

# e-Leadership Skills for Small and Medium Sized Enterprises

## Fifth Expert Workshop

### Future "e-Leadership Education and Training" for SMEs and Start-ups

9<sup>th</sup> September 2015, 10.00 - 16.45 hrs

at the Representation of North Rhine-Westphalia at the EU, Rue Montoyer 47, 1000 Bruxelles

#### Objectives

The goal of this workshop is to discuss the results from the service contract<sup>1</sup> on "e-leadership for SMEs" with key stakeholders from industry, training providers, SME associations, academia, and representatives from the start-up and venture capitalist communities. It will be based on the SME requirements for e-leadership skills and the sources offering relevant education and training for SMEs for acquiring such skills.

We would like to develop with you recommendations for future actions needed to foster e-leadership skills development for SMEs and start-ups. These will have to be addressed to stakeholders as well as to Member State governments and the Commission. The recommendations need to elaborate on the next concrete steps to be taken to achieve the ambitious objectives of the Digital Single Market strategy.

#### Background

Effective organisations of all sizes and stages of maturity are demanding e-leaders who are both business and IT-savvy. For effective e-leadership, the skills required are seen as those which enable people with very strong IT skills to lead qualified staff from IT 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 organizations. The European Commission via this service contract aims to support the development of e-leadership skills in SMEs.

#### Registration

Please send an e-mail to [lead@empirica.com](mailto:lead@empirica.com) confirming your interest in attendance. Participation to the workshop is on invitation and attendance may need to be limited to 30 persons. Please let us know if further colleagues would be interested in participating. Please contact Werner B. Korte or Tobias Hüsing at empirica in Bonn, [Werner.korte@empirica.com](mailto:Werner.korte@empirica.com), [tobias.huesing@empirica.com](mailto:tobias.huesing@empirica.com), +49 (0)228 98530-0.

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<sup>1</sup> Service contract for the European Commission, DG GROWTH – Unit F3 - Key Enabling Technologies, Digital Manufacturing and Interoperability

## Programme

Time	Sessions
10:00 – 10:10	<p><b>Welcome and introduction</b></p> <p>André Richier, European Commission</p> <p><b>e-leadership for SMEs – the European initiative</b></p> <p>Werner B. Korte, empirica</p>
10:10 – 10:50	<p><b>e-leadership training for SMEs and start-ups today and in the future: requirements and demands</b></p> <ul style="list-style-type: none"> <li>- <b>SMEs requirements:</b> Oliver Grün, President PIN-SME, President BITMI, CEO Grün Software AG (10’)</li> <li>- <b>Young innovators and start-up requirements:</b> Nicholas Zylbergajt, Co-Founder and Vice-President, EYIF – European Young Innovators Forum, Brussels (10’)</li> <li>- <b>Venture Capitalist demands:</b> William Stevens, CEO, Xaline Consult sprl, Founder and CEO, Europe Unlimited, Brussels (10’)</li> <li>- <b>Accelerator and Incubator demands:</b> Francisco Palleja, CFO of Wayra (Telefonica Accelerator) in Spain (10’)</li> </ul>
10:50 – 11:15	<b>Plenary Discussion</b>
11:15 – 11:30	<i>Coffee break</i>
11:30 – 12:45	<p><b>e-leadership training for SMEs and start-ups today and in the future: stakeholder offers and responses, partnerships, alliances &amp; strategies</b></p> <ul style="list-style-type: none"> <li>- <b>Training provider (traditional and newly emerging ones) offers &amp; strategies:</b> <ul style="list-style-type: none"> <li>- <b>ISDI (Institute for the Internet Development) and internet academi (e-learning platform):</b> Rodrigo Miranda, CEO, ISDI, Madrid (15’)</li> <li>- <b>Global Business Transformation Manager (GBTM) Master Certification:</b> Michael von Kutzschenbach, Fachhochschule Nord-West Schweiz (15’)</li> <li>- <b>Algebra University College: e-leadership curriculum:</b> Robert Kopal, University College Professor, Vice Dean for Research and Development, Zagreb (15’)</li> <li>- <b>SAP alliances including the ‘Initiative for Digital Transformation’ (IDT):</b> Dr. Kay P. Hradilak, Enterprise Chief Consultant, SAP (15’)</li> <li>- <b>ICT training for small and micro enterprises for raising competitiveness and productivity:</b> Māra Jākobsone, Coordinator of the Latvian e-skills Coalition, Vice-President of LIKTA - Latvian Information and Communication Technology Association (15’)</li> </ul> </li> </ul>
12:45 – 13:15	<b>Plenary Discussion</b>
13:15 – 14:00	<i>Lunch break</i>

