



COLECCIÓN CONOCIMIENTO CONTEMPORÁNEO

# **Economía, Derecho y Empresa ante una nueva era: digitalización, IA y competitividad en un entorno global**

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ECONOMÍA, DERECHO Y EMPRESA ANTE UNA NUEVA ERA:  
DIGITALIZACIÓN, IA Y COMPETITIVIDAD EN UN ENTORNO GLOBAL



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EN UN ENTORNO GLOBAL

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## DIGITAL COMPETENCES OF LEADERS AND ENTREPRENEURS IN THE CREATIVE AND MEDIA SECTOR

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### 1. INTRODUCTION

This book chapter is the result of the research that we have carried out under the Erasmus+ Program, named XD Media Hub with the main topic increasing the digital competencies of entrepreneurs, managers, and owners of deep-tech start-ups.

The project is aimed at providing those entrepreneurs and their mentors, coaches, and trainers with appropriate tools for work and training. It is to be developed on the basis of the main results and findings made by the Media Motor Europe Project.

The main rationale and reason for the development of this project is the rapid development of advanced technologies and their application and impact on the Media and Creative industries, which is growing in terms of the business opportunities and challenges, to be solved by newcomers to the sector. The ultimate aim is to increase entrepreneurial-digital competencies of entrepreneurs by providing them with a ready-to-use menu of tools, roadmaps, modules, materials, developed in a comprehensive manner applying digital technologies - in a digital toolbox and the digital hub itself.

The project partners are aimed to support those entrepreneurs, managers, and owners of deep tech startups at an early stage of their business

development specifically in the sector of Media and Creative industries, providing the target groups and educators with relevant tools and training curricula and materials.

The partners are diverse, coming from different European countries as well as from different sectors. The participants are diverse, coming from different European countries as well as from different sectors. We can speak of a multidisciplinary team that allows for a diverse and enriching approach to research.

- CEED - Bulgaria
- Network Ireland f6s - Ireland
- CSKC, Bulgaria
- University Deusto - Spain
- Fasttrack Action - Portugal
- Socialenterprise4all - Spain
- Stichting Incubator - Netherlands

The partners plan to establish a digital Hub as an OER for smooth collaboration and exposure of the outcomes which will serve also as an experimentation and networking space for participants where the target groups will have open access to the toolbox.

The hub will be helping deep-tech startups/scaleups from the creativity and innovation industries in dealing with the challenges of innovation management and business modeling in such areas as augmented reality, virtual reality, mixed reality, haptics, social media, artificial intelligence, machine learning, blockchain, cybersecurity, future internet/IoT, future networks (5G, low-power wide-area network). The hub, as an international network, will be raising awareness of the startups, mentors, and professional trainers in Europe on this topic through campaigns to relevant stakeholders and broader audience by focusing on how the sector is developing, affected, and supported by the new technologies, challenges, and obstacles as fight against fake news, disinformation, trustworthy artificial intelligence (AI), transparency, better access and inclusion, the role of social media, etc.

## 1.1. THE MEDIA AND CREATIVE INDUSTRIES

The media and creative industries play a vital role in society by providing entertainment, information, and cultural enrichment. They also contribute to economic growth by creating jobs and generating revenue. In addition, the media and creative industries play a role in shaping public opinion and influencing social change. The media and creative industries are a significant contributor to the global economy. In 2023, the global media and entertainment industry was valued at \$2.3 trillion (PRICEWATERHOUSECOOPERS, 2023), and it is expected to grow to \$3.1 trillion by 2027. This growth is being driven by factors such as the increasing adoption of digital technologies (Ernst & Young, 2023), the rise of mobile devices (McKinsey & Company, 2023), and the growing demand for content creation (McKinsey & Company, 2023).

The media and creative industries are also a major employer. In 2023, there were over 30 million people employed (ILO, 2023) in the media and entertainment industry worldwide. This includes jobs in film, television, radio, music, publishing, and advertising. The media and creative industries play a vital role in shaping our culture. They provide us with entertainment, information, and art that reflects our values and beliefs. They also help us to connect with others and to learn about different cultures. The media and creative industries are also a source of innovation. They often use new technologies and techniques to create new forms of art and entertainment. This innovation can lead to new products and services that can benefit society in many ways.

