

The Digital Culture Watch reports #1

Digital Natives Resources Watch

Bilal-Ahmed Jathol
PhD student at Grenoble Ecole de Management

Digital Natives Chair

An Orange and Grenoble Ecole de Management Partnership



**GRENOBLE
ECOLE DE
MANAGEMENT**

TECHNOLOGY & INNOVATION

Digital Natives Resources Watch

Bilal-Ahmed Jathol
PhD student at Grenoble Ecole de Management
March 2014

Digital Natives Chair

An Orange and Grenoble Ecole de Management Partnership



Digital Natives Resources Watch

The goal of the “Digital Natives” Chair is to generate original work in the production of studies and research on the attitude, behavior, preferences and work attitudes of ‘Generation Y’ or ‘Digital Natives’ and also to be identified by potential partners in ranging across wide areas of expertise in performing such research work. The scope of such partnerships may be as wide as encompassing academic institutions, international research bodies, global or regional think tanks, training institutes, major consultancy firms, or any notable organization that is interested in producing such research output.

The main benchmarks of these partnerships would depend on mutual interests based on identifying and understanding the behavior, needs, issues and desires of the ‘Generation Y’ aka ‘Digital Natives’ or ‘Millennials’ in order to develop suitable curriculum as well as trainings to harness the opportunities offered by their (supposed) digital and technological fluency.

In effect, Generation Y is usually considered to consist of individuals born between 1980 and 1994. These are the individuals who have been interacting with digital technology from an early age and have a hypothetical deeper understanding of its concepts and applications. These individuals have already become a part or are soon going to join the workforce and will soon constitute a dominant portion of the workforce all across the globe. As research has shown, individuals belonging to this age group portray different characteristics than those workers and managers who belong to the generation X, i.e. those born in 1970s and 1980s. Generation Y workers are often found to be more collaborative, less hierarchical, more skilled in management,

more tech-savvy, and emphasize more on fun and excitement. Therefore, managing such individuals at the workplace requires different attitudes, techniques and incentives from the managers.

Through this project, we attempt to better understand the Generation Y through applied and academic research on a trans-disciplinary basis (we mobilize social sciences, management, psychology...). At the same time, we will also strive to point out the key pitfalls and shortcomings in the managerial processes at workplaces that develop misunderstandings and frustrations among these individuals that may lead to high turnover rate and performance shortfalls in those organizations. But the main question we address is: How companies could better benefit from their youngest employees in order to foster their Digital Shift?

For doing so, collaborations with academic institutions, think tanks, training providers and other sources will be appreciated as far as we share a common interest in this topic. That's the reason why, with the precious contribution of Bilal-Ahmed Jathol, a PhD student at Grenoble Ecole de Management who's in charge of this project, we proudly publish a short, non-exhaustive (to be continued), "Digital Natives Resources Watch" that could help anyone who is interested in this problematic to identify potential partners around the world and, may be, to contact us for possible collaborations...

Dr. Benoît MEYRONIN

Orange "Digital Natives" Chair

Sommaire

Academic research 9

Think tanks 19

Trainings 23

Consultancy firms 29

Other 35

Glossary 38

Academic research

Digital Natives - Harvard University, University St. Gallen

<http://cyber.law.harvard.edu/research/youthandmedia/digitalnatives>

The Digital Natives project focuses on the key legal, social, and political implications of a generation “born digital” – those who grow up immersed in digital technologies, for whom a life fully integrated with digital devices is the norm. By understanding young people’s interactions with digital media such as internet, cell phones and video games, we may address the issues their practices raise, learn how to harness the opportunities their digital fluency presents, and shape our regulatory and educational frameworks in a way that advances the public interest.

It is an interdisciplinary academic collaboration between the Research Center for Information Law at the University of St. Gallen in Switzerland, the Berkman Center for Internet & Society at Harvard University, and a network of individual researchers around the world.