14:00 – 14:30	<p><b>e-leadership training for SMEs and start-ups today and in the future: stakeholder offers and responses, partnerships, alliances &amp; strategies</b></p> <ul style="list-style-type: none"> <li>- <b>Business schools and universities: lessons learnt from e-leadership course demonstrations and strategies for future training for SMEs:</b></li> <li>- Group presentation: IE Business School, Madrid; Henley Business School, Henley; Antwerp School of Management, Antwerp; New Bulgarian University, Sofia; Aarhus University, Aarhus</li> </ul>
14:30 – 15:00	<b>Plenary Discussion</b>
15:00 – 15:15	<p><b>Conclusions and recommendations from the European e-leadership for SMEs initiative</b></p> <ul style="list-style-type: none"> <li>- <b>Call for Action of key stakeholders</b></li> <li>- <b>Recommendations</b></li> </ul> <p>Werner B. Korte, empirica</p>
15:15 – 16:40	<b>Plenary Discussion</b>
16:40 – 16:45	<p><b>Outlook and Conclusions</b></p> <p>André Richier, European Commission</p> <p>Werner B. Korte, empirica</p>

## Registered experts

Name	Surname	Organisation	Country
Francisco	Palleja	WAYRA - Telefonica	ES
Alvaro	Arenas	IE Business School	ES
Maks	Belitski	Henly Business School	UK
Frits	Bussemaker	CIONET	International
Ben	Butters	Eurochambres	International
Mary	Cleary	Deputy Chief Executive   Irish Computer Society/ICS Skills	IE
Eriona	Dashja	empirica	DE
Gert	De Laet	Oracle	BE
Hugo	de Sousa	ALPHAPPL	PT
Anders	Flodström	EIT ICT Labs	International
Laurent	Frideres	PwC	LU
Fatima	Gallo	ISDI	ES
Danny	Gooris	Oracle	BE
Sandy	Grom	UK Government - Department for Business, Innovation and Skills	UK
Oliver	Grün	BITMI	DE
Peter	Hagedoorn	EuroCIO	International
Christoph	Hecker	VOICE	DE
Lex	Hendriks	EXIN	NL

Name	Surname	Organisation	Country
Kay	Hradilak	SAP	DE
Tobias	Hüsing	empirica	DE
Valentina	Ivanova	New Bulgarian University	BG
Mara	Jakobsone	LIKTA	LV
Robert	Kopal	Algebra University College	HR
Werner B.	Korte	empirica	DE
Silvia	Leal	IE Business School	ES
Chiara	Mainolfi	APMG	IT
Boriana	Marinova	EFMD - European Foundation for Management Development	BE
Rodrigo	Miranda	ISDI	ES
Jonathan	Murray	DIGITALEUROPE	International
Nikolaus	Obwegeser	Aarhus University	DK
Leszek	Pacholski	Professor at University of Wroclaw, Board Member of Informatics Europe and EQANIE	PL
Andrea	Parola	EeSA	International
André	Richier	EC DG GROW	International
Fulvia	Sala	AICA	IT
Peter	Statev	ICT Cluster Bulgaria	BG
William	Stevens	Europe Unlimited	International
Frederic	Aerden	CEPIS	International
Maciej	Surowiec	Microsoft	BE
Sebastiano	Toffaletti	PIN SME	International
Eduardo	Vendrell	University of Applied Sciences Valencia (ES)	ES
Michael	von Kutzschenbach	FH Nord-West Schweiz	CH
Nicholas	Zylbergajt	EYIF	International

## Partner organisations



in cooperation with



INSEAD



IE Business School



Henley Business School



Aarhus University



New Bulgarian



Antwerp Management



European Foundation



IDC Europe

University

School

for Management  
Development



PIN-SME



CIONET

## Workshop venue and location

Representation of North Rhine-Westphalia at the EU, Rue Montoyer 47, 1000 Bruxelles



## Contact in case of problems and questions

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## About e-Leadership Skills for Small and Medium Sized Enterprises

This workshop is organised as part of the service contract **e-Leadership Skills for Small and Medium Sized Enterprises** launched by the European Commission DG GROWTH. It will 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 recognized trans-nationally. This initiative is 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.

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.