The media and creative industries are dynamic and ever-evolving sectors that are constantly being reshaped by technological advancements, changing consumer preferences, and global market trends (Li, 2020). To thrive in this competitive landscape, entrepreneurs, managers, and owners of tech startups in the media and creative industries (Chalmers et al., 2022) need to be equipped with the knowledge, skills, and resources necessary to navigate the challenges and seize opportunities that arise.

Preparing, equipping, supporting, and developing these individuals at the early stage of their ventures is crucial (Kolb, 2020) for fostering

innovation, driving growth, and ensuring the long-term success of the media and creative industries. This comprehensive approach to startup development encompasses various aspects, including:

- Educational and Training Programs: Providing entrepreneurs, managers, and owners with access to high-quality educational and training programs (Chih-Hung, 2022) that equip them with the technical skills, business acumen, and entrepreneurial mindset required to succeed in the tech startup ecosystem.
- Financial and Funding Support: Facilitating access to funding opportunities (Patrickson, 2021), such as grants, loans, and investments, to help startups finance their operations, expand their reach, and develop new products and services.
- Networking and Mentoring Opportunities: Creating platforms for entrepreneurs to connect with mentors (Alacovska, & Bissonnette, 2021), industry experts, and potential partners, fostering knowledge exchange, collaboration, and support.
- Accelerator and Incubator Programs: Offering accelerator and incubator programs that provide startups with intensive mentorship, guidance, and support to accelerate their growth and increase their chances of success (Nicholls-Nixon et al., 2022).
- Access to Market and Industry Insights: Providing startups with access to market research (Sturgeon, 2021), industry trends, and expert insights (Lee, & Lim, 2021) to help them make informed decisions, identify emerging opportunities, and navigate market challenges.

The importance of preparing, equipping, supporting, and developing entrepreneurs, managers, and owners of tech startups in the media and creative industries has been recognized by a growing body of research (Ausat et al., 2023; Purg et al., 2023) in recent years. A 2022 study by Fuertes-Callén et al. (2022) found that startups with access to business support services are 50% more likely to survive beyond the first five years than those without such support. Similarly, a 2023 report by the World Economic Forum highlighted the significant impact of

accelerator and incubator programs in fostering innovation and driving economic growth (Wibowo, & Mubarrok, 2023).

## 1.2. COMPETENCES FRAMEWORK SURVEY AND PROPOSAL

Organizations have already start facing the consequences of the digital revolution. Thus, employees' digital competences are one of the most important factors for organizations' competitiveness (Van Laar et al., 2017). There are studies that highlight that an appropriate upskilling of digital competences has direct effect on the creativity, autonomy, learning and knowledge sharing activities (Huu, 2023). Considering the relevance of the matter, the European Commission establishes two frameworks (See Figure 1), the European Digital Competence Framework (DigComp) and European Entrepreneurship Competence Framework (EntreComp), to have a deeper understanding of the digital and entrepreneurial competences (European Commission, 2023).

### EntreComp Competences

EntreComp (See Figure 1) is a European framework for entrepreneurial competences with 15 key competences organised in three main areas:

#### Ideas and opportunities

- Identifying and evaluating opportunities
- Recognising and understanding market trends
- Generating and developing new ideas
- Transforming ideas into business concepts

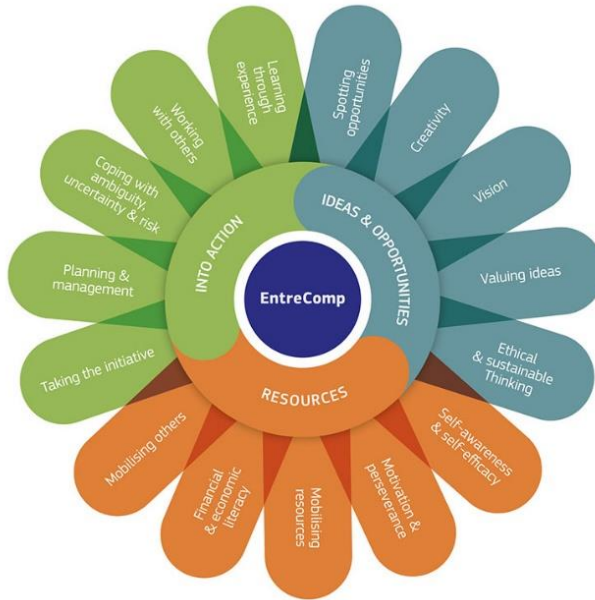
#### Resources

- Assembling and managing resources
- Managing financial resources effectively
- Utilizing networks and partnerships
- Building a team and managing human capital
- Accessing and leveraging knowledge and information

