

Fourth Workshop

# E-Leadership Skills for Small and Medium Sized Enterprises

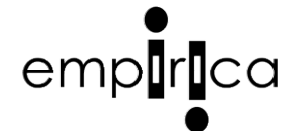
## From Requirements Capture to Course Specification and Demonstration

Service contract for the  
European Commission



Enterprise and Industry

Tobias Hüsing



<b>Time</b>	<b>Sessions</b>
10:00 – 10:30	<p><b>Welcome and introduction</b> André Richier, European Commission</p> <p><b>e-leadership for SMEs: from requirements capture to course specification and demonstration</b> Tobias Hüsing, empirica</p>
10:30 – 10:50	<p><b>Success factors and skills needed to become a successful SME / Gazelle: a case example</b> Matt Flanagan, Managing Director at BlueHub IT Consultants</p>
<p><b>e-leadership course demonstrations</b> <b>5 demonstrations will be presented each in 15 minutes followed by a 30 minute discussion</b></p>	
10:50 – 11:35	<p><b>e-leadership course demonstrations 1: Aarhus University (DK):</b> - Partner management, social media marketing, business analytics and managing growth - <b>4 track / 4 day modular programme</b> Andrea Carugati, Aarhus University</p>
11:35 – 11:50	<i>Coffee break</i>
11:50 – 12:35	<p><b>e-leadership course demonstrations 5: New Bulgarian University (BG)</b> - <b>A series of e-Leadership courses</b> Valentina Ivanova, New Bulgarian University</p>
12:35 – 13:20	<p><b>e-leadership course demonstrations 3: Henley Business School (UK):</b> - <b>Leading your company to high performance growth (5 day programme)</b> Kecheng Liu, Henley Business School</p>
13:20 – 14:00	<i>Lunch break</i>
14:00 – 14:45	<p><b>e-leadership course demonstrations 4: IE Business School (ES):</b> - <b>Digital Innovation: a strategic view of IT and innovation for SMEs (1 day programme)</b> Jose Esteves and Silvia Leal, IE Business School</p>
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# Lead Objective

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- ... 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)

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# Partnership



INSEAD



IE Business School



Henley Business School



AARHUS UNIVERSITY

Aarhus University



New Bulgarian University



Antwerp Management School



European Foundation for Management Development



IDC Europe

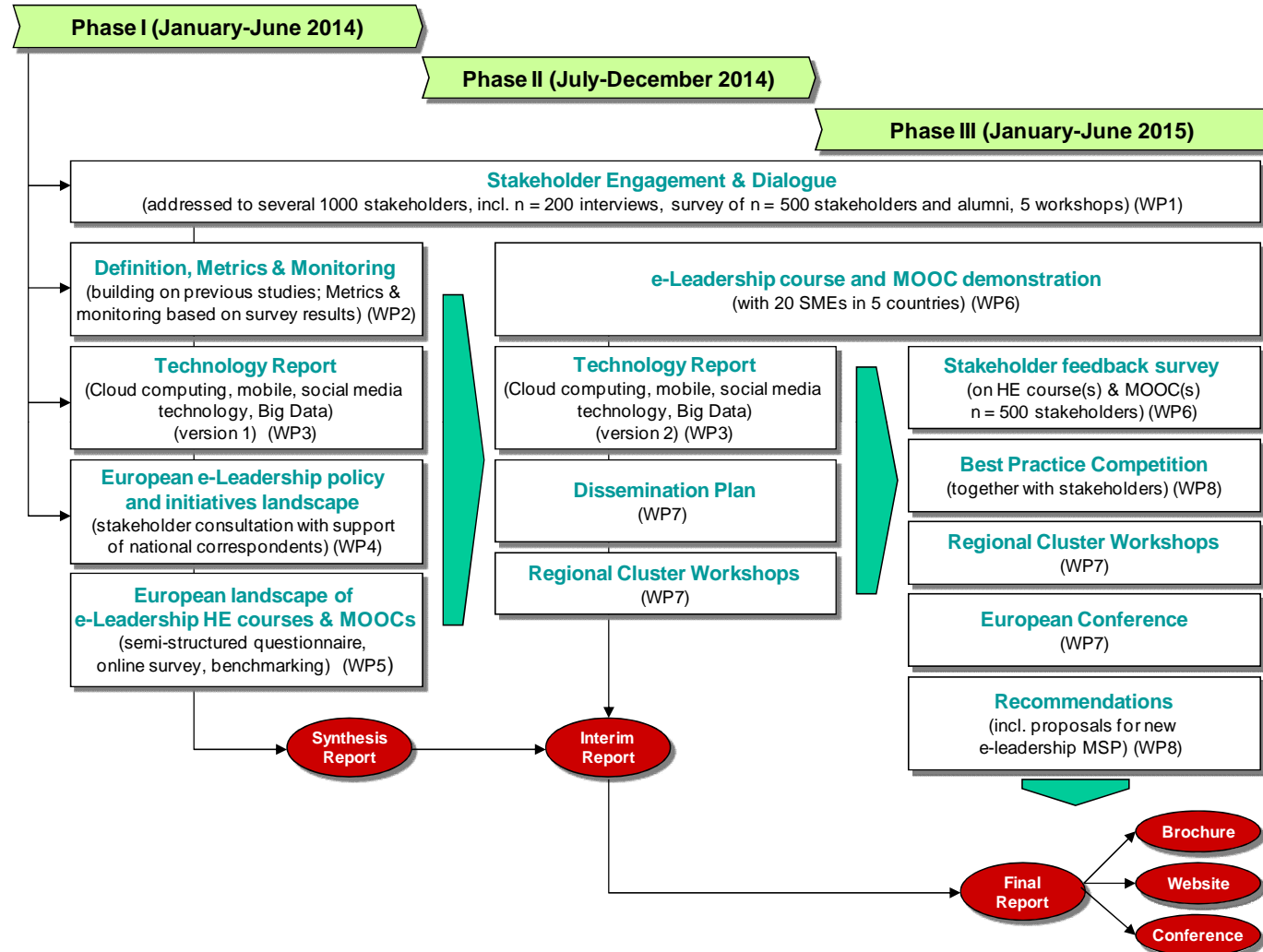