10

JISC

<http://www.jisc.ac.uk/publications/reports/2012/researchers-of-tomorrow.aspx>

It is a registered charity and performs research in the use of digital technologies in UK education and research. They are funded by Higher Education Funding Council for England and different higher education institutions. Recently, JISC has conducted a research about the research behavior of Generation Y doctoral students.

The Centre for Material Digital Culture and Digital Humanities

<http://www.sussex.ac.uk/rcmdc/>

The Centre for Material Digital Culture and Digital Humanities (MDC/DH) is an inter-disciplinary research center exploring multiple aspects of digital transformation. A central focus is on critical theorization and empirical exploration of relationships between computational technologies and the societies and cultures into which they are emerging – and which they are co-evolving. The Centre includes researchers from media sociology, media arts, software studies, anthropology, computer science, cultural studies, science studies, English, history and archive studies, digital humanities and medical humanities.

Ashridge Business School – UK

<http://www.ashridge.org.uk/Website/Content.nsf/wFARCRED/Generation+Y?opendocument>

Managing Gen Y: An International Perspective

The latest research builds upon our previous UK based research into Generation Y. Based on our findings to date, on questions repeatedly asked by existing and potential clients, and from open debate in the media we decided to:

- investigate Generation Y outside of the western world, focusing on the Middle East, India, Malaysia and China.
- explore the manager-graduate relationship in the first few years of work and expectations of managers, graduates and organisations for their future leaders.

Digital Humanities Summer Institute - University of Victoria

<http://www.dhsi.org/>

The Digital Humanities Summer Institute at the University of Victoria provides an ideal environment for discussing and learning about new computing technologies and how they are influencing teaching, research, dissemination, creation, and preservation in different disciplines, via a community-based approach.

This is one week of intensive coursework, seminars and lectures. Every summer, the institute brings together faculty, staff, and students from the Arts, Humanities, Library, and Archives communities as well as independent scholars and participants from areas beyond. It will be held from 2 to 6 June in 2014.

12

Digital Humanities - King's College London

<http://www.kcl.ac.uk/artshums/depts/ddh/index.aspx>

The primary objective of the Department of Digital Humanities is to study the possibilities of computing for arts and humanities scholarship and, in collaboration with local, national and international research partners across the disciplines, to design and build applications which implement these possibilities, in particular those which produce online research publications.

Center for Digital Humanities - University of California

<http://www.cdh.ucla.edu/>

The Center for Digital Humanities seeks to advance the teaching, research, and public service mission of the Humanities Division by the use of computing technology and new media; assist academic projects by locating personnel and funding, discovering partners both inside and outside the university, and managing the projects over time; and facilitate use of the Web in teaching.

Institute for Digital Research in the Humanities - University of Kansas

<http://idrh.ku.edu/>

The Institute for Digital Research in the Humanities provides resources and training in the practices and tools of the digital humanities, facilitating interdisciplinary academic collaborations, innovative research, and external funding opportunities. The goal of IDRH is to prepare and support faculty and graduate students as they explore and use computing technology to advance humanistic scholarship across disciplines.

Centre for Digital Cultures - Germany

<http://cdc.leuphana.com/>

The digital shift reshapes the cultural and creative sectors, and, indeed, everyday life, politics, law, and economy. The Centre for Digital Cultures (CDC), affiliated to Leuphana University Lüneburg, scrutinizes this shift through research in disciplines such as media, cultural and social studies, through knowledge creation and transfer, as well as through experimental and interventionist media practices. It sets up a network and an experimental space, where partners from industry, academic research, and civil society not only talk and think with each other, but also cooperate and develop new concepts, formats, applications and interventions. This Centre is financed by the European Regional Development Fund and co-funded by the German federal state of Lower Saxony.

14

Digital Cultures - The University of Sydney

http://sydney.edu.au/handbooks/arts/subject_areas/digital_cultures

The Digital Cultures major critically investigates the Internet, new media and digital technologies and the roles they play in contemporary society, culture, business, politics, the arts and everyday life. In the Digital Cultures major, you will explore the interface between emerging new media technologies and cultural practices involving information, communication, knowledge, identities and power. Students build a rich understanding of how new technologies are generated, circulated and consumed.

Digital.Humanities@Oxford

<http://digital.humanities.ox.ac.uk/>

Workshops and summer schools on Digital Humanities, research projects, trainings, IT courses and student discussions.

REACT

<http://react-hub.org.uk/>

REACT funds collaborations between arts and humanities researchers and creative companies. These collaborations champion knowledge exchange, cultural experimentation and the development of innovative digital technologies in the creative economy. REACT is a collaboration between the University of the West of England, Watershed, and the Universities of Bath, Bristol, Cardiff and Exeter.

INTERACTIONS - University of Jyväskylä Finland

<https://www.jyu.fi/hum/laitokset/taiku/en/subjects/dgl>

The Interactions Master's Degree Programme in Digital Culture is a two-year course of study.

The multidisciplinary programme focuses on various aspects of culture and its digitalization, placing special emphasis on the relationship between humans and technology. The programme draws on the traditions of humanistic research of digital culture in the Department of Art and Culture Studies, and is connected to the internationally recognized expertise in human technology at the University of Jyväskylä.

The graduates will be able to widely consider the cultural implications of the ongoing technological changes, and they will be qualified for research-intensive employment or for international specialist tasks within different fields of culture and the arts. The degree qualifies students for enrolment in doctoral studies.

BSc (Honours) Information Technology with Business Studies - Sheffield Hallam University

<http://www.shu.ac.uk/prospectus/course/547/>

The focus of this course is on developing the student as an IT literate business manager or 'hybrid manager' with the skills and knowledge to manage the technological solutions that are at the heart of every modern organisation. Students study the impact ICT has on organisations, methods of implementation and the opportunities ICT can offer. We also prepare them for general management positions in industry or commerce.

Bachelor of Business in Business and Technology - Dundalk Institute of Technology - Ireland

<https://www.dkit.ie/programmes/bachelor-business-business-technology>

«Develop your IT skills and apply them directly to an office or business setting! You will be prepared for a career in the high-tech office environment of today, through a combination of business education and IT skills. This programme gives you the best of both a business degree and an IT degree.

The Programme – in addition to covering business and management modules – will also cover modules that will prepare you for work in office administration, sales support, IT systems, IT support and web design.»

Business Information Technology Management - University of Toronto - Canada

<http://learn.utoronto.ca/courses-programs/business-professionals/courses/business-information-technology-management>

Business Information Technology Management (BITM) is an emerging integrative management discipline that seeks to integrate the decision making processes of business management and the management of information and communication technology ICT into a comprehensive, coherent framework that builds bridges between the previously isolated tools and standards of the two disciplines of business management and technology management.

Think tanks

Pew Research Center

<http://www.pewresearch.org/millennials/>

The Pew Research Center is an American think tank organization based in Washington, D.C. that provides information on issues, attitudes and trends shaping the United States and the world.

The Pew Research Center sets out to answer the questions about the Millennials: Who are they? How are they different? How are they being shaped by their moment in history? And how might they reshape America in the future? A yearlong series of original reports that explore the behaviors, values and opinions of today's teens and twenty-somethings.

NGE: Next Generation for Europe

<http://www.ng4.eu/>

«The Next Generation for Europe (NGE) is a new think-tank based in Brussels. NGE does independent research and journalistic reporting on the position and potential of young people in Europe. We have two focuses: a looming generation conflict as well as the scope for change and modernization of the European economy and society.

Our mission is to bring in fresh thinking and ideas into the EU policy making process. We will do that by executing our own research, but also by connecting young leading thinkers from around Europe with the EU institutions. NGE focuses on three themes: being young in Europe, restarting the EU and the digital economy.»

L2: A Think Tank for Digital Innovation:

<http://www.l2thinktank.com/research/gen-y-affluents-media-survey>

Performs research on finding out the influences of major brands in the changing digital landscape.

The L2 Gen Y Affluents: Media Survey addresses millennials' modes of media consumption and how they interact with brands within the various media.

Rathenau Institute: Research and Debate on Science and Technology

<http://www.rathenau.nl/en/themes/theme/project/the-digital-generation.html>

Today's youth are the first generation for whom digital applications are a fact of life. As far as they are concerned, the internet and other digital media have always been around. In 2005, virtually everyone under the age of 25 in the Netherlands had internet access, an e-mail account and a mobile telephone. The young are the pioneers in the use of the new digital applications and have become known as the 'internet generation', the 'dot.com generation', the 'SMS generation' and various other epithets referring to their intensive use of ICT.

The Rathenau Institute wished to find out what is happening in this generation's digital world. And what effect does such intensive use of digital applications have on personal development? This information can be used as the starting point for policy that addresses the new developments effectively.

Trainings

The Millennial Impact

<http://www.themillennialimpact.com/>

The Millennial Impact Project is an initiative that helps companies and organizations learn how to engage the Millennial generation. Through research, discussions, and convenings, leaders of organizations can start engaging this generation and building the relationships necessary for long-term success.

The Millennial Impact Research is the most comprehensive research on Millennials age 20-30 and how they connect, involve and support causes. The intent of the research is to understand engagement preferences of the next generation of donors, volunteers and leaders. This year, in partnership with The Case Foundation and The Chronicle of Philanthropy, Achieve will conduct two projects in 2014 to continue our research of the Millennial generation. We will focus on the impact of Millennial employees within corporations as well as Millennial university and college alumni. We are currently looking for research partners both at corporations and colleges and universities.

24

Millennial Branding

<http://millennialbranding.com/>

Trainings for motivating young workforce, marketing to the Gen Y, social media tools for companies etc. They also perform sponsored research for companies enabling them to understand Gen Y and how they operate.

National Endowment for the Humanities (US)

<http://www.neh.gov/grants/odh/institutes-advanced-topics-in-the-digital-humanities>

Institutes for Advanced Topics in the Digital Humanities

These NEH grants support national or regional (multistate) training programs for scholars and advanced graduate students to broaden and extend their knowledge of digital humanities. Through these programs, NEH seeks to increase the number of humanities scholars using digital technology in their research and to broadly disseminate knowledge about advanced technology tools and methodologies relevant to the humanities.

Red Tree - Leadership and Development

<http://www.redtreeleadership.com/millennials/>

To make the biggest impact, don't just help the Millennials understand the roadblocks that may get in their way, help their managers gain the skills they need to get the most out of the next generation.

Red Tree provides trainings to companies for millennials and for the managers

Workforce Evolution

<http://www.workforceevolution.com/services/millennial/>

Workforce Evolution is for Executives, HR Professionals, Managers and Individual who want to understand the complex human behavior patterns that influence our work and personal lives. Through the use of tools and concepts readily found in psychology and philosophy, clients will be able to recognize lower level thinking and behaviors while influencing higher thought, creativity and effectiveness. Our flexible program allows for specific focus on an area of concern, or a larger focus on organizational systems.

Next Generation of Government - US

<http://www.nextgengovt.com/>

The Next Generation of Government Training Summit educates, inspires and promotes innovation for new and rising leaders in government. Gen X & Y leaders learn and implement new skills far different than traditional methods. With NextGen, the newer generations in government can grasp the message and skills that are delivered via workshops, interactive sessions, office hours with leaders, and immediately begin executing these traits in the office.

Erasmus+

http://ec.europa.eu/programmes/erasmus-plus/index_en.htm

«The Erasmus+ programme aims to boost skills and employability, as well as modernising Education, Training, and Youth work. The seven year programme will have a budget of 14.7 billion. Erasmus+ will provide opportunities for over 4 million Europeans to study, train, gain work experience and volunteer abroad.

Erasmus+ will support transnational partnerships among Education, Training, and Youth institutions and organisations to foster cooperation and bridge the worlds of Education and work in order to tackle the skills gaps we are facing in Europe.»