## Into action

- Communicating and presenting ideas and projects
- Building and maintaining relationships
- Navigating legal and regulatory frameworks
- Developing marketing and sales strategies
- Managing risk and uncertainty

**FIGURE 1.** *EntreComp framework*



EntreComp competences are transferable and can be applied to a wide range of entrepreneurial activities, from starting a new business to developing innovative solutions in existing organizations.

## DigComp Competences

DigCom competences (See Figure 2) are the skills and knowledge needed to work effectively in a digital and media-rich environment.

They are essential for anyone who wants to succeed in the 21st-century workplace.

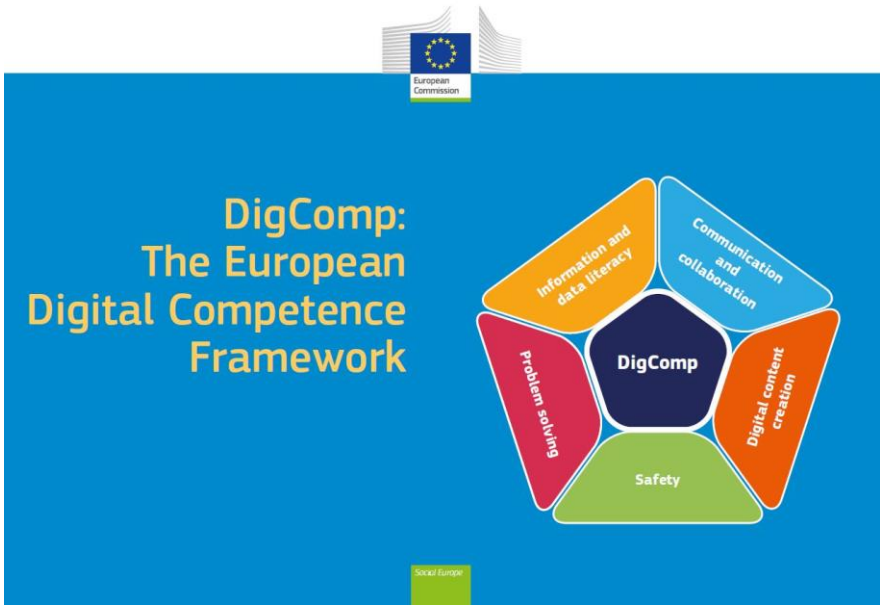
DigCom competences can be divided into four main areas:

1. **Digital literacy:** This includes the ability to use digital devices, software, and applications to access, create, and share information. It also includes the ability to critically evaluate digital information and to communicate effectively in digital environments.
2. **Media literacy:** This includes the ability to understand the power of media to shape our understanding of the world. It also includes the ability to critically analyze media messages and to produce media content that is accurate, responsible, and ethical.
3. **Information and communication technology (ICT) skills:** This includes the ability to use ICT tools to solve problems, to work collaboratively, and to create new knowledge. It also includes the ability to adapt to new technologies and to stay up-to-date with the latest developments.
4. **Digital citizenship:** This includes the ability to use digital technologies responsibly and ethically. It also includes the ability to protect personal privacy and to respect the intellectual property of others.

DigCom competences are becoming increasingly important in all aspects of life. They are essential for education, employment, and participation in society. By developing DigCom competences, individuals can increase their opportunities for success in the 21st-century world.

In order to gather valuable input and perspectives, a meticulously designed questionnaire was crafted based on the aforementioned frameworks. This questionnaire served as a valuable tool for consortium members, as well as professionals from the creative industry and media sector, enabling them to assess and evaluate the competences outlined within Entrecomp and DigComp.

**FIGURE 2.** *DigComp framework*



The evaluation process encompassed two crucial dimensions: relevance and level. Participants were invited to assess the degree of relevance and applicability of various competences to the managerial and entrepreneurial profiles prevalent in the creative industries. Additionally, the assessment also involved determining the level of proficiency associated with each competence, enabling a comprehensive understanding of the skills required for success in the dynamic landscape of the creative industries.