PIN-SME

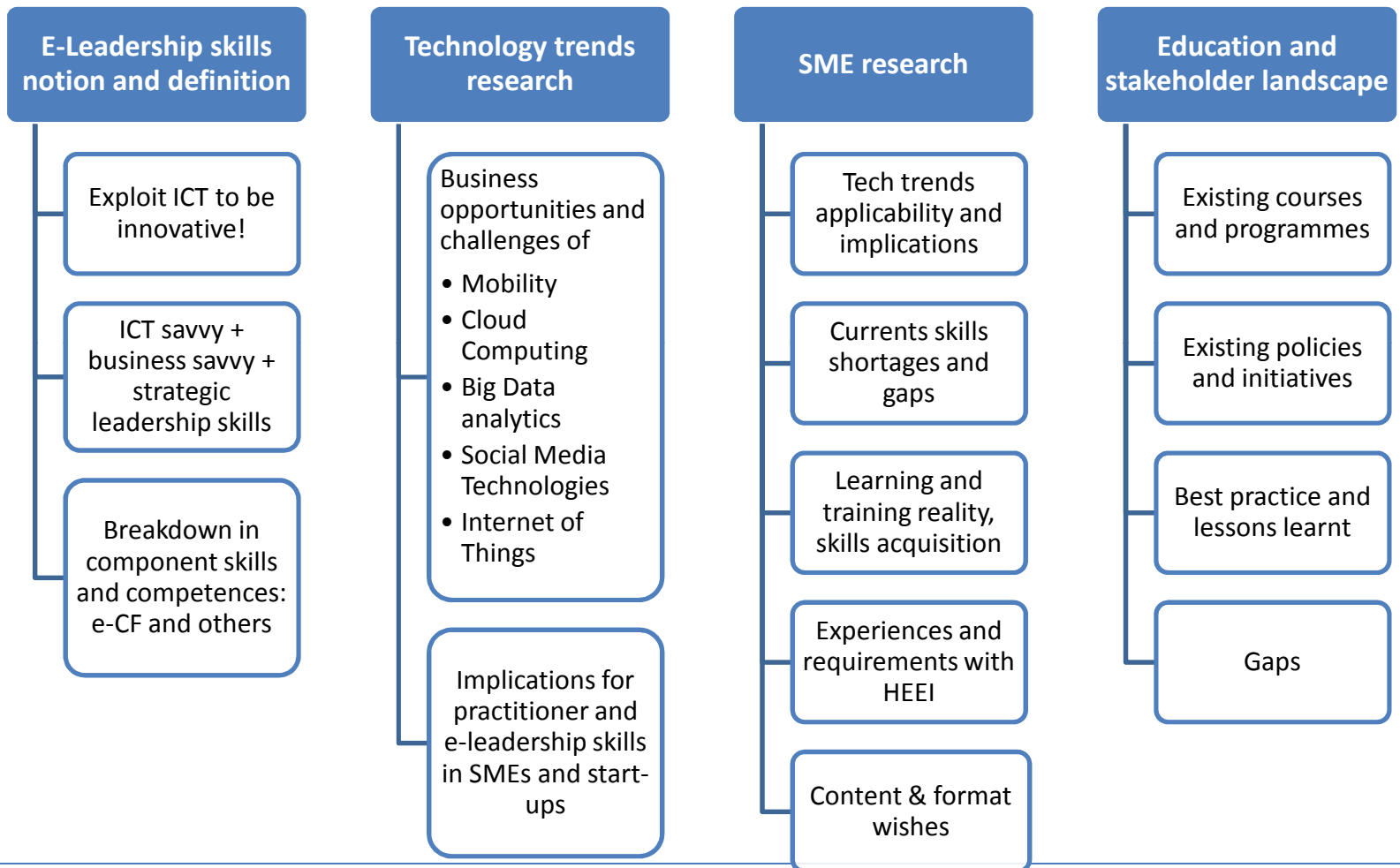


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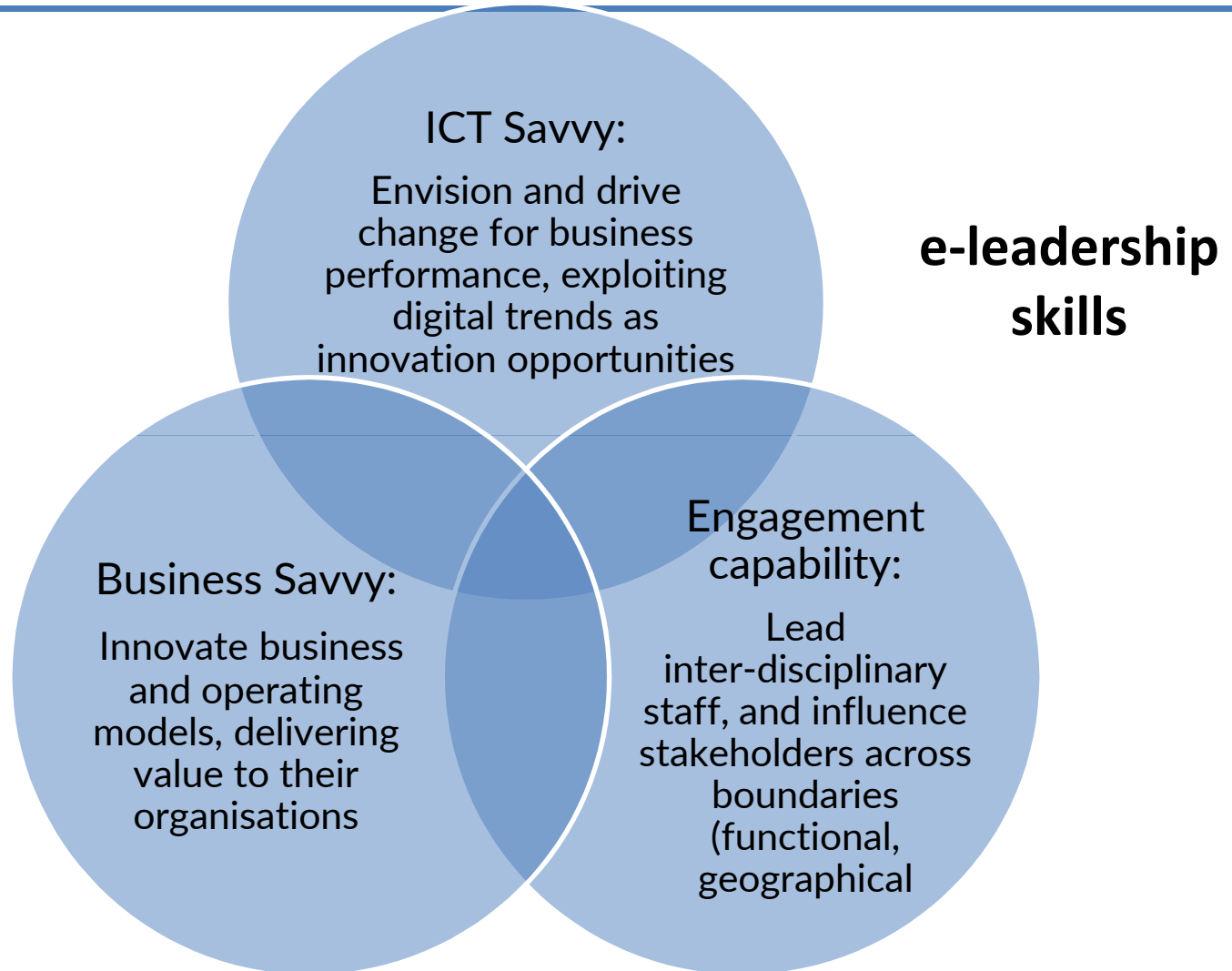
# Work Plan Overview



# Scoping and requirements capture



# e-Leadership skills



# SME research

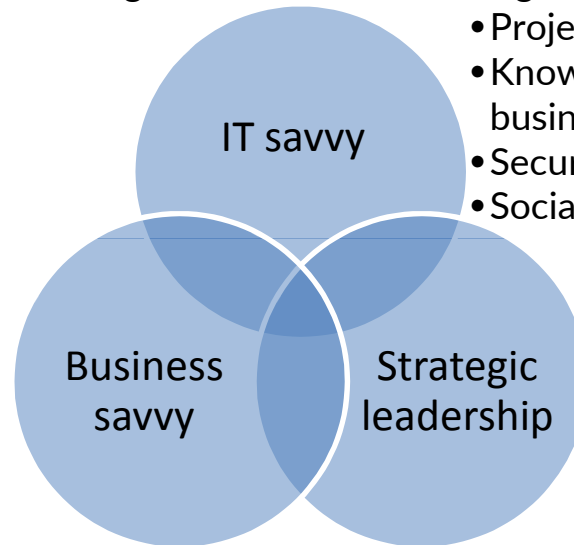
- In depth interviews of successful SMEs
- Plus: online survey of SMEs
- Strategic use of ICT
- ICT investments and role in innovation
- Access to skills and competences critical for success
- Engagement with higher education
- Courses and training needed
- Barriers
- Content and format requirements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

