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Arbeitspapier Nr. 22

**Needs of the Internet Industry
Making Offer meet Demand in Training
and Education**

Prof. Dr. Uwe Kern / Michael Negri / Ligia Whyte

A woman with short brown hair, wearing a dark blazer over a white top, stands in the foreground with her arms crossed. She is looking directly at the camera.In the background, several other people in business attire are visible, but they are out of focus. One man in a suit and tie is prominent on the right side.

**Arbeitspapiere
der FOM**

Kern, Uwe / Negri, Michael / Whyte, Ligia
Needs of the Internet Industry
Making Offer meet Demand in Training
and Education

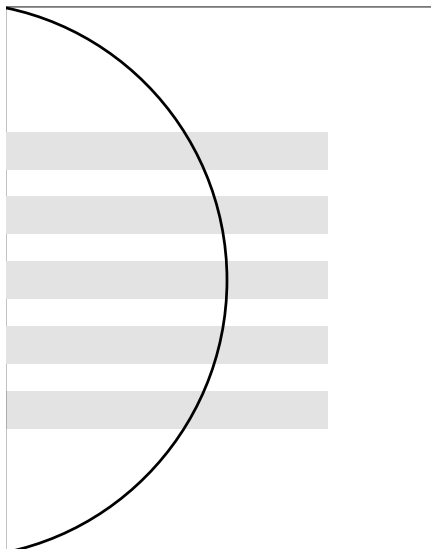
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Executive Summary

This report is part of the (PIN) ProInterNet network project which is conducted in the framework of the Leonardo Da Vinci Lifelong Learning programme and funded by the European Commission. It aims at identifying the current and prospective needs of European small and medium-sized enterprises in regard to internet-related jobs. In the course of the project, the partner countries organized roundtable meetings in order to promote the idea of transparent and transnational job profiles in regard to internet-related jobs and create a network of national key players. The following report presents the results that were obtained from the first round of meetings carried out in seven EU countries. The main conclusions at European level elaborated during the roundtable meetings are the following ones:

- Employees in Europe do not have sufficient high level competences which are needed in future. Therefore, it is urgent to act immediately.
- SMEs ask for a high level of professional qualifications for their vacancies. It is difficult to find adequate candidates with proper soft skills.
- There is a large gap between the approaches of the stakeholders: Training organisations, companies (especially SMEs), intermediary organisations, students and job-seekers.

Furthermore, a compendium of recommendations was gathered for each country in order to improve the current situation in the field of e-jobs. A few examples of the most important ones are:

- Unify education, training and employment by intensifying collaboration between training institutions and prospective employers.
- Anticipate necessities, be open to talent and promote initiatives that facilitate “learning-from-each-other” processes.
- This type of measures should be facilitated by governments at local, national and European level.

Another objective of the meetings is to learn more about the experts’ opinion in regard to labelisation, certification and normalisation processes in the area of e-jobs.

1 Introduction

The ProInterNet (PIN) project aims at creating a network of key players in the area of internet-related jobs converging around a web 2.0 platform also created by the project partnership, the e-Jobs Observatory (www.e-jobs-observatory.eu). Through its activities, PIN hopes to contribute to improving the employability of job seekers, reducing the e-skills shortages on the EU labour market, improving the quality of Vocational Education & Training (VET) in the field of internet-related jobs and making VET more transparent and comparable at European level.

A first step towards those goals was made in several previous LLP projects, in which some of the project partners of PIN were involved as well, e.g. “EQF Code” (www.ubique.org/eqfcode), “CompTrain” (www.ubique.org/comptrain) and “Embedding Standards” (www.embedding-standards.com).

The current project team consists of various European partners in order to establish a cross-country network. Those partners are listed below.

- Asociación de Industrias de las Tecnologías Electrónicas y de la Información del País Vasco (GAIA, Spain)
- Euproma GmbH & Co KG. (EPM, Germany)
- DEKRA Akademie GmbH (DEKRA, Germany)
- European Multimedia Forum Ltd. (EMF, Belgium)
- FOM Hochschule für Oekonomie und Management (FOM, Germany)
- Maison de la Promotion Sociale (MPS, France)
- Hellenic Open University (HOU, Greece)
- Hungarian Association of Content Industry (MATISZ, Hungary)
- Wrocław University of Economics (WUE, Poland)

The starting point of the ProInterNet Project was a State-of-the-Art-Analysis regarding the internet industry. In a first step, a common understanding of the most important notions was created.

