



e-Leadership for the Digital Economy

e-Leadership in Practice

UNESCO, Paris
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de Grenoble (EMSI Grenoble)



INSPIRING IDEAS AND TALENTS

A Curriculum for e-leadership

Renaud Cornu-Emieux
Founder of EMSI (Grenoble EM)
« Digital Natives » Chair Orange/GEM



**GRENOBLE
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MANAGEMENT**

TECHNOLOGY & INNOVATION

une école



Prepared for the European Commission DG Enterprise and Industry

Renaud Cornu-Emieux

Phd Grenoble INP

- CIO of Inria
- Founder of EMSI (Grenoble EM) and Dean for 10 years (2004-2014)
- Now : « Digital Natives » Chair Orange/GEM



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111, AVENUE E. BELIN, 38000, GRENOBLE



KEY FIGURES



CREATED IN 1984
by the CCI of Grenoble

**A LEADING INTERNATIONAL
BUSINESS SCHOOL**
Top 6 in France,
Top 25 in Europe

A LEADER
in Management, Technology,
Innovation and Entrepreneurship



**GRENOBLE
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UNIVERSITÉ DE GRENOBLE



410

staff

6 853

students

50

degree granting and certifying
programs,
national and international,
from Bachelor to Doctorate level
(‘Grande Ecole’ program, MBA, MS
and MSc, DBA, PhD, Executive
Education...)

23 000

alumni

14

training sites:
Grenoble, Paris, London, Geneva,
Pisa, Singapore, Peking, Shanghai,
Guangzhou, Moscow, Tbilissi,
Casablanca, Los Angeles, Delhi

€50 M

budget

GRENOBLE

THE FRENCH “SILICON VALLEY”



A PIONEER CITY

Located in an exceptional natural setting

AN ECOSYSTEM

An economic and scientific hub, with internationally renowned institutions of higher education

A TRADITION OF INNOVATION

Social, economic, scientific, technological, environmental...



GRENOBLE
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111, BOULEVARD BEAUFORT, 38000 GRENOBLE, FRANCE

1900



AWARDS AND RANKINGS

TRIPLE ACCREDITATION



AACSB (The Association of Advance Collegiate Schools of Business)
 EQUIS (European Quality Improvement System)
 AMBA (The Association of MBAs)

France

6th

French 'Grandes Ecoles' ranking

Le Point, Le Figaro Étudiant, Le Parisien - 2013 / 14

4,3/5

Alumni satisfaction ranking

L'Étudiant - 2013

RANKINGS

Worldwide

e



27th

Top school in Europe in the European Business Schools ranking

13th

for the Master in International Business in the Global Master rankings

12th

best « Junior » Pre-experience Master in Finance in the world

41st

In Europe in the EMBA ranking

Financial Times 2013 / 14

58th and 74th

Executive Education custom and open programs

29th

in the world for the Grenoble MBA

America Economia - 2014

22nd

in the world for the Grenoble MBA

The Economist « Which MBA Guide » - 2014



EMSI : IS Management School

- Established in 2004 in Grenoble EM
- Advisory Board : Chaired by the President of CIGREF
- Speakers: 80% are practitioners - Real business case Projects
- Curriculum: MS Manager des SI, Manager des SI Parcours web, Internet Strategy & WebManagement, Big Data. Starting or ongoing training
- 230 students



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Context

Digital Drivers

- I decide
- ubiquity
- Strength of the community
- Meaning of information



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Context

The digital natives (« Digital Natives » Chair - GEM / Orange)

- Labor is no longer disconnected from social
- Digital allows to re-establish a relation to work culturally and socially integrated as it has always been



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UNIVERSITÉ GRENOBLE Alpes



Context

Digital transformation

- In France, digital uses are widespread by consumers, not by companies (McKinsey Company - 2014):
 - organizational difficulties
 - tight financial leeway
 - deficit of talent
 - lack of involvement of the leaders



