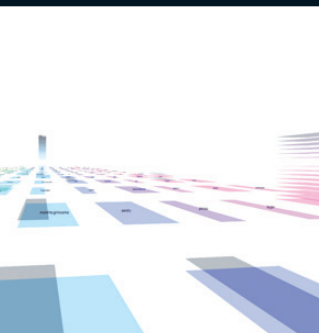
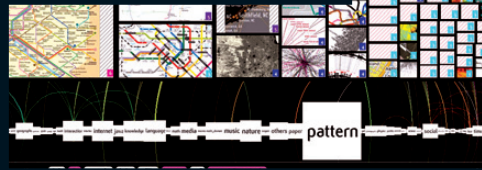
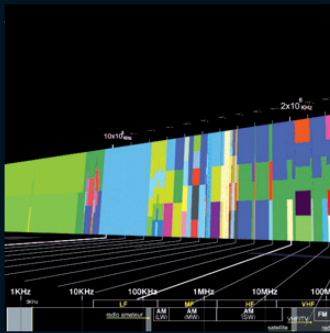
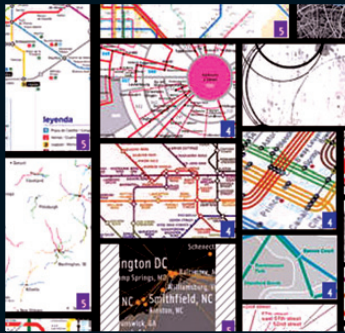
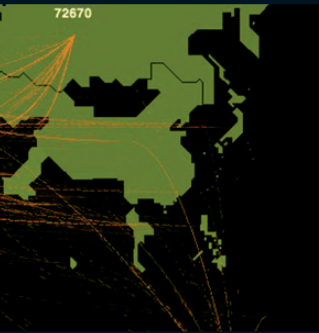
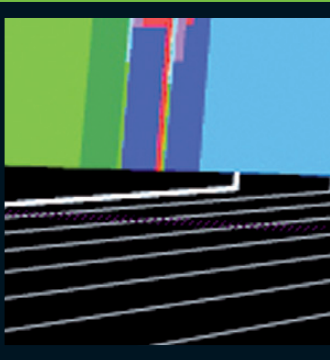
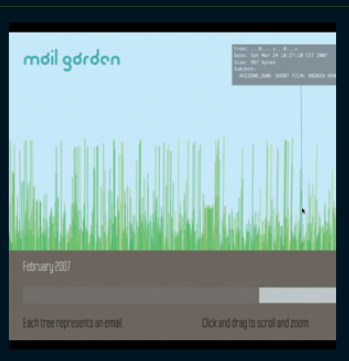
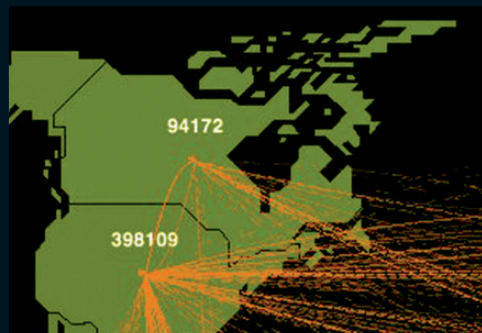


monthly grind



pin connector cent
blade movement groove insert
belt cover disc
cup pole periphery
much ado about nothing _ ado
2007
2008
2009



plan EOI 2020

Executive summary

Executive summary

Presentation: a constantly evolving organisation

It is time to change; it is time to train. Driving towards a new production model in line with the demands of an open global society. To remain faithful to its history in these critical times, **Spain's School for Industrial Organisation** must make a major effort to transform.

To imagine and plan for this transformation, **Spain's School for Industrial Organisation _EOI** has benefitted from 250 participants collaborating in the process, half of them outside the organisation. Of these, one third came from the business world, one third from academia, and the other third from the government, alumni associations and foundations.

Spain's School for Industrial Organisation _EOI 2020

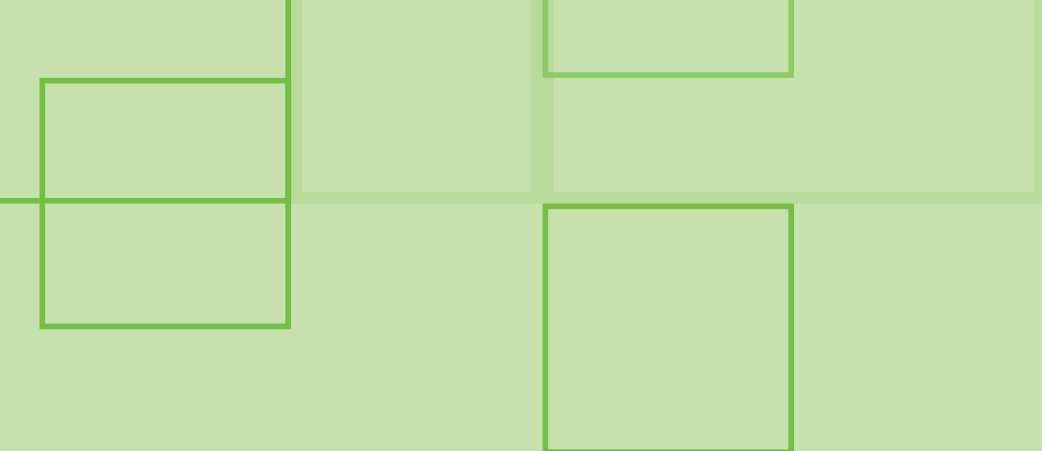
The transformation proposed in the 2020 Plan meets the social need to train managers in certain areas and with specific values. The EOI 2020 is defined as a Public Sector Foundation dedicated to training:

- > specialised in:
 - Sustainable economics ensuring continued development with limited resources, promoting new values and fostering a fairer distribution of wealth.**
 - Digital economics based on a new way of understanding corporate culture, dependent on participation, collaboration and creativity.**
 - Social economics as a model that combines production and employment with values**

related to solidarity, responsibility and dignity in the workplace. Economics linked to the territory, the real non-financial economy and the individual.

- > aimed at training future leaders and entrepreneurs of the new Spanish production model and SME Managers, Government Managers and Managers of the Social Economy in ethical values, creativity and entrepreneurship, globalisation, technology, regional development and regulation.
- > with a presence in:
 - Spain and Latin America, throughout the world as an international benchmark.**
- > with its unique methodology based on:
 - An internationally-renowned professional teaching staff, a unique educational model, the intensive use of technology, production and dissemination of research in areas of strategic interest, and the constant promotion of creativity and innovation.**

The feasibility of the EOI 2020 transformation involves consolidating a sustainable business model on the market, transforming the institutional organisation into being more open to businesses, government bodies, alumni and other academic centres, directing the internal organisation towards the market with greater professional training and streamlining management procedures, and integrating digital culture into the School.



Extended executive summary

History and Context: committed to economic and social progress

In the '50s, **Spain's School for Industrial Organisation** was the first institution in Spain to offer postgraduate studies. In the '60s, it was the first educational institution to incorporate new information technologies into business management. In the '70s, it played a leading role in the transition to democracy by helping to move civic values of peaceful coexistence and respect for diversity to corporate governance. In addition, it became the first business school specialising in environmental issues, and consolidated its leadership in this field in the '80s. In the late '90s, the School opted for online training and developing a network of services for SMEs, which is still in progress to date.

The School's concerns and activities throughout its history have always included the goal of improving the competitiveness of Spanish companies in an environment that is now inevitably global, increasingly technological and essentially sustainable.

Trends within the environment: towards a Global Economy in a Global Society

The transformation of **Spain's School for Industrial Organisation** must stay in line with the following trends in the environment:

1. Globalisation and new production model: sustainable, social and digital economics

Sustainable, digital and the social economics are undoubtedly the three main future players of the global economy.

Sustainable economics ensures continued development with limited resources and promotes new values and social justice. This transition towards the green economy will require specialised training, bridging the gap between the demand for jobs and the supply of qualified people.

Social economics promotes a model that combines both production and employment with values related to solidarity and responsibility.

With over a billion Internet users, the world economy is already a digital economy. Digital economics fosters a new way of understanding corporate culture and new management practices.

2. Value of entrepreneurship and creativity

Entrepreneurship and creativity are the foundations and engine of social and economic development. New forms of innovation are based on a thorough understanding of the *open society* and new consumer culture, which creatively anticipates products and services. The *design-thinking* paradigm, coupled with an entrepreneurial culture, has attracted extraordinary efforts in experimenting with the hybridisation of design, technology, and new management and communication methods.

3. Integrating the public and the private aspects

The effectiveness and public legitimacy of a government involve moving on to the concept of governance, promoting lasting social and institutional economic development through a balance between state, civil society and the market. Such development will be made possible by fostering innovation in society, a collective ethic of sustainability and democratic negotiation of objectives and results.

4. Internationalisation and alliances

The trend towards internationalising the Spanish company will increase in the future and the demand for knowledge and services will grow to facilitate opening new markets. Information and communications technologies permit a so-called new wave of «online» globalisation.

5. Sustainability, transparency, ethics and reputation

Concern about the concept of sustainability has resulted in a dynamic expansion in the business world and within the government. Management strategies are planned to incorporate environmental, social and reputational aspects. On a social level, it requires companies to embrace new values, understanding that business success does not only depend on economic benefits.

6. The future of Business Schools

The most innovative schools are seizing this time of crisis to change and adapt their training offering. The future of Business Schools will involve them again creating and conveying academic, human and public values, incorporating the three main driving forces of the 21st century in their missions: globalisation, technology and sustainability (social and environmental).

EOI 2020 vision, values and strategies

The School is an area for generating and distributing knowledge and services, designed to be collaborative and open to reconcile ideas and different sensibilities, around four thematic

areas: **SUSTAINABILITY**, **TECHNOLOGY**, **ENTREPRENEURSHIP** and **INTERNATIONALISATION**.