Basing on these working definitions (as laid out in the second chapter of this report), the project partners carried out a desk research on project-related studies, reports and projects in their respective country. Moreover, the most relevant stakeholders in the PIN framework were identified and gathered in order to reach a Europe-wide audience and establish a strong and lasting network for the future.

The main focus of action is set on small and medium-sized enterprises in the internet industry. It is the major aim to learn more about their current situation and their challenges for the future.

In order to do so, roundtable meetings in every participating country were organised with the intention to learn more about the current and prospective situation in the industry and to establish links among the key players.

2 Roundtable Meetings

In order to fulfil the objectives of the project, and as part of the activities/tasks of it, two roundtable meetings are programmed to take place in each of the participating countries which are the following ones:

- Germany;
- France;
- United Kingdom;
- Spain;
- Hungary; Poland;
- Greece;
- Switzerland.

The main aim of these meetings is to allow the interaction among the main key stakeholders or key players in the area of e-Jobs and internet-related jobs, to share knowledge, practical experience, market needs, etc. in order to obtain direct feedback from them as well as to gather a compendium of recommendations to the stakeholders based on the brain-storming and information exchange during the meeting.

According to the project work plan, the first round of meetings has taken place in Germany, France, United Kingdom, Spain, Hungary, Poland and Greece, during March and April 2011; the meeting in Switzerland in June 2011.

Based on the conceptual planning, the partners pursued the standard program and methodology in order to obtain the required feedback/inputs from the target groups in different countries. The aim is to harmonise those views and to get a general view of the current situation in the sector at European level.

The following target groups were addressed with the roundtables:

- Industry organisations which have in-depth experience of e-Jobs, internet-related jobs and direct access to SMEs (technology suppliers and users);
- Vocational Education and Training Institutions (VET) with a focus on e-jobs and internet-related jobs;
- Private or public universities;
- Relevant public authorities and intermediary organisations (e.g. certification institutes; public intermediaries);
- Human resources recruiters;
- Online-training providers;

- NGOs;
- Politicians and decision-makers engaged in the labour market at large;
- Professionals/students;

In order to fulfil the objectives of the roundtables, every meeting mainly focused in discussing and defining the following topics:

- Concept of “Internet Industry”;
- Situation regarding current/prospective needs and job requirements related to e-Jobs;
- e-Jobs-Observatory platform;
- Labelisation, certification and normalisation process;

The partners had also the possibility to customise the topics according to their specific needs, preferences or audiences.

3 Internet Industry

Based on the knowledge and experience of project members, as well as the State-of-the-Art-Analysis carried out in the first months of the project, the PIN consortium agreed on a definition or theoretical concept to describe properly “Internet Industry”, which represents the basis for the development of the project.

During the meetings, the consortium`s concept was discussed, the participants uttered their opinion and gave feedback about it in order to validate it or redefine it. The following opinions were elaborated during the roundtable meetings:

- “Internet” should be considered as an independent and separate sector, the backbone infrastructure of the 21st century based on the premise that comprises the production of e-content, provides e-service, and involves different transactions. It should also include the producer of the infrastructure (networks, server, hosted services, etc.). The cases of Facebook, Amazon, etc. were mentioned repeatedly as examples for this view.
- The second considers “Internet” as an enabling media/technology, a platform that involves new ways of distribution and promotion that has changed all the segments of the economy and society in general, but not at the level to consider it as a stand-alone industry.
- The majority of participants share the second point of view.

4 Current Situation regarding Needs, Job Requirements, and Training Offer related to e-Jobs and the ICT-Sector

After the analysis of the current and prospective situation regarding job requirements and training offer related to e-Jobs and the ICT sector, the following can be concluded:

- Managers in large and small organisations still need to become fully aware of the opportunities in using/implementing the internet in their relevant businesses/organisational processes.
- SMEs can only afford part-time jobs in many cases → jobseekers expect full time jobs/long term contracts.
- The most demanding challenge for the creation of new jobs is to combine traditional skills and competences with internet-based skills and competences.
- SMEs require a high level of professional qualification. As a consequence, they have trouble in finding adequate candidates for their vacancies. It is also emphasized that potential employees have technical skills, but lack the proper soft skills to bring value added to the companies. Ethics is an important issue to be considered.
- Recruiting processes sometimes become difficult, because CVs are not written properly. In countries like the UK, this process is changing. Training institutions are collaborating with companies, organise one-day activities with potential candidates for a close interaction and assess the participants' qualifications more thoroughly.
- Companies call for transparent methods on how to determine their needs in the easiest way. They also ask for highly specialised and modular trainings.
- Europe cannot profit from sufficient workers with high level competences which are needed to guarantee a successful future. Urgent action is needed!
- It is assumed that there will be a significant demand for the following professions in the future: Search Engine Optimization; Marketing Specialist in Internet, Internet Security, e-Content Development, Copy Journalist, and Social Community Manager.
- Government entities are responsible for the promotion and improvement of educational system(s), but bureaucracy sometimes is an obstacle in this situation.