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The curriculum

Advanced Master « Internet Strategy & Webmanagement » (Digital Strategy)

- Established in 2012
- Training of leaders for the digital transformation
- A strong link with the market :
 - EMSI Advisory Board (Cigref, AXA, Eurodisney, Oracle, IBM, Syntec Numérique, SIA Partners, HP, SAS, La Poste, French Ministry of Economy and Finance...)
 - Orange : a partner of this curriculum
- In Paris since this year



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www.grenoble-em.com

GRENOBLE EM

GRENOBLE EM

The curriculum

Advanced Master « Internet Strategy & Webmanagement »

- Objectives :
 - prepare professionals to lead business transformation ;
 - train future digital leaders in all aspects of e-business and top management and help them become quickly operational within an international context
 - meet companies' needs for postgraduate professionals with competitive skills in digital strategy and project management

The curriculum

Advanced Master « Internet Strategy & Webmanagement »

- Content :
 - A program very close to the digital evolutions, and which fits the current needs of the professional world.
 - Courses based on practical cases and realistic simulation tools.
 - Partnerships with outstanding worldwide companies (pure players but mostly click & mortars)
 - International teachers with a renowned expertise in various web sectors (professionals and PhDs)

The curriculum

Advanced Master « Internet Strategy & Webmanagement »

- The courses
 - Introduction: web seminars and workshops
 - Fundamental courses of digital management
 - Advanced e-marketing
 - E-business and online commerce
 - Web technologies and information systems management
 - Web performance tools and methods (SEO / SEA / SMO & Web analytics...)
 - Internet rules and laws
 - Mobility, innovation & change leading
 - Global Digital Strategy : global digital project management
 - Professional training



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Where we are now ?

e-Leadership Curriculum Evaluation										
Institution:	Grenoble EM (École de Management des Systèmes d'Information)									
Programme Name:	Internet Strategy and Webmanagement									
Embedding Programme Profile:	Innovation and Transformation through ICT									
Programme Objectives										
Learning Results	REACTING TO CHANGING ENVIRONMENT	MANAGING INFORMATION	UNDERSTANDING ORGANISATIONS	ANALYSING AND EVALUATING BUSINESS MODELS	IDENTIFYING AND MANAGING OPPORTUNITIES	MANAGING INNOVATION	MANAGING DIGITAL TRANSFORMATION	MANAGING DATA AND ANALYTICS	MANAGING CYBERSECURITY	MANAGING SUSTAINABILITY
Core Content: The lifecycle of a business and enterprise architecture as an enabler of business strategy and execution, with the links to stakeholders and functions. ICT & Business Strategy			H	M						H
Evolution of ICT, Globalisation and Digital Markets		H	L							H
Changing Business and Business Models with ICT	M			M		H				M
Role of ICT in Organisational Change					L	M		M		H
Additional Core Content for this Programme				H				H	M	M
Advanced Intelligence: turning information into knowledge and profit		M			M	S		S	S	M
Core Learning Outcomes										
Lead interdisciplinary staff in enabling organisational transformation							L		H	M
Exploit digital trends to innovate strategic business and operating models		H						H	H	
Envision and drive organisational change for business and for society						S		M	H	M
Influence stakeholders across boundaries	M						L		M	
Additional Core Learning Outcomes for this Programme										
Networks						H	L			M

The program includes strategic vision that must have a CIO

Understanding of the social issues of transformation

Establish methods (management, project...) that will enable collaborative work (agility...)

Where we are now ?