The survey generated insightful findings, shedding light on the competences that garnered the highest degree of relevance and were deemed most critical for the development of managerial and entrepreneurial profiles within the creative industries. These results, combined with a thorough analysis of the data, led to the formulation of conclusive and actionable insights, culminating in the proposed competency framework.

## 2. OBJETIVE

The main objective of this research study is to identify which are the most relevant competences from the EntreComp and DigComp frameworks for managers and entrepreneurs of creative industries.

## 3. METHODOLOGY

### 3.1. PROCEDURE

In order to gather valuable input and perspectives, a meticulously designed questionnaire was crafted based on the aforementioned frameworks. This questionnaire served as a valuable tool for consortium members, as well as professionals from the creative industry and media sector, enabling them to assess and evaluate the competences outlined within Entrecomp and Digcomp.

Data was collected via an ad-hoc questionnaire with 5-level likert scale, created in Qualtrics where quantitative data were obtained. This questionnaire is focused on EntreComp competences (Ideas & Opportunities, Resources Management and Mobilization into Action) and DigComp competences (Problem Solving, Communication & Collaboration, Safety, Information & Data Literacy and Digital Content Creation).

For every competence area, the survey included the corresponding description from each model to ensure that participants responded based on a standardized understanding.

Furthermore, the survey distinguished between the assessment of competence relevance for company managers and entrepreneurs. The aim was to evaluate whether respondents had differing assessments regarding the most crucial competences based on their respective roles, thereby identifying the most relevant competences for each case.

### 3.2. PARTICIPANTS

A comprehensive survey was administered to a total of 76 participants, encompassing individuals from diverse backgrounds and professional domains (See Figure 3). The survey sought to collect detailed information regarding participants' demographic characteristics, including their origin, their perceived professional area most closely associated with their activities, and their respective roles within their organizations.

**FIGURE 3.** Geographical distribution of participants



Notably, the survey targeted a wide range of respondents, comprising both researchers actively involved in the project and professionals engaged in various creative and media industries. This deliberate inclusion aimed to capture a holistic perspective and ensure the representation of valuable insights from practitioners immersed in the field.

To facilitate a comprehensive understanding of participants' perspectives, a certain degree of flexibility was granted in responding to the questions posed. This approach allowed respondents to provide nuanced and individualized accounts, resulting in a rich diversity of answers with varying levels of granularity.

Regarding the professional activity sector of the participants, it is varied, with Marketing being the most important (See Figure 4).

**FIGURE 4.** Sector of professional activity



Freedom was given in the description of the questions, which explains the diversity of answers in terms of granularity.

### 3.3. INSTRUMENT

For each of the areas of competence, the survey provided the corresponding description in each of the models to get the participants in the survey to respond according to the same definition.

The survey differentiated the consultation related to the relevance assessment of the competences for managers of companies from the competences for entrepreneurs.

Objective for this was to assess whether the people surveyed had a different assessment with respect to the most relevant competences according to the role and identifying the most relevant for each case.

Each of the competence area was assessed according to a 5-level Likert scale as: Not relevant, Somehow relevant, Relevant, Very relevant and Extremely relevant.

Participation is completely voluntary, and participants may leave the survey at any time if they wish to do so. At the same time, the anonymity and confidentiality of each of the participants in this study is guaranteed.

## 4. RESULTS

Results show that the most relevant competences for managers and entrepreneurs within the EntreComp framework are “Ideas & Opportunities” and “Resources management”, whereas on the DigComp framework the most valuable competences are “Communication and Collaboration” and “Problem Solving”. In terms of the competences that managers and entrepreneurs find important there is no evidence of relevant differences. The most valued competencies for the compared professions were “Ideas & Opportunities” (EntreComp) and in second place the competences of “Communication and Collaboration” (DigComp).