# 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

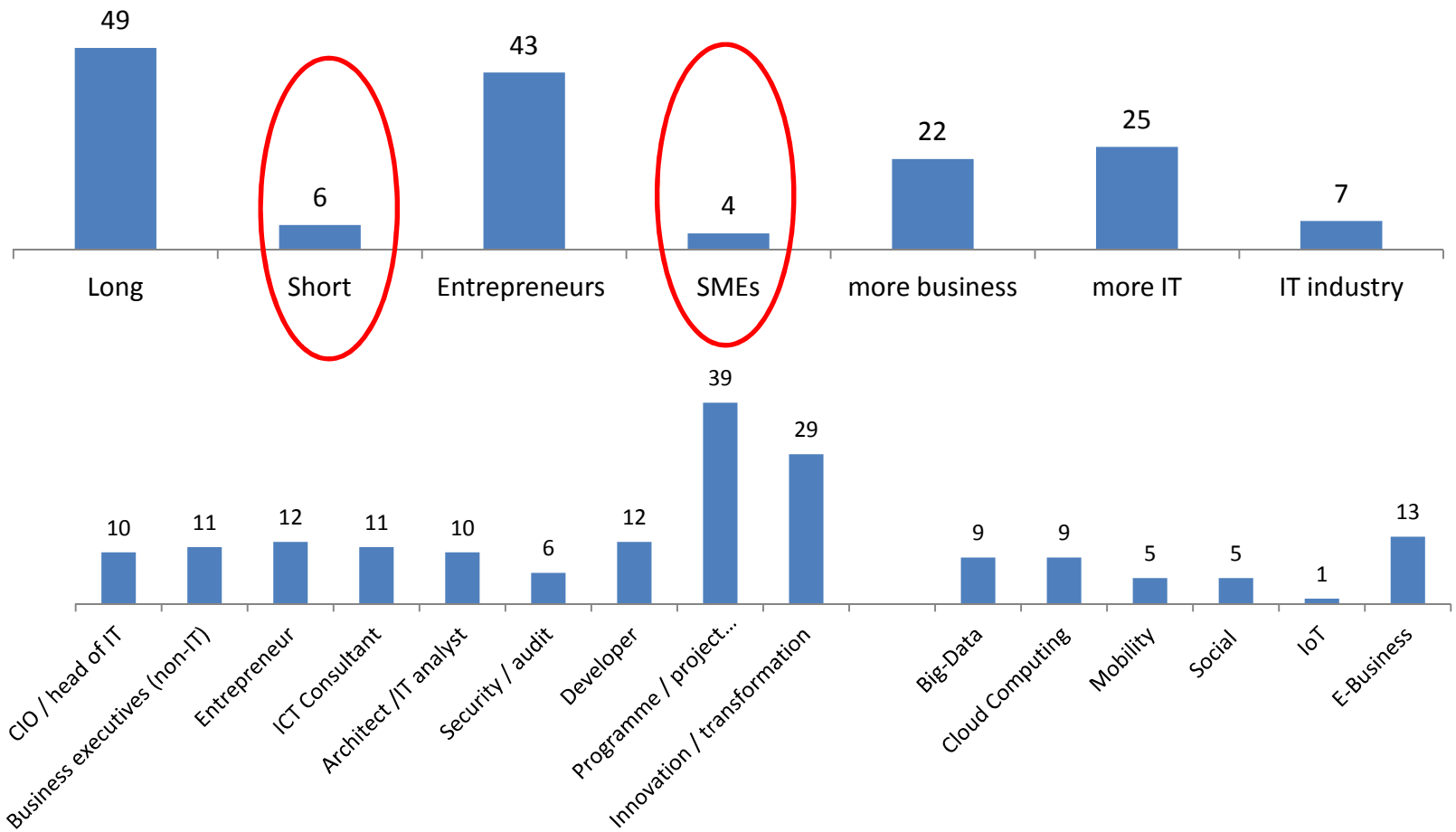
## Criteria set:

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

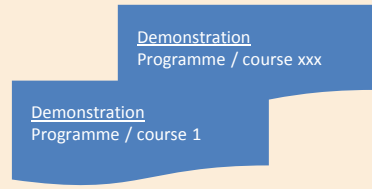
## Design education programme / course

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
18. Mapping to generic e-Leadership learning outcomes, e-Leadership skills/competences, e-Leadership component e-CF e-skills

