'** mainly addressed to policy makers and those active and preparing decisions at policy and multi-stakeholder partnership level or the very
> - **Practical afternoon session (4.0 hours) on 'e-Leadership for SMEs: Success Stories, Training Courses & Programme'** addressed to representatives from SME and start-ups and the higher & executive education and general training institutions or should they wish,
> - **Both sessions.**

Objectives

The objectives of the event are to:

- Inform SMEs and start-ups about newly developed training and higher and executive education offers on e-leadership supporting them exploiting innovation opportunities emerging through developments in ICT and in delivering value to their organisation.
- Communicate the e-leadership and the lessons learnt from these developments and the teaching of first cohorts of participants in different types of courses and in different countries to all stakeholders and keen to promote innovation through e-Leadership.
- Inform about the European higher and executive education landscape and further training offers in the areas of e-leadership and digital entrepreneurship.
- Demonstrate to institutions, universities and business schools e-leadership courses developed and piloted in different contexts and countries and for different target groups as well as lessons learnt and guide education and training institutions to develop e-leadership programmes.
- Encourage employers – especially SMEs and start-ups - to make use of e-leadership programme and course offerings and to team up with education and training institutions to develop these in line with their needs.
- Inform policy-makers and government representatives interested in promoting digital innovation and developing appropriate national policies and initiatives of different type and in different policy areas about already existing successful national policies and initiatives in this area which they may want to take as inspiration and for their own work.

Target group

This event is targeted at innovative employers especially from SMEs and start-ups, entrepreneurs, current and aspiring e-leaders, professional associations, universities and business schools as well as (especially the morning session) policy-makers interested in promoting digital innovation and developing appropriate national policies and initiatives of different type and in different policy areas.

Attendance fee

There is no charge to attend the event. Anyone expressing an interest will be sent a link to the outputs of this event.

Due to the need to balance the stakeholder groups, final acceptance of participation is by personal invitation. Acceptance will be confirmed within two weeks of registration. Please register your interest at the following website: www.eskills-lead.eu.

Agenda

Chairperson: Alvaro Arenas, Head of Information Systems and Technologies Department, IE Business School

MORNING SESSION:
e-Leadership Policy and Education & Training Landscape

09:15 – 09:30	**Registration**
09:30 – 09:45	**Welcome and Introduction** Marco Trombetta, Vice-Dean of Research, IE Business School (Spain)
09:45 – 10:00	**The European e-Leadership Skills Initiative: Introduction & overview** **European Commission Policies and Initiatives on e-leadership** Werner B. Korte, Director, empirica GmbH (Germany)
10:00 – 10:25	**Key note speech** Carmen Vela, Secretary of State for Research, Development and Innovation in the Spanish Ministry of Economy and Competitiveness
10:25 – 10:30	**Break**
10:30 – 11:15	**e-Leadership Scoreboard National Policy Initiatives and Education and Training Landscape** • e-Leadership Scoreboard • National policies relating to e-leadership and digital entrepreneurship • Initiatives and multi-stakeholder partnerships • E-Leadership education and training landscape Werner B. Korte, Director, empirica GmbH (Germany)
11:15 – 11:45	**COFFEE BREAK**
11:45 – 12:45	**Panel Discussion: e-Leadership in the Spanish Public Sector** **Chairperson:** Fernando Aparicio, Digital Services Director at Amvos Consulting • Eva Salcedo, Head of Business Development, Bilbao Ekintza - Bilbao Council (Spain) • Juan M. Trujillo García, Provincial Director Cordova, Andalucia Emprende • Zaida Sampedro, General Director Health Information Systems, Community of Madrid (Spain) • Manuel Ruiz del Corral, Vocal Adviser, Ministry of Finance and Public Administration (Spain)
12:45 – 13:00	**Innovation in the Spanish Public Sector** Isabel Linares, Directora del Centro de Innovación del Sector Público PwC-IE, IE Business School (Spain)
13:00 – 13:15	**Closing Speech** Jordi Sevilla, former Minister for Public Administration
13:15 – 13:30	**Conclusions and Next Steps** Álvaro Arenas, Head of Information Systems and Technologies Department, IE Business School

13:30 – 14:45   **COCKTAIL LUNCH**

AFTERNOON SESSION:
e-Leadership for SMEs: Success Stories, Training Courses, Programmes, MOOCs

14:30 – 14:45   ## Registration

14:45 – 14:55   ## Welcome

- Álvaro Arenas, Head of Information Systems and Technologies Department, IE Business School

Introduction

- Silvia Leal, Academic Director Digital Innovation and IT Governance Executive Programme, IE Business School

14:55 - 15:15   ## e-leadership skills requirements in SMEs and Start-ups, training provision and formats

Werner B. Korte, Director, empirica (Germany)

15:15 - 15:30   ## e-Leadership in a Spanish High Growth Company – The Case of Techedge

Jose Pablo de Pedro, CEO, Techedge

15:30 – 16:15   ## Panel Discussion: Training providers

Chairperson: Silvia Leal, Academic Director Digital Innovation and IT Governance Executive Programme, IE Business School

