

HOW EXPONENTIAL COMPANIES MAKE THE MOST OF DIGITAL TRANSFORMATION

Lecturer:

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ZAGREB, 2-DAY PROGRAM

SYLLABUS

MODULE OBJECTIVES

"How Exponential Companies Make the Most of Digital Transformation" is designed to equip students to confidently help conceive, lead and execute digital innovation initiatives and develop new business models for existing and insurgent organizations. The basic premise of the course is that the digital revolution is rapidly transforming the fundamental nature of many companies in a wide range of industries and executives, entrepreneurs and general managers need to understand the economics, technology paradigms and management practices of innovating in digital-centric businesses to ensure corporate and personal success. The course is intended for students pursuing business careers in which digital technologies will be critical to the development of new products and services, e.g., entrepreneurial start-ups, consulting and venture capital, and senior positions in marketing, R&D, and strategy.

LEARNING OUTCOMES

Today firms are now establishing market leadership by mastering digital innovation. For example the traditional "Mad Men" advertising agencies now have to be able to blend digital products and services with creative strategy. Amazon is as much a retailer and supply chain powerhouse as it is a digital innovator. Similarly the Netflix business model is heavily reliant on continuously building and enhancing digital products and services to compete against incumbents in the entertainment industry. Ford is realizing that its future competitors are likely to be Facebook and Google and not BMW and Toyota. Meanwhile, Local Motors, an HBS-alum led startup, is using crowdsourcing, digital fabrication and 3D printing to disrupt the automotive industry.

The course introduces you to the critical elements of designing and developing digital products and services, how these can be configured and lead, and how the results are managed. These elements include economic and technological principles underlying digital transformation, identifying and integrating diverse user needs, organizing and leading product and service innovation initiatives, harnessing crowdsourcing and distributed innovation networks.

PRELIMINARY TASK

- Read to discuss: THE DIGITAL TRANSFORMATION OF BUSINESS, by Harvard Business Review
- Read to discuss: Digital Transformation: Why and How Companies are Investing in New Business Models to Lead Digital Customer Experiences, by Altimeter Group
- Practical Case: TESCO's Digital Transformation

COURSE WORK

DAY 1 - TOPICS

EXPONENTIAL VS. MATHUSALEM COMPANIES + INTERNATIONAL CASE: GOOGLE

- The power of exponential vs linear growing
- Why the average age of S&P500 companies is less than 500 years
- What makes a company exponential?
- The paradigm of an exponential company: Google

DIGITAL TRANSFORMATION PLAN I – MOBILE BUSINESS & SOCIAL MEDIA MANAGEMENT

- Business Model Redefinition based on Mobility
- Killer Apps
- Internet of Things
- Horizontal & Vertical Social Media
- Social Media Inputs for Business Intelligence
- Social Media Outputs for Communication

DIGITAL TRANSFORMATION PLAN III – CLOUD COMPUTING + BIG DATA

Making the most of the Cloud

- Long Tail Theory
- FeEconomy Models
- P2P Systems
- Big Data Based Business Intelligence – Success Key 1: Variety
- Big Data Based Business Intelligence – Success Key 1: Volume
- Big Data Based Business Intelligence – Success Key 1: Velocity
- Big Data Based Business Intelligence – Success Key 1: Veracity

DIGITAL TRANSFORMATION FRAMEWORKS

- Introduction to Different DT Frameworks – Cap Gemini, McKinsey, DT Framework from "Leading Digital" book
- Focus on framework from book "Leading digital"
- Digital maturity assessment
- Framing the scope
- Quick wins & Roadmap design

DAY 2 - TOPICS

MARKETING'S DIGITAL TRANSFORMATION + INTERNATIONAL CASES: OBAMA + APPLE

- Mobile Marketing
- Social Media Marketing
- Search Engine Marketing
- Glocal Marketing

CUSTOMER EXPERIENCE AS KEY FOCUS OF DIGITAL TRANSFORMATION

- Customer journey before
- Customer expectations today:
 - Personalization
 - Always on (constant contact with brand/company)
 - Listen closely / respond quickly
 - Omni channel integration
 - Communication authenticity
- Empowered customer
- Customer Journey today

HR & RECRUITMENT 2.0 + DIGITAL SELF BRANDING FOR A BETTER EMPLOYABILITY

- Build an Online Community & Strong Employment Digital Brand
- Social Media Recruiting & Digital skills
- Identifying your microniche of influence
- Improving your Digital Know-How: digital content plan
- Improving your Digital Know-Who: social media plