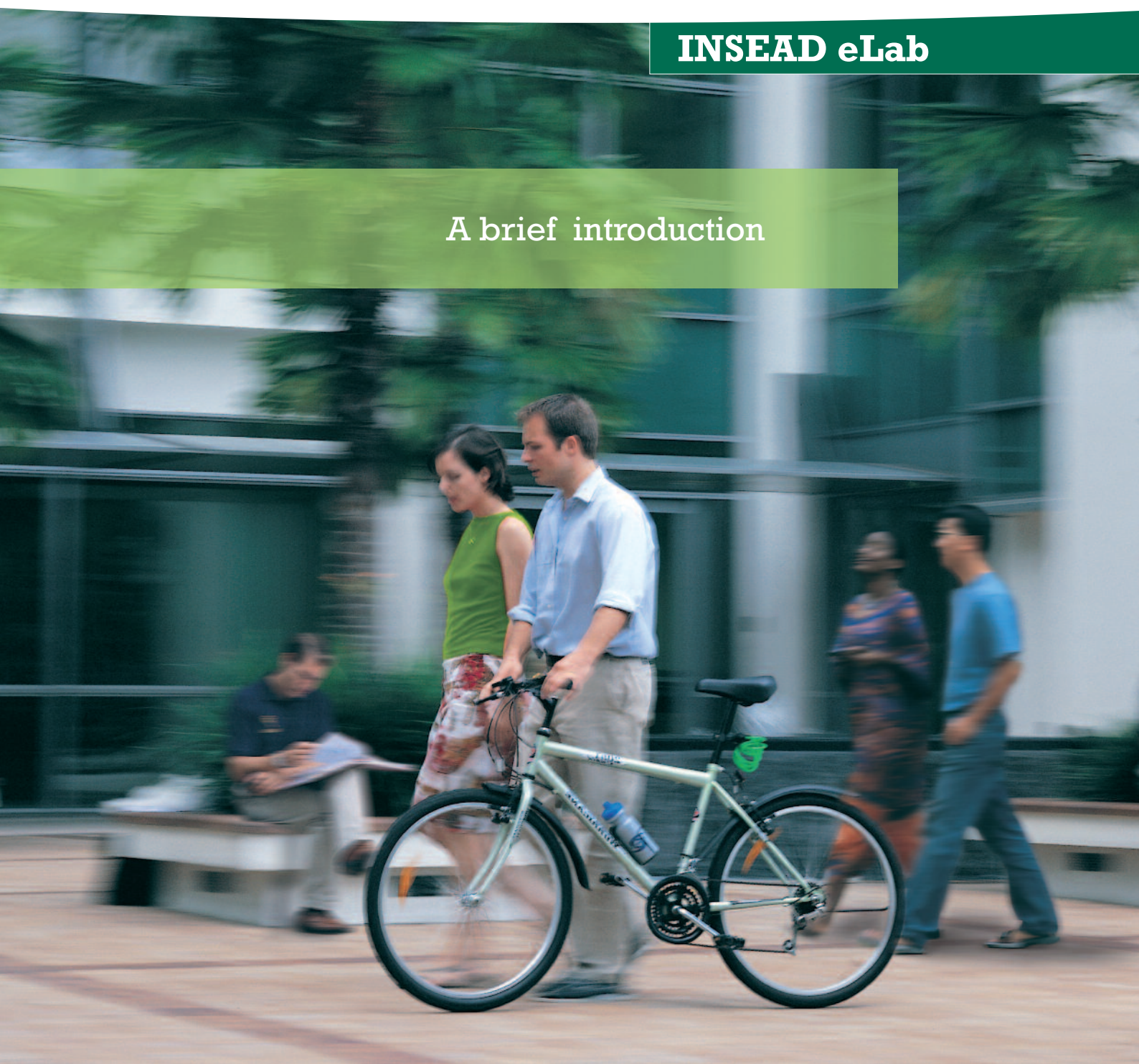


INSEAD

The Business School
for the World®

INSEAD eLab

A brief introduction



IT and Competitiveness

Global Information Technology Report (GITR) series



12 April 2011 marked the launch of the 10th anniversary of INSEAD eLab's collaboration with the World Economic Forum (WEF) to create the Global Information Technology Report (GITR) series. The GITR has come to be recognized as the "gold standard" for benchmarking the networked readiness and technological competitiveness of national economies.

The 2010-2011 GITR focuses on information and communications technology's (ICT) power to transform society through modernisation and innovation. It again features the Networked Readiness Index (NRI), which ranks 138 economies worldwide by examining the correlation between ICT readiness and economic growth. Similar to the 2009-2010 report, Sweden and Singapore led the rankings by placing first and second in the NRI, respectively. Finland out-placed Denmark (#3 in 2009-2010) for the third spot in the rankings, followed by Switzerland (#4) and the United States (#5). The Asian Tiger economies continue to make progress, with both Taiwan (#6) and Korea (#10) each improving five places, followed closely by Hong Kong SAR placing 12th in the ranking.

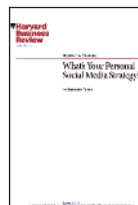
Please visit our website: www.weforum.org/issues/global-information-technology

Internet and Social Media



Another important area of research for INSEAD eLab is ICT usage and Behavior. For several years, now, INSEAD eLab has written on effective uses of social media, beginning with "Throwing Sheep Into the Boardroom," a book written by Professor Dutta and Matthew Fraser.

Please visit our website: www.throwingsheep.com



In the November 2010 issue of Harvard Business Review, Soumitra Dutta, The Roland Berger Chaired Professor in Business and Technology and Academic Director of INSEAD eLab wrote an article on how and why CEOs should embrace social media and the importance of building a strategy around it.

Today's leaders must embrace social media for three reasons. First, they provide a low-cost global platform on which to build your personal brand. Second, their interactivity allows you to engage with multiple stakeholders rapidly and in parallel. Third, they provide opportunities for accelerated learning from many sources. Research from Professor Dutta also offers a framework for thinking about how to develop the right social media strategy for business leaders, based on their goals, desired audience and resources, and outline the challenges of wading into this still-developing territory. Doing nothing is no longer an option.

Please visit: <http://hbr.org/2010/11/managing-yourself-whats-your-personal-social-media-strategy/ar/1>

Global Internet Values



In April 2011, together with the World Economic Forum, INSEAD released the report "The New Internet World: A Global Perspective on Freedom of Expression, Privacy, Trust and Security Online." This study reports the results of a survey of over 5,400 adult internet users from 13 different countries regarding values and attitudes around online freedom of expression, privacy, trust, and security. The online survey was conducted by the Oxford Internet Institute (OII) and INSEAD, in collaboration with comScore. It was designed to better understand cross-cultural differences in key aspects of how individuals use the internet.

Findings from this study show that a global Internet culture has emerged as users across countries often share similar viewpoints and habits related to these vital matters pertaining to the Internet. Users worldwide generally support and desire freedom of expression, privacy, trust and security online, without signalling a willingness for tradeoffs among these potentially conflicting values and priorities. However, users in the newly adopting countries, which are becoming the dominant online population, express even greater support for the most basic value underpinning the Internet – freedom of expression. In addition, the users in nations that are more recently embracing the Internet are also outpacing users in older adopting nations in their innovative uses of the Internet.

Please visit our website:

www.insead.edu/facultyresearch/centres/elab/research/documents/WEF_GITR_TheNewInternetWorld_Report_2011.pdf

four main areas IT-based competitiveness, internet and social

Skills

INSEAD eLab regional skills reports



INSEAD eLab research has found that continuously fostering a portfolio of skills is essential to sustained economic growth. To help government and business leaders identify and address their national skills weaknesses, we developed the **INSEAD eLab Skills Pyramid in 2008**. The three-tier pyramid consists of three types of skills – literacy and basic skills; occupational skills; and global knowledge economy skills. Initially focused on Europe, our research has since led to the publication of reports such as **'Who cares? Who dares? - Providing the skills for an innovative and sustainable Europe'** (presented at the European Business Summit 2010), and **'Strengthening e-skills for innovation in Europe'** (at the request of the European Commission 2009).

In the 2010 edition of the **INSEAD eLab Skills Report ("Economic Tigers: Sustaining the Roar")**, the research team has added a special focus on Asia and has updated the INSEAD eLab Skills Pyramid with the most recent data available. The report reveals how countries have been managing their stock of skills since the start of the global crisis (i.e., 2007, 2008 and 2009) classified in the following categories: Solid Leaders, Potential Leaders, Leaders at Risk and Struggling. Finally, the report highlights effective skills-building efforts throughout Asia to foster learning across all economies.

Please visit our website: www.insead.edu/elabskillsreport

eSkills Demand and Supply Monitor (Malta)

One of main aims of the Government of Malta is the proliferation of ICT skills in all subject areas to develop Malta as a regional knowledge-economy hub. INSEAD eLab is working with the Malta Information Technology Agency, leading a research study for the identification of gaps and mismatches existing locally between the demand and supply of eSkills.

Strengthening e-Skills for Innovation in Europe

At the request of the European Commission, INSEAD eLab has conducted research (e.g., surveys and interviews of CIOs and universities) and developed a set of actions ("guidelines") for enhancing European curricula for building e-competences and strengthening the role of European universities in supplying ICT practitioners and e-competent managers in Europe.

Please visit our website: www.insead.edu/ecompetences

CIO Leadership

INSEAD eLab has worked with IBM to identify what makes for effective CIO leadership. Our collaboration has led us to jointly create a three-quotient model of CIO leadership excellence ("3-Q Model") that measures the effectiveness of the IT department in any large organization. The current model delves into benchmarking the IT infrastructure spread within industries and also examines the increasing need for CIO's to be aligned with their business leaders in order to truly harness the power that a futuristic IT department can provide to its parent organization.