The areas of competence of the Entrecomp framework, as expected, all obtain a very high rating, above 80% in all cases. The competence area

"Ideas & Opportunities" (See Table 1) is assessed as extremely or very relevant in 100% of the cases being, by far, the most valued of the entire survey, followed closely by "Communication and Collaboration" from the DigComp framework. These two competence areas demonstrate consistent high valuation for both managers and entrepreneurs

**TABLE 1.** Competences relevance assessment for managers

	<b>Extrimily relevant</b>	<b>Very relevant</b>	<b>Relevant</b>	<b>Somewhat Relevant</b>	<b>Not Relevant</b>
Ideas & Opportunities	78.9%	21.1%	0%	0%	0%
Resources management	26.3%	57.9%	15.8%	0%	0%
Mobilization into action	31.6%	47.4%	21.1%	0%	0%
Problem solving	42.1%	52,6%	5.3%	0%	0%
Communication and Collaboration	63.2%	36.8%	5.3%	0%	0%
Safety	21.1%	21.1%	42.1%	15.8%	0%
Information and Data Literacy	11.0%	53.0%	37.0%	4.0%	0%
Digital Content Creation	10.5%	5.6%	36.8%	0%	0%

Among the competences of the DigComp framework (See Table 2), also agree on "Ideas & Opportunities" and "Communication and Collaboration" obtain a high valuation while the rest have a very limited valuation.

**TABLE 2.** Competences relevance assessment for entrepreneurs

	<b>Extrimily relevant</b>	<b>Very relevant</b>	<b>Relevant</b>	<b>Somewhat Relevant</b>	<b>Not Relevant</b>
Ideas & Opportunities	72.2%	22.2%	5.6%	0%	0%
Resources management	44.4%	55.6%	0%	0%	0%
Mobilization into action	64.7%	11.8%	23.5%	0%	0%
Problem solving	50.0%	39,8%	11,1%	0%	0%
Communication and Collaboration	66.2%	28.2%	5.6%	0%	0%
Safety	13.3%	46.7%	40.0%	12%	0%
Information and Data Literacy	17.6%	35.3%	47.1%	0%	0%
Digital Content Creation	17.6%	58.8%	23.5%	0%	0%

The survey results reveal that the most highly regarded category, as indicated by respondents, is "Ideas & Opportunities" according to the Entrecomp framework, followed closely by "Communication and Collaboration" from the DigComp framework. These two competence areas demonstrate consistent high valuation for both managers and entrepreneurs.

One of the initial findings derived from the survey suggests that there is no substantial disparity in the assessment of competences between managers and entrepreneurs. While there are some noteworthy variations in the ratings, the order of relevance for the identified competences remains consistent across both roles.

On the other hand, the competences within the DigComp framework exhibited significant variation in their assessments. While Problem Solving skills and, notably, Communication and Collaboration received favorable evaluations, the remaining competences garnered relatively limited relevance ratings.

Based on the survey results, the working group made informed decisions regarding the competences to be included in further analysis. Specifically, the chosen competences from the Entrecomp framework were Ideas & Opportunities, Resources management, and potentially Mobilization into Action if any particular skill within it proved especially valuable. From the DigComp framework, the selected competences were Communication and Collaboration, along with Problem Solving.

Although all competences received notable assessments, the aim of the survey was to identify the most relevant ones in order to develop a more targeted framework, which necessitated the selection of specific skills.

Furthermore, based on the survey outcomes, a decision was made to calculate an average of competence assessments obtained from both managers and entrepreneurs. This approach was chosen to streamline the process, considering that no discernible differences were observed in the organization of competences between the two groups.

The identification of the most relevant employee competencies using the two frameworks allows us to better assess the evaluative competencies of employees, optimizing training and coaching in those that we

establish as key or priority competencies. This allows companies to focus their efforts and to be successful in the developments they carry out for employee improvement.

## 5.DISCUSSION

Identifying which are the most relevant competences of EntreComp and DigComp frameworks gives opportunity to create or improve instruments for the companies' staff' upskilling. Indeed, this will facilitate organizations identifying which are the competencies that are needed to be developed by employees (Gustomo et al., 2019; Czyzewska, & Mroczek, 2020; Armuña et al., 2020). The ability to identify and evaluate opportunities is essential for entrepreneurs and managers. Entrepreneurs are more likely to succeed (Cutolo, 2021) if they have a clear understanding of the market, the competition, and their target customers. A strong understanding of market trends and consumer behavior is crucial for entrepreneurs (Palalic et al., 2021) to identify new opportunities. They need to be able to spot trends that are not yet widely recognized and to develop products or services that meet the needs of these new market segments. Managers also need to be able to identify and evaluate opportunities for innovation and growth (Bogers et al., 2019) within their organizations. They need to be able to see beyond the current state of the business and to imagine new possibilities.