5 Compendium of Recommendations

The following recommendations were derived from the roundtables:

- Unify education, training and employment by intensifying collaboration between training institutions and prospective employers.
- Define and certify knowledge/skills/competencies which do not change steadily, or become obsolete quickly in order to define flexible and up-to-date job profiles.
- Create a proper group of competences and establish educational programs based on job profiles.
- Anticipate necessities, be open to talent and promote initiatives like PIN
- Facilitate and accelerate “learning-from-each-other” processes, e.g. identifying best practices and spreading them.
- Increase the focus on soft skills. They are the key competitive differentiators for job seekers to succeed.
- It is also advisable to make a proper investigation on what is exactly meant by “soft skills”, and a detailed nomenclature should be elaborated.
- Training institutions should follow the call from employers regarding highly specialist and modular trainings.
- Analyse how the educational/training system should react to the new and big challenge regarding the emerging gap between older entrepreneurs retiring and the new generations not taking over the business due to their lack of entrepreneurial spirit.
- Consider the new challenges for new job creation: Combine traditional skills and competences with internet-based skills and competences.

All these measures should be facilitated by government at local, national and European level with light rather than heavy-handed intervention.

6 Labelisation, Certification and Normalisation Process in the Area of e-Jobs

Considering the arguments from participants of different countries regarding the labelisation, certification and normalisation process in the field of e-jobs, the following conclusions can be drawn:

- Labelisation, certification and standardisation are considered a valuable support during recruiting process. Its importance to foster the free movement of labor force within the EU is also appreciated.
- This process should be highly promoted by the software industry, and supported by recognised institutions.
- Labelisation, certification and normalisation processes become valuable when they obtain the recognition from recognised awarding entities.
- The labelisation and certification process could lead to potential difficulties when different education systems exist within the EU such as the german one which is considered very rigid.
- It is also acknowledged that this process becomes less important when people are not interested to move abroad, but rather look for local jobs.

7 The e-Jobs Observatory

The e-Jobs Observatory is an information-sharing platform addressing e-jobs, e-skills and e-competences. It aims at fostering the interaction between key stakeholders, improving the employability of job seekers, reducing the e-skills shortages on the EU labour market, improving the quality of Vocational Education & Training (VET) in the field of e-Jobs and making VET more transparent and comparable at European level. Participation in the platform is open to all qualified bodies and individuals.

The platform, its purpose, content, usage, usability, etc., were presented to the attendees. The aim was to receive feedback, validate or improve the platform, and to invite the experts to become a contributor.

The general comments about the e-Jobs-Observatory can be summarized as follows:

- It is questioned how the platform can be kept up to date and grow respectively.
- Its aims are not clearly understood by everyone.
- It contains mainly holistic information.
- However, the idea of an information exchange platform at European level is valuable, particularly for institutions that have already “channels” to Europe.
- It is considered to be successful in the long-term.

Generally, the experts expect that the platform provides:

- Specific results like job profiles;
- More links to certification bodies;
- Support services and virtual interactive collaborative workspaces;
- Online collaboration and interconnection between organisations;
- Dynamic content;
- Multilingualism (e. g. the integration of a translator);

8 Summary

The first round of Roundtable Meetings was successful in every participating country. Initial worries about insufficient participation and interest in this event turned out to be unjustified. The partners recognized that the players in the industry have a strong interest in this project and are willing to contribute to its success. This is a very encouraging factor for the future work and effort in this project.

Even though the participating partners have different aims in regard to their own situation, the major opinion is that the current situation is not satisfying. It is acknowledged that there has to be a focus on unifying the basic technological skills with soft skills in order to recruit more suitable employees. This can be reached by intensifying collaboration between training institutions and prospective employers. Additionally, the e-Jobs-Observatory is considered a suitable tool for supporting this process, but has to be constantly updated in order to fulfil its purpose.