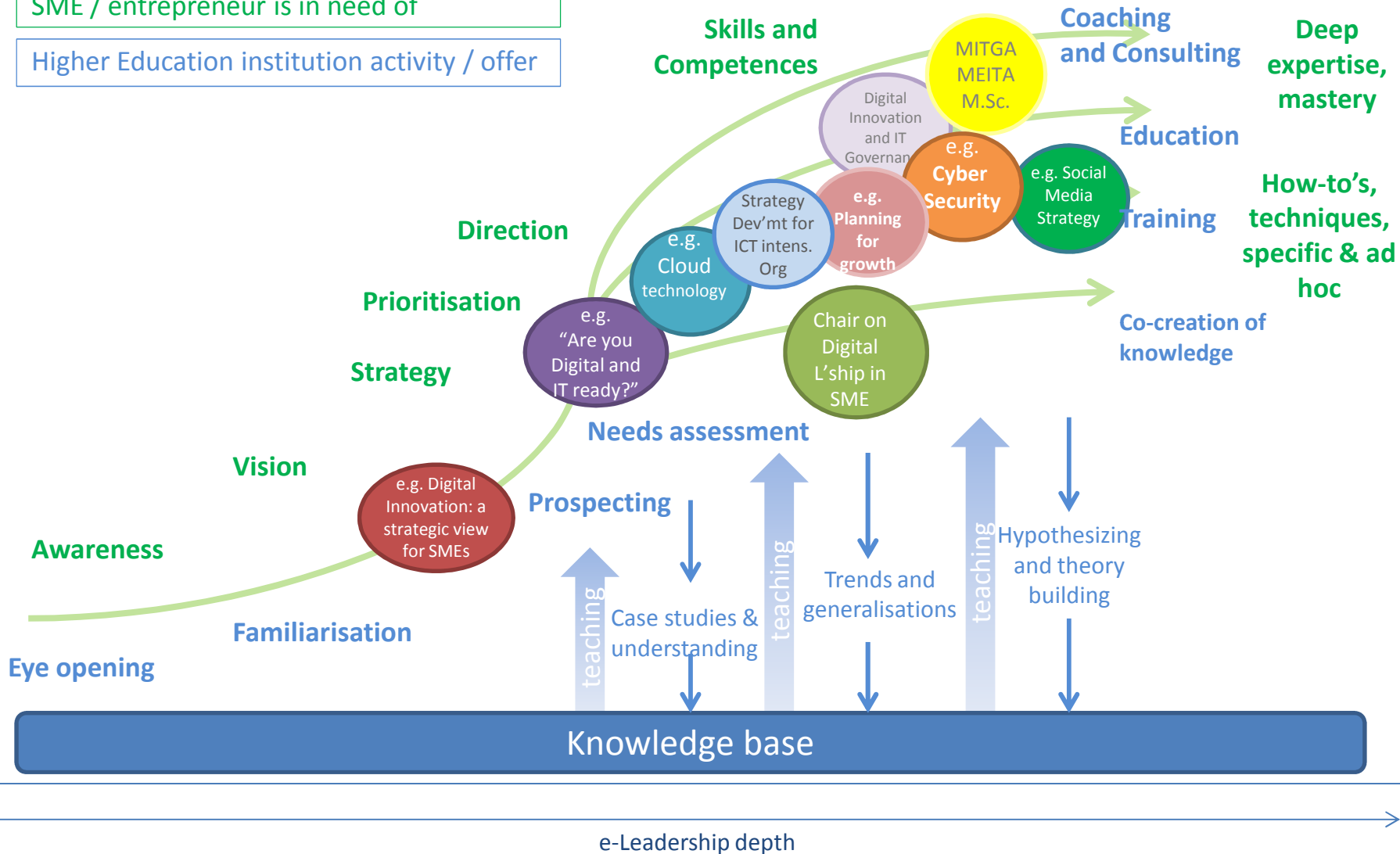
### Demonstration:

- 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

Context related e-leadership requirements and offerings

SME / entrepreneur is in need of  
Higher Education institution activity / offer



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**THANK YOU**

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