The School's values are summarised by: being directed towards the real economy, technological and social innovation and commitment to serving society.

The EOI 2020 Plan is divided into three major development strategies:

Strategy 1: To develop and promote a differentiated training and services offering, specialising in the areas of sustainability, technology, entrepreneurship and business internationalisation

The transformation of the EOI involves developing an offering specialised in social, digital and sustainable economics aimed at training future leaders of the new Spanish production model, especially managers of SMEs, and government managers. The School's priority markets will be Spain and Latin America and it will have its own methodology based on a professional and internationally-renowned teaching staff, as well as the intensive use of technology and fostering creativity and innovation.

The School's relational capital and its expertise in certain fields of knowledge (technology, entrepreneurship, sustainability and internationalisation) make it possible to configure a training offering that can hardly be offered by any other institution.

In this new phase, the School will enhance its portfolio of services in synergy with the training offering. Its partnership status with the Ministry of Trade, Tourism and Industry is demonstrated in this way.

Strategy 2: To give a boost to the Digital School with a highly-specialised academic area, cutting-edge technical support and by purchasing suitable infrastructure to enable the intensive use of ICTs

As it is a school in which technological innovation values are so ingrained, it is at an advantage to be able to incorporate digital culture into its

institutional logic. Management in institutions need to establish new rules for organising work, new technological infrastructures and areas, and new processes. Under the Digital School name, efforts are combined to make this possible, both in its teaching and services as well as in the managerial and administrative activity of the organisation itself.

Strategy 3: To build a Sustainable Management Model, proactive with the strategic priorities of the environment and the Ministry of Tourism, Trade, and Industry, supported in stable partnerships and with a clear international commitment

Driven by its values, the School must manage by example its environmental sustainability (through its training tradition), its social sustainability (through its public foundation nature), and its economic sustainability (through changes in the environment that affect its income structure). The nature and amount of European funds that are currently the main platform of the School's activity will change in the medium term. The emergence of new markets for vocationally specialised training, particularly in Latin America, Asia and Mediterranean countries, invites the search for stable alliances.

EOI Commitments

2010-2020

Spain's School for Industrial Organisation _EOI begins its transformation by seizing a temporary area that is large enough to undertake ambitious goals. Over the next 10 years, **Spain's School for Industrial Organisation _EOI** will make a valuable contribution to society as a global and open School:

- > It will train 50,000 professionals in social, economic and sustainable environmental business management.
- > It will promote the internationalisation and modernisation process in the management of 25,000 SMEs.
- > It will directly contribute to the creation of 5,000 companies and 50,000 direct jobs.
- > It will expand its area of activity to all autonomous communities, Latin American

countries and major emerging economies through a network of subsidiaries.

- > It will establish strategic alliances with 10 international schools.
- > It will be a benchmark school in public/private management policy.
- > It will be the international benchmark in sustainability and regulated sectors.

Action Plan

2010

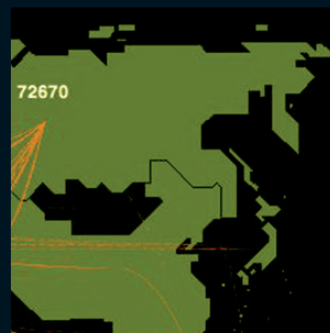
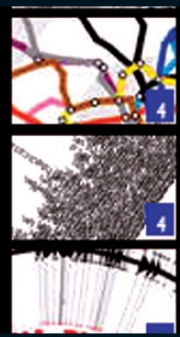
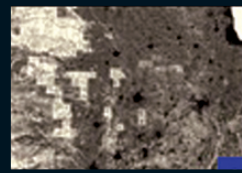
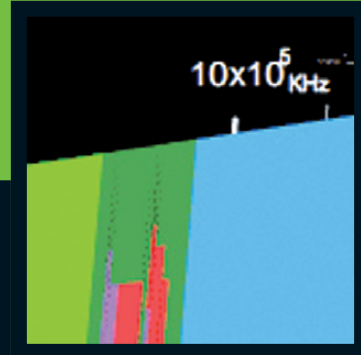
- > Review of supply and introduction of the four priority thematic areas: sustainability, technology, entrepreneurship and internationalisation.
- > Approval of teachers and partners, establishment of the faculty and chairs.
- > Launch of virtual platforms.
- > Review of budget management tools.
- > Extension of Trustees.
- > Presence in three Latin American countries.

2015

- > First services without ESF funding.
- > Training offering solely focused on the four thematic areas and consolidation of leadership in training entrepreneurs and creative design of companies.
- > EOI methodology in place throughout the training.
- > Mostly open-source software used.
- > Presence among the most cited articles on the four thematic areas.
- > Presence in Asia.
- > Economic sustainability without depending on European funds.
- > Positioned among the top three Spanish business schools.

2020

- > Leading training and service offering in the four thematic areas.
- > Knowledge and service leader in the four thematic areas.
- > Benchmark think tank for all stakeholders.



www.eoi.es