

DAY 1: (8:30AM – 1:00PM including breaks)

8:30 – 8:45 AM

Program Welcome and Introductions

Executive Education Team

8:45 – 9:15 AM

What is your biggest challenge?

Stephanie Woerner

Everyone will introduce themselves to the group and describe their biggest enterprise challenge in 1 sentence.

9:15 – 11:15 AM

Digital Threat and Options for the Next Generation Enterprise

Stephanie Woerner

We start this session by examining the various threats and opportunities enterprises are facing from digitization. We then describe the four possible business models in a digital economy: ecosystem driver, omnichannel, modular producer, and supplier. Specifically, we will explore the two dimensions of major change enabled by digitization: getting closer to end customers and moving from supplier models to digital ecosystems.

11:15 – 11:30 AM

Break

11:30 AM – 12:50

Your Digital Competitive Advantage

Stephanie Woerner

PM

In this session, we will work on identifying your main sources of competitive advantage and how to capitalize on them. Enterprises can compete digitally with one or more of three capabilities: their content (products and information), their customer experience (multichannel and multi-product), and their digitized platforms (internal and external). We'll explore the issues with case studies and describe how the top-performing enterprises identify and exploit their competitive advantage.

12:50-1:00 PM

Wrap up

DAY 2: (8:30AM – 1:00PM including breaks)

8:30 – 9:00 AM

Learning Synthesis

Stephanie Woerner

We'll recap the previous day in this session and break into small groups to discuss the main learnings. This will also be an opportunity to raise questions and get input from Stephanie and your fellow participants.

9:00 – 10:50 AM

Innovating Greater Business Value Faster

Nils Fonstad

To remain relevant, mitigate disruption and generate new revenue from a greater diversity of digital business models, traditional companies have to engage in multiple fast-paced experiments in digital offerings: revenue-generating solutions that leverage digital technologies to address customer needs. Yet most struggle to do so. Nils' research has found that firms that have succeeded in innovating greater value faster than ever before have – paradoxically – taken the time to learn at two levels: within and across innovation initiatives. This session will examine how firms have changed three resources – funding, expertise, and technological capabilities – to continuously generate insights within and across initiatives and in the process, become serial innovators of digital offerings.

10:50 – 11:00 AM

Break

11:00 AM – 12:50 PM **The (Intelligent) Future of KPIs: [Machine] Learning to Optimize Key Performance**

Michael Schrage

The digitalization and 'platformization' of business process and customer experience create enormous opportunities to fundamentally rethink and redefine enterprise metrics and measurement. There's better instrumentation, better data and better analytics for decision., Digital innovators from Uber to Netflix to Alibaba to Amazon have made 'KPIs' – Key Performance Indicators 'organizing principles,' not just assessment tools, for strategy and alignment. Machine Learning and other algorithmic innovations mean that KPIs can be trained and learn to get better. Drawing on extensive research, this class explores and explains how executives should use smarter KPIs to guide their digital transformation investments and initiatives.

12:50 – 1:00 PM

Wrap up

DAY 3: (8:30AM – 1:00PM including breaks)

8:30 – 9:00 AM

Learning Synthesis

We'll recap the previous day in this session and break into small groups to discuss the main learnings. This will also be an opportunity to raise questions and get input from Stephanie and your fellow participants.

9:00 AM – 10:00 AM **Building Digital Business Model Capabilities**

Stephanie Woerner

To thrive in the digital economy, many enterprises will need to make investments in structures, skills, and practices to substantially change their organization. In this session, we'll identify the eight organizational capabilities necessary for the next-generation enterprise and do a self-assessment on how well your firm is doing on the eight capabilities.

10:00 AM – 10:15 AM

Break

10:15 AM to 11:45 AM **Decision Rights for Digital**

Nick van der Meulen

This session explores the decision rights that are required for companies to rapidly respond to digital threats and opportunities, while safeguarding the continuity of existing operations. We will discuss the role of cross-functional, empowered teams for digital business models, and examine a framework of four enabling constraints that support the strategic alignment of business components.

11:45 – 12:00PM

Break

12:00 – 1:00PM

Leadership and Pulling It All Together

Stephanie Woerner

Successful transformation requires leaders to build a common understanding of the threats and to identify where the company is going; to communicate that vision to the entire company; and to make the hard choices about decision rights and organizational restructuring.

In this session, we will discuss the role of leadership at all levels of the firm needed to change a business model. And we'll highlight important mechanisms and practices (many discussed in previous sessions) to keep your business model transformation on track.

1:00PM

Certificate Ceremony