Consultancy firms

Deloitte Millennial Innovation Survey

<http://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennial-survey-positive-impact.html>

«The members of the Millennial generation represent the future of economic, political, and social life as well as the future of business – they are our future leaders, consumers, agents of change, and hold the key to global prosperity. Restoring and enhancing the reputational capital of business therefore has a twofold importance for today's business leaders – first, to address the decline in trust in business and secondly, to understand and realize the opportunities inherent in the new direction being set by the Millennial generation.

For the second year, Deloitte has commissioned a global Millennial Survey to consider the views of this next generation on business and innovation and the impact both have on society.

The State of Human Capital 2012 - McKinsey & Company

http://www.mckinsey.com/~media/mckinsey/dotcom/client_service/organization/pdfs/state_of_human_capital_2012.ashx

In this study, McKinsey and Company examine opportunities for the Human Capital professionals in the U.S. to better manage the global talent pool in an unpredictable business environment.

The Reciprocity Principle: How Millennials Are Changing The Face of Marketing Forever - 2014

http://www.bcg.com/expertise_impact/publications/PublicationDetails.aspx?id=tcm:12-152894

Millennials engage with brands more personally and extensively than do older consumers—and social media and mobile devices greatly amplify their feedback. Millennials also expect a reciprocal, two-way relationship with companies and want brands to reflect their values. The good old “push” approach to marketing will never be the same.

The Millennial Consumer - Debunking Stereotypes - 2012

https://www.bcgperspectives.com/content/articles/consumer_insight_marketing_millennial_consumer/

Little has been written about the U.S. Millennials as consumers: how they interact with brands and products, where they like to eat and shop, how they make buying decisions, and how they feel about marketing and the media. With their peak spending years fast approaching, here’s how to win their business.

Millennials at work Reshaping the workplace - 2011 - PwC

http://www.pwc.com/en_M1/m1/services/consulting/documents/millennials-at-work.pdf

«This report aims to provide some insight into the minds of new graduates from around the world entering the workforce for the first time. CEOs are becoming increasingly concerned that they will soon be unable to find the talent that they will need to succeed, with a shortage of suitably skilled workers their single biggest worry. Businesses are competing fiercely for the best available workers and for the talent that will replace the retiring Boomer generation in the coming few years. Every year, more and more of that talent will be recruited from the ranks of millennials.

As they begin their working lives, what are the hopes and expectations of this generation? And most importantly, do business leaders and HR teams need to revise their current strategies accordingly?»

32

Who's responsible for employee engagement? - 2013 - Bain & Company

<http://www.bain.com/publications/articles/whos-responsible-for-employee-engagement.aspx>

Bain & Company ran a survey of 200,000 employees across 60 countries to find the issues faced by companies in engaging their employees. In their report, they also discussed the importance of engaging the Millennial workforce and stressed that companies need different tactics to engage different groups of employees

Accenture global research on Millennial's use of technology

http://nstore.accenture.com/technology/millennials/global_millennial_generation_research.pdf

Research focusing on the use of technology by Millennials in the corporate world and that how management teams can benefit from this shift in the use of technology by young employees.

Millennials: A New Generation of Employees - Accenture

<http://www.oai.org/OSSI/program/MillennialsAccenture.pdf>

Research focusing on the changing trends in the corporate world due to entrance of Millennial workforce. They propose different suggestions for the employers to attract and hire, train, compensate, and engage and retain these employees

33

EY Generations Survey

<http://www.ey.com/US/en/Issues/Talent-management/Talent-Survey-The-generational-management-shift>

In 2013, Ernst & Young conducted a survey to study the generational management shift and found that management is evolving quickly as young professionals rise in the ranks. They also studied the perks that matter most to engage and retain employees from different age groups, and also analyzed perceived strengths and weaknesses of members and managers of different generations of employees

Other

Digital Natives with a cause

<http://www.digitalnatives.in>

The “Digital Natives with a Cause?” project is an international, collaborative research project, which aims to understand youth, technology and social transformations. Part of this project is to give digital natives a voice, by incorporating a first-person narrative of the use of technology by youth for social change into the ongoing dialogue.