Concluding, it can be said that the participating institutions appreciate the PIN project and seem to be interested in contributing to it with the aim of improving their own situation. However, there is still much work to be done!

In 2012, the second roundtable will take place in all partner countries in order to enlarge the network and promote the idea of transnational job profiles in regard to internet-related jobs.

9 Project Partner

The PIN project addresses vocational and educational training institutions, small and medium-sized enterprises, public institutions and (young) professionals at a European level. In order to elaborate tailored solutions for each country, the project comprises partners from various European nations. The ones involved in the organisation of the roundtables are listed below:

9.1 FOM Hochschule für Oekonomie & Management gGmbH



The FOM is a non-profit organisation and was founded in 1993. By now the FOM has become one of the biggest private universities in Germany with headquarters in Essen and study centres in Luxembourg and 20 German cities. The FOM specialises in offering part-time courses to working people; with focus on practical experience the FOM encourages the knowledge transfer between universities and companies. All academic degrees awarded by the FOM are officially recognised and accredited by the

government:

In 2006 the Bachelor and MBA programmes have been successfully accredited by the FIBAA, one of the leading academic accreditation institutions. Furthermore the “Wissenschaftsrat”, the Federal Council of Science, has accredited the FOM as a university of applied sciences in 2004. With its offer of studying while working or completing an apprenticeship, the FOM sees itself as a completion to the German university landscape. By creating study conditions that are not only adequate for the target group but also flexible, the university provides the employees with many chances for further development while allowing the companies to adjust to the requirements that result from the demographic development and the increased demand for qualified employees. The main research and development focus of the FOM is in the areas of career- and education research, contributions to competence development in SMEs, taxation law issues as well as institute economic analyses. Research results are incorporated into what is taught at the university.

9.2 DEKRA Akademie



DEKRA Academy both nationally and internationally stands for quality and innovation in vocational training and further training. DEKRA Academy specialises in state-of-the-art methodologies for vocational training and further training and covers a wide range of subjects geared at all sectors of industry and satisfying the customer's individual training needs. The primary goal in all its operations is to reach the highest possible standard. The DEKRA Academy focuses its international activities on our corporate clients. The packages and solutions comprise such diverse areas as vocational training and further training of professional drivers, the development of new multimedia teaching and learning systems, and management training in core areas such as quality management and transportation logistics.

9.3 Euproma GmbH & Co KG



Euproma GmbH & Co KG is a privately owned consulting agency, founded in 2008 with the goal of efficiently planning and professionally managing international cooperation projects from different areas of expertise such as information and communication technologies, medical engineering, education, culture and social services. Euproma is specialised in the technical and financial coordination of consortia in EU-funded or nationally funded projects as well as in consulting, training and coaching with regards to European and national funding.

9.4 European Multimedia Forum Ltd.



European Multimedia Forum Ltd. is the Forum of e-Excellence, the European cross-stakeholders' network promoting excellence in the digital economy. Around the core group of winners of the European Seal of e-Excellence, EMF gathers a broad group of stakeholders in the digital economy: associations and clusters, large companies, research organisations, public entities, investors, individual advisors, etc. EMF's mission is thus to accelerate the Winners of the European Seal of e-Excellence by facilitating their interaction with other stakeholders in the digital economy.

9.5 GAIA - Association of Electronics and Information Technology Industries of the Basque Country



GAIA is the Association of Electronics and Information Technology Industries of the Basque Country, a private non-profit entity. GAIA represents all those companies working in the Electronics and Information Technologies sector, which are located in the Autonomous Community of the Basque Country. GAIA is moving ahead as the private independent institution most committed to integral development of the industrial sectors, linked to the Electronics and Information Technologies within the society and to the rational, efficient use of products and services based on those technologies. GAIA has achieved a high profile nationally and internationally thanks to its own activities and its work with other institutions. GAIA has co-operation agreements with more than 50 entities.

9.6 Hellenic Open University



The Hellenic Open University is the only Greek State University that provides open education in both undergraduate and postgraduate levels by applying distance teaching methodology, adopting the principles of adult learning and utilizing specially designed learning material. For that purpose, it develops digital learning material, offers elearning services and implements novel teaching methods. The Educational Content, Methodology and Technology Laboratory (e-CoMeT Lab) has been founded to support HOU in promoting scientific research and applying educational, methodological and technological innovation in distance learning and educational material. Currently, it supports the Unified Digital Educational Space of HOU and provides services including virtual classroom support, course management, personalized study management, learning design, development of interactive multimedia content, automated specification of concept maps and learning objectives, content archiving and access, educational content certification, etc. Currently, about 15000 undergraduate and 8500 postgraduate students, as well as over 1500 tutors utilize the services offered by the e-CoMeT Lab.