In 2011, in collaboration with CIONet, INSEAD eLab developed the report **"IT-Enabled Leadership: The expanding strategic roles of Chief Information Officers."** The report presents results from an in-depth study which surveyed 130 Chief Information Officers (CIOs) from seven European Countries and interviewed 14 of Europe's most effective CIOs (as judged by their peers). The data describe to what extent and how IT-enabled leaders work with non-IT colleagues to ensure the organization is spending more on innovation and less on operations and maintenance (Technology-driven leaders); to map, re-design and improve how things get done in the organization (Business process-driven leaders); and to extend their organization's capacity to innovate – both internally across business units and externally with customers and partners (Client-driven leaders). The report argues that any organization that does not strive to have IT-enabled leaders such as those profiled in the report is wasting money on IT and missing significant opportunities to be more effective and competitive.

Please visit our website: www.insead.edu/itenabledleadership

Innovation

Global Innovation Index (GII)



Each year since 2007/08 INSEAD eLab (and jointly with the Confederation of Indian Industry since 2008/09) has produced the Global Innovation Index (GII), recognizing the key role of innovation as a driver of economic growth and prosperity. While traditional measures of innovation such as the numbers of patents, publications and PhD researchers are useful, they do not capture the full range of innovations occurring in societies today, especially in emerging markets. The GII recognizes the need for a broader horizontal vision of innovation that is applicable to both developed and emerging economies. The GII is evolving into a valuable benchmarking instrument and tool for facilitating public-private dialogue, whereby policymakers, business leaders, and other stakeholders can evaluate progress on a continual basis.

For the 2011 edition of GII, Knowledge Partners include The World Intellectual Property Organization (WIPO, Geneva), the Confederation of Indian Industry, Booz & Company, and Alcatel-Lucent.

Please visit our website: www.globalinnovationindex.org

InnovaLatino



InnovaLatino: Fostering Innovation in Latin America is the result of a collaboration between INSEAD and the OECD Development Centre, and funded by the Fundación Telefónica. The objective of InnovaLatino was to research innovation dynamics in the business and public sectors in Latin America, drawing attention to innovation experiments underway in the region, and advocating greater policy attention to innovation in national development strategies.

This InnovaLatino report draws upon new evidence, information and analysis regarding innovation in Latin America. The report presents results from an exclusive survey of over 1500 manufacturing firms from eight countries: Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, Peru, and Uruguay. The report also brings together over 50 case studies of various firms and organizations identified as innovation leaders in their sectors. Together, these data highlight that innovation means more than catching-up or even leapfrogging by imitating innovative firms from more developed economies. In several revealing cases, Latin American businesses are redefining global business by developing new business models.

Please visit our website: www.innovalatino.org

Events

INSEAD eLab is actively involved in three types of events:

- Company-sponsored events

These events are sponsored by one or more companies and consist of INSEAD eLab research and participants invited by the company.

- Research forums

INSEAD eLab works with Partners to conduct research and present key results to leaders from academia, business and the public sector. For example, the "IT-Enabled Leadership" report was launched on 24 of March at CIO CITY in Brussels. At the event, the European CIO of the Year Awards, organized by INSEAD eLab and CIOnet, were announced by European Commissioner for the Digital Agenda, Nellie Kroes.

- External events

INSEAD eLab often participates in prominent events in which it has an opportunity to feature and disseminate its research. For over three years, INSEAD eLab has been a Knowledge Partner of the European Business Summit. INSEAD eLab also participated in the development of the background report for the Les Etats de la France, an annual event held in the French Senate (Luxembourg Palace).

For a complete list of events, research and publications, please visit INSEAD eLab Annual Report at: www.insead.edu/elab

A global knowledge engine

eLab is INSEAD's center of excellence for thought leadership, community outreach and value creation in the knowledge economy. INSEAD eLab focuses on three overlapping domains:

- Managing Knowledge in Networked Organizations
- Enabling Outstanding Performance Through Technology
- Creating Value in Knowledge Societies

Partner with INSEAD eLab

Sponsoring INSEAD eLab research is a valuable and distinct opportunity for firms to:

- Demonstrate thought leadership by supporting research and publications that are developed using rigorous methods and presented in ways that are useful and relevant to senior business leaders and policy makers.
- Offer key customers opportunities, such as research workshops, to discuss common challenges and solutions within a trustworthy environment
- Build bridges between leaders from academia, private sector, government, and international organizations, such as the World Bank and OECD, by participating in INSEAD eLab events and supporting research and publications that receive high visibility.

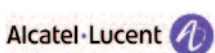
Sponsors are associated with relevant and rigorous research

INSEAD eLab researchers use both qualitative and quantitative methods (e.g., surveys, case studies, statistical modeling and analysis) for data collection and analysis. They also draw on INSEAD eLab's network of leaders from academia, business, and public policy, to ensure research findings are relevant and useful to key decision makers.

INSEAD eLab delivers high-quality research and analysis to its partners through a combination of data collection, model and scenario production, and related dissemination events.

Partners

INSEAD eLab Sponsors



INSEAD eLab Founders



INSEAD eLab Knowledge Partners



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