- Martin Boehm, Dean of Programs, IE Business School (Spain)
- Covadonga Rodrigo Sanjuan, Director Technology and Accessibility, UNED (Spain)
- Eduardo Vendrell Vidal, President of the Spanish Council of Deans of Informatics – CODDII, Associate Professor at Universitat Politècnica de València (Spain)

16:15 – 16:45   ## BREAK

16:45 – 17:00   ## Digital Skills for Entrepreneurs – The Case of Google Actívate

Esperanza Ibañez Lozano, Manager Policies and Public Affairs, Google (Spain)

17:00 – 18:00   ## Panel Discussion: Entrepreneurship

Chairperson: Peter Bryant, Professor of Entrepreneurship, IE Business School

- Paloma Castellanos, Director, Wayra Madrid (Spain)
- Daniel Soriano, Director, International Centre for Entrepreneurial Management, IE Business School (Spain)
- Iñaki Arrola, Founder and Director of Vitamin K Venture Capital, CEO coches.com (Spain)
- Jorge Díaz, Vice-President of Product, Ticketbis (Spain)

18:00 – 18:15   ## Summary, Conclusions, Next Steps

Silvia Leal, Academic Director Digital Innovation and IT Governance Executive Programme, IE Business School

Co-organisers:

Collaborating organizations:

Registration

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Further Information

e-Leadership Flyer

You can obtain background research on the e-leadership topic by accessing a flyer at the following web site: http://eskills-guide.eu/documents/

For event details:

Kerry Rodríguez-McGreevy
IE Business School, rce-lead@ie.edu

Practical information

Event language

The conference language will be in English.

Venue

Aula Magna, IE Business School, Madrid, Spain

About e-Leadership Skills for Small and Medium Sized Enterprises

This event is organised as part of the service contract e-Leadership Skills for Small and Medium Sized Enterprises launched by the European Commission DG ENTR. It is developing 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 recognized trans-nationally.
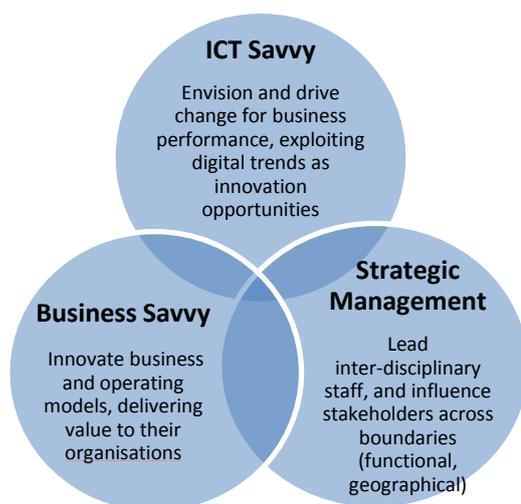
The initiative is contributing to the "Grand Coalition for Digital Jobs" and as a contribution to the follow up of the Commission's Communication on "e-Skills for the 21st Century" which presents an EU long term e-skills agenda, of "The Digital Agenda for Europe" and of the Communication "Towards a Job-rich Recovery".

The main focus of this service contract is on e-leadership in SMEs and start-up firms. e-Leadership has been defined as the accomplishment of a goal that relies on information and communication technologies (ICT) through the direction of human resources and uses of ICT. This type of leadership is thus distinguished by the type of goal that needs to be accomplished and the type of resources a leader must coordinate and align: both the goal and the resources involve using ICT.

e-Leadership Skills Definition

e-Leadership is of crucial importance for companies and industry to excel in their business operation. For effective e-leadership, the skills required are seen as those which enable people with very strong ICT skills to lead qualified staff from ICT and other disciplines towards identifying and designing business models and exploiting key innovation opportunities. Their success is defined as making best use of developments in ICT and delivering value to their organisations. Demand is growing throughout European industry to improve the quality of e-leadership, covering organisation leadership in ICT innovation to deliver business value. Research has confirmed a significant shortage of e-leadership skills across Europe - a call for action. e-Leadership skills refers to the skills which an individual in the modern economy requires to initiate and achieve innovation utilising ICT:

- Business Savvy: Innovate business and operating models, delivering value to their organisations
- ICT Savvy: Envision and drive change for business performance, exploiting digital trends as innovation opportunities
- Strategic Management capability: Lead inter-disciplinary staff, and influence stakeholders across boundaries (functional, geographical).

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

Strategic Management

Lead inter-disciplinary staff, and influence stakeholders across boundaries (functional, geographical)

The European Commission e-Leadership initiative started in 2013 has focused on the leadership needs of top decision-makers and professional leaders at larger enterprises. These leaders oversee portfolios of both well-defined and emergent innovation opportunities. Successful design and implementation requires developing and engaging highly qualified staff to achieve the target value. With this further initiative on 'e-leadership Skills for SMEs' - started in 2014 – The Commission is now targeting SMEs and start-ups.

For more information please visit: www.eskills-lead.eu and www.eskills-guide.eu