Partners: <http://www.africancommons.org/> ● <http://cis-india.org/digital-natives/front-page> ● http://www.sinica.edu.tw/main_e.shtml ● http://www.frontier.org.tw/blog/?page_id=126 ● <http://www.hivos.net/Hivos-Knowledge-Programme/Themes/Digital-Natives-with-a-Cause>

Digital Meets Culture.Net

<http://www.digitalmeetsculture.net/category/topic/eu-projects/>

The phenomenon of globalization and the spread of digital infrastructures – which are both the means and the cause of globalization itself – have been creating an interrelation among the fields of culture, once considered very distant. Today, the sciences, the arts, the humanities, while retaining irreducible differences, tend to meet, contaminate and mutually enrich through the use of new media and new technologies.

DIGITALMEETSCULTURE is intended as a portal for gathering information about the digital culture in the world, taking into account the different approaches that science, cultural heritage and arts have to the digital age. This portal aims to act as a reference and as a valuable mean of information and communication for different users in a global dimension. It is conceived as a meeting place between technologies, arts & humanities.

Canadian Millennials

<http://canadianmillennials.ca/>

Research and Strategic Advice for engaging with Canada's emerging generation.

Targeted to businesses for marketing their products.»

Alliance of Digital Humanities Organizations (ADHO)

<http://adho.org/>

The Alliance of Digital Humanities Organizations (ADHO) is an umbrella organisation whose goals are to promote and support digital research and teaching across arts and humanities disciplines, drawing together humanists engaged in digital and computer-assisted research, teaching, creation, dissemination, and beyond, in all areas reflected by its diverse membership. ADHO supports initiatives for publication, presentation, collaboration, and training; recognises and supports excellence in these endeavours; and acts as a community-based consultative and advisory force.

The following organizations are current members of ADHO:

The European Association for Digital Humanities (EADH)
● Association for Computers and the Humanities (ACH) ●
Canadian Society for Digital Humanities / Société canadienne des humanités numériques (CSDH/SCHN) ● center-Net ● Australasian Association for Digital Humanities (aaDH)
● Japanese Association for Digital Humanites (JADH)

Glossary

Digital Native

A digital native is a person who was born during or after the general introduction of digital technologies (post 2000) and through interacting with digital technology from an early age, has a greater understanding of its concepts. (http://en.wikipedia.org/wiki/Digital_native) Prensky (2001) coined the term Digital Natives for the generation born after 1980. This generation has grown up with digital technologies and the Internet as well as the ability to use and understand the “digital language”.

Millennials

Strauss and Howe are widely credited with naming the Millennials In 1987 they coined the term «around the time 1982-born children were entering preschool and the media were first identifying their prospective link to the millennial year 2000». Strauss and Howe use 1982 as the Millennials’ starting birth year and 2004 as the last birth year. The Pew Research Center, an American think tank organization, lists the Millennial birth range as those born «after 1980». (<http://en.wikipedia.org/wiki/Millennials>)

Gen Y

Gen Y (Generation Y) is usually considered to consist of individuals born between 1977 and 1994. Filipczak showed some characteristics of GEN Y in U.S.A. More collaborative, less hierarchical, more altruistic, more comfortable with female bosses, more skilled in management, more tech-savvy, balanced, candid in their communications, and self-reliant. They think visually, want immediate gratification, and emphasize fun and excitement (Filipczak, 1994). GEN Y'ers are not shy to tell others what they want. They have had better education, are more technosavvy, and value personal creativity. GEN Y'ers have been treated more as individuals than any other generation. Some studies have also identified Generation Y'ers to have an aggressive approach towards pay packages, expectations of a work/family life balance, quick rise up the corporate ladder, and lack of employer loyalty.

Digital Natives Chair

An Orange and Grenoble Ecole de Management Partnership

[http://www.grenoble-em.com/
1981-digital-natives-chair-2.aspx](http://www.grenoble-em.com/1981-digital-natives-chair-2.aspx)



**GRENOBLE
ECOLE DE
MANAGEMENT**

TECHNOLOGY & INNOVATION