9.7 Maison de la Promotion Sociale



Maison de la Promotion Sociale (MPS, House for Social Promotion) is a non-profit organization created in 1967 with the objectives of fostering Training and employment and to serve as a congress center. MPS employs around 250 people; mainly teachers and trainers and receives 60 000 trainees a year. The main sectors trained at MPS are Information and communications technology, sports management, environment and sustainable development, gerontology, and services. MPS is supported by regional departmental and local authorities, and is located in Artigues near Bordeaux in southwest France. For more than 10 year, a special department (Europe Pole) has been in charge international cooperation, and European projects.

9.8 MATISZ – The Hungarian Association of Content Industry



The Hungarian Association of Content Industry (MATISZ, www.matisz.hu) was established in 1991. Its basic objectives are to perform professional interest representation and interest protection for members operating on the field of IT content development, distribution and related infrastructure; to promote free flow of information, the eContent market and the more effective social exploitation of information; to accelerate the international economic and R&D relations of the Hungarian content industry; to harmonize interests of social development and membership on the field of law making, regulation and introduction of new processes related to content industry; to watch over the professional and ethical norms of the IT-sector; to take steps against practices violating generally accepted norms and to organise workshops, symposia and conferences to implement the above objectives.

9.9 Wrocław University of Economics



The Wrocław University of Economics commenced its activities in 1947 as a private, one-faculty College of Commercial Education. The University is ranked amongst the top Universities of Economics in Poland. It is an important center of education, science and research, and plays an important role in the international scientific community. The University has four faculties: Economic Sciences, Management and Computer Sciences, Engineering and Economics and Regional Economy and Tourism. Altogether it employs about 1600 people, including 880 academic teachers and 120 professors. The University is authorized to grant degrees, among them PhD and doctor habilitatus of economic science, organization and management.

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Interaktive Hochschuldidaktik als Erfolgsfaktor im Studium für Berufstätige –
Herausforderung und kompetenzorientierte Umsetzung

Fichtner-Rosada, Sabine



Prof. Dr. Uwe Kern

After his studies in business economics at the University of Paderborn, Prof. Dr. Uwe Kern obtained his doctorate in the course of an employment at the chair of business informatics & operations research.

Subsequently, Prof. Dr. Uwe Kern founded the Intermoves GmbH (B2B-Software Solutions) and the ITEK GmbH (Consulting Company) in which he is majority shareholder today.

In 1995, Prof. Dr. Kern obtained the professorship for business economics from the FOM University of Applied Sciences in Essen and is also dean of the faculty. His teaching focus comprises the topics e-business, knowledge management, databases and scientific work. Prof. Dr. Kern's research interests are located in the field of e-business, B2B process optimisation, but also cooperative learning and knowledge processes.



Michael Negri, M.A.

After taking his A Levels, Michael Negri started an apprenticeship as an industrial clerk at Bertelsmann AG, an international corporation in the media industry and finished his Bachelor of International Management (B.A.) degree at FOM University of Applied Sciences. Subsequently, Mr. Negri gained professional experience in the areas of process and project management and finished his master's degree (M.A.) in Sports Economics at Bielefeld University.

In January 2010 he joined the FOM University of Applied Sciences as a Research Assistant and is working on national and international projects.



Ligia Whyte, MBA

Ligia Whyte joined GAIA (Association of Electronics and Information Technology Industries of the Basque Country) as a Project Manager for international projects, mainly in the field of education and training for the ICT sector in October 2008. Throughout her professional career she has also worked in the marketing area for different lines of consumer products and the tourism sector.

Miss Whyte has an MBA degree and is currently attending the master's program „European Integration“ (LL.M) at the Europa-Institut of Saarland University in Germany.



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Bereits seit 2001 können die Studierenden an der FOM auch international bekannte Grade wie Bachelor und Master erwerben. Seit dem Wintersemester 2007 hat die FOM ihr Angebot um Bachelor-Studiengänge in den Richtungen Business Administration, International Management, Business Law, Steuerrecht und Wirtschaftsinformatik erweitert.

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