

DIGITAL STRATEGY AND TRANSFORMATION



OVERVIEW

This course on Digital Strategy and Transformation provides participants with an in-depth understanding of digitalization and its impact on strategy and management. Digitalization has reshaped most industries, making existing products and capabilities obsolete, radically decreasing costs, and enabling rapid innovation. Yet, the transformative impact of digital technology is far from complete. The growing availability of data and powerful machine learning, together with ubiquitous mobile devices and social media, continue to revolutionize the new world of work.

COURSE DESCRIPTION AND MAIN OBJECTIVE

This course is designed to provide executives with the knowledge and skills to leverage the benefits of digitalization and to lead strategic transformation processes in their companies. The content and case studies spanning retail, services and heavy industry are equally suited for managers, regardless of their knowledge of information technology. The course will cover the newest theoretical frameworks and ideas connected to digital eco-systems, platforms, business models, and organizational transformation. It will investigate how central digital technologies are shaping organizational capabilities, customer relationships, and industry structures.

LEARNING OUTCOMES

The participants will develop answers to questions related to their own business, including: What are the contemporary digital technologies and capabilities that provide new sources of competitive advantage in my industry? What kind of steps should my company take to leverage digitalization? How can I successfully lead the digital transformation process?

The course enables participants to understand the economic logic and technical capabilities driving the on-going digital transformation and disruptions in diverse industries; analyze and navigate digital ecosystems, platforms, and new business models; understand the opportunities and challenges created by AI and smart algorithms; design organizational structures, practices, and cultures that leverage the potential of contemporary digital technologies; and understand how to design and implement digital transformation programs.

CONTENTS

The course is divided into five modules.

Module 1: Digitalization of Business: How digital technologies disrupt and reshape established industries; Contemporary digital technologies and their significance to business: Machine learning and AI, cloud computing, IoT, 5G, and Blockchain; The digital mindset: New demands for management in digital enterprises.

Module 2: Digital ecosystems and platforms: Digital ecosystems and platforms: The role of complementarities, modularity, programming interfaces, and standards; Digital innovation processes: Why digital ecosystems create constant change and demand new approaches to managing innovation; Ethical and legal challenges of digital business.

Module 3: Competitive Strategies and Business Models in the Digital Era: Economics of digital; Sources of competitive advantage: Erosion of established strengths, new strategic priorities in the digital enterprise; Strategies for digital ecosystems: Creating and nurturing digital platforms, strategies for competing on existing platforms; Digital business models: New revenue models, transforming products into platforms.

Module 4: Digital Organizations and Organizing: New forms of organizing: Agile and teams-based organizations; Digital culture and practices; Organizing beyond firm boundaries.

Module 5: Navigating the digital transformation journey: Planning the digital transformation process: Creating a digital vision and crafting digitalization roadmaps; Enablers and barriers to digital transformation.



FACULTY MEMBERS

Professor Henri Schildt, PhD is a full Professor in Strategy at Aalto University (Finland) with joint appointment at the departments of Management Studies (School of Business) and Industrial Engineering and Management (School of Science). Henri is an enthusiastic educator, with more than a decade of experience in teaching executive education related to Strategy, Digitalization, and Organizational Change. His research interests include technology strategy, corporate entrepreneurship, industry-level changes, and the management of strategic change. He is currently in charge of two externally-funded research projects, examining the future of work and social value creation. His new book, *The Data Imperative*, was published by Oxford University Press in October 2020.



Professor Farah Kodeih, PhD is a tenured Associate Professor in Management at IESEG Business School in Paris, France and a visiting professor at Aalto University School of Business in Finland. She has a long track record of teaching Strategy and General Management courses at various levels, including strategy implementation and change. She is an enthusiastic teacher with broad expertise in interactive teaching methods, including case studies, simulations, and role play. Farah's current research investigates how social ventures and non-governmental organizations use technology to support marginalized individuals, including refugees and migrants. She is currently managing an externally-funded project that examines structures and technologies that create social value and help integrate vulnerable and marginalized individuals into mainstream societies.

TARGET GROUP

This course is aimed at executives, senior and upper middle management.

ADMISSION REQUIREMENTS

Participants should have meaningful management experience and be able to follow and participate in discussions in English.

TEACHING METHODS

- Synchronous teaching on MS Teams.
- Pre-session preparation materials: case studies, book chapters, articles, videos, and podcasts.
- Slack channel for discussions and sharing materials between sessions.
- Voluntary multiple choice questionnaires to assess learning.

CERTIFICATE OPTIONS

Delegates can select to follow either one of the following two approaches:

- Obtain a "Certificate of Successful Completion" by demonstrating their achievement of the learning outcomes in a practical assessment.
- Obtain a "Certificate of Attendance" without any assessment.

DATES

20 hours: TBC 2021 (5 days of 4 hours each)

Time: 16h00 – 20h00

FEES

Certificate of Successful Completion – AED4800 (excluding VAT)

Certificate of Attendance – AED4000 (excluding VAT)

ENQUIRIES

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