Programme Name:	Innovat, Strategy and Transformation	
Website:	http://www2.york.ac.uk	
Enterprise Curriculum Profile:	Innovation and Transformation through ICT	
Programme Rationale	<p>Today private and public organisations are not just experiencing change, they are faced with the need to transform. ICT has become a major enabler of such drastic, qualitative changes, creating possibilities for new products and services.</p> <p>The traditional role of the CIO, managing information and IT systems has transformed to be one of creating new competitive advantage and new business opportunities.</p> <p>The Innovation and Transformation through ICT curriculum addresses these challenges and aims to increase the capability of experienced CIOs to engage with key stakeholders in linking strategy, ICT investments, change and value. The focus is both on developing professional competence and enhancing behavioural skills.</p>	Focus High
Entry Profile of the Target Audience for the Programme	<p>Bachelor's degree (with a minimum of 3 years of professional experience) Masters degree in Enterprise</p>	
Core Content:		
1	The lifecycle of a business and enterprise architecture as an enabler of business strategy and execution, with links to inter-related functions.	High
2	ICT & Business Strategy	High
3	Business Use of ICT, Globalisation and Digital Markets	Medium
4	Changing Business and Business Research with ICT	High
5	Role of ICT in Organisational Change	High
Additional Core Content for this Programme		
6	Business Intelligence: turning information into knowledge and profit	Medium
Core Learning Outcomes		
1	Lead interdisciplinary staff in initiating organisational transformation	High
2	Exploit digital trends to innovate strategic business and operating models	High
3	Innovate and drive organisational change for business performance	High
4	Influence stakeholders across boundaries	Medium
Additional Learning Outcomes for this Programme		
5	Networking	High

Understanding how to work with an ecosystem

Agility (project & management...)

innovation by the users (a bottom – up innovation)

Keys to success for Academics

- Companies are stakeholders in the development
- Ability to understand the evolution
- Flexibility
- Adaptability

RESIST - ADAPT - TRANSFORM

PERISH - SURVIVE - WIN



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e-Leadership for the Digital Economy

THANK YOU

Feedback Form: please complete

FEEDBACK FORM New Curricula for e-Leadership

How relevant do you find...	++	+	o	-	--
... the importance of the concept of e-leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the stated challenge of e-leadership in your country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... Our case for e-leadership skills development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... Our proposals for better e-leadership education and training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... Our proposals for e-leadership curriculum development guidelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied were you with ...	++	+	o	-	--
... the format of the event format (agenda, time schedule etc.)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the quality of the information presented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the quality of the speeches and presentations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- What is e-Leadership about? Why is it important? Nils Fonstad, Associate Director, INSEAD Faculty & Research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- ICT trends and their implications on skills and e-leadership Gabiella Cattaneo, Associate Vice President, IDC Europe, Milan (Italy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- The European e-leadership education ecosystem Werner B. Korte, Director, empirica GmbH, Bonn (Germany)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- Industry demand for e-leadership skills and education ecosystem Paul Costelloe, Director of Executive Education for EuroCIO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- Towards European e-Leadership curriculum profiles and quality labels Birgit Hanny, M.A., M.B.A., Deputy Director, ASIIN e.V., Germany	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- e-Leadership in practice Silvia Leal, Academic Director, IE Business School, Madrid and CIONET Committee Member (Spain)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- e-Leadership – the role and value of certification Nick Houlton, Marketing & Operations Director, APMG-International	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- ICT and e-leadership – the role of higher education Eduardo Vendrell, President, Spanish Council of Deans of Informatics Degrees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the quality of the panel I discussion "New Curricula for e-leadership skills"?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the quality of the panel II discussion "e-Leadership skills, women to fill the digital gap"?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied were you with ...	++	+	o	-	--
... the quality of the practical information received prior to the event?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the usefulness of the event website?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the choice of the event venue (convenience of the room, food etc.)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the quality and relevance of the materials received at the event?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How far did the event fulfil your expectations ...	++	+	o	-	--
Did you consider the event worth attending?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would you participate at a follow up event?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All in all: how satisfied were you with the event in general?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please tell us about your views on e-leadership and how it could be better addressed

What did you find particularly useful about this event?

Name:

Email address:

Telephone number (optional):

Thank you very much for your feedback!