Effectively managing both financial and human resources is essential for the success of any business (Sudiana, 2020). Startups with access to business support services are more likely to survive beyond the first five years than those without such support (Del Sarto et al., 2020). Entrepreneurs need to be able to raise capital, manage their finances, and attract and retain talent. Managers need to be able to allocate resources effectively, manage budgets, and develop training programs for employees. By developing their competences in both "Ideas and Opportunities" and "Resources Management", entrepreneurs and managers can increase their chances of success in the competitive business world.

Communication and collaboration are two of the most essential skills for managers and entrepreneurs (Odevale et al., 2019), as they are the

cornerstones of successful teamwork, effective problem-solving, and overall business growth. Clear and concise communication is crucial for managers to convey their vision, goals, and strategies to their team members. It allows them to provide clear instructions, address concerns, and foster a sense of camaraderie and shared purpose within the organization. Effective communication (Kelley, 2011; Chole et al., 2015) also enables managers to build strong relationships with clients, partners, and stakeholders, which is essential for maintaining positive business partnerships and collaborations. Similarly, for entrepreneurs, the ability to communicate effectively is paramount to securing funding, attracting investors, and building a customer base. They need to articulate their business ideas and pitches clearly and persuasively to potential investors, and they must engage with potential customers to understand their needs and preferences. Effective communication not only helps entrepreneurs build trust and credibility, but it also allows them to gather valuable feedback and insights that can shape their business strategies.

Managers who can effectively foster collaboration among their team members are more likely to achieve organizational goals and drive innovation. By creating an environment of open communication (Timmins, 2011), mutual respect, and shared responsibility, managers can empower their team members to work together effectively, share ideas, and solve problems collaboratively. This collaborative approach can lead to breakthrough solutions, increased productivity, and a more engaged and motivated workforce.

For entrepreneurs, collaboration is key to overcoming challenges and seizing new opportunities. By partnering with experts, industry leaders, and other entrepreneurs, they can gain access to valuable resources, expertise, and perspectives that can accelerate their ventures. Collaboration can also help entrepreneurs expand their market reach, tap into new customer segments, and develop innovative products or services.

The ability to identify, analyze, and solve problems is a critical skill for both managers and entrepreneurs (León, 2017). Managers need to be able to address challenges that arise within their organizations, whether it's managing conflict, resolving employee issues, or adapting to

changing market conditions. Their problem-solving skills allow them to make informed decisions, implement solutions, and minimize disruptions to the business's operations.

Entrepreneurs, on the other hand, face a constant stream of challenges, from developing and launching product prototypes to navigating regulatory hurdles and securing financing. Their ability to think critically, identify potential roadblocks, and develop creative solutions is crucial for their ventures' success. Problem-solving skills also enable entrepreneurs to adapt to changing market trends, pivot when necessary, and emerge stronger from challenges.

In conclusion, communication, collaboration, and problem-solving are essential skills for managers and entrepreneurs to thrive in today's dynamic business landscape. By developing these competences, they can build successful teams, navigate obstacles, and achieve their organizational goals.

In this way, future lines of research are suggested in order to learn more about the role of the digital competences in the creative and media industries.

## 6. CONCLUSIONS

Competence is a cornerstone of success for both entrepreneurs and managers. It empowers them to navigate the complexities of business, innovate, overcome obstacles, and lead their organizations towards achieving their goals. By developing and continuously enhancing their competences, entrepreneurs and managers can increase their chances of success in the competitive business landscape.

The objective of this research study is to identify which are the most relevant competences from the the EntreComp and DigComp frameworks for managers and entrepreneurs of creative industries. The results show that the most relevant competencies for managers and entrepreneurs in the EntreComp framework are "Ideas and opportunities" and "Resource management", while in the DigComp framework the most valuable competencies are "Communication and collaboration"

and "Problem solving". With regard to the competencies that managers and employers consider important, no relevant differences were noted in the study. The competencies most valued by the compared professions were "Ideas and Opportunities" (EntreComp) and in second place the "Communication and Collaboration" competencies (DigComp). These competencies are both highly valued by entrepreneurs and managers because they are essential for success in the modern business world. Entrepreneurs need to be able to identify and capitalize on new opportunities, while managers need to be able to effectively communicate with and collaborate with others to achieve organizational goals. By developing strong competences in these areas, individuals can increase their chances of success in their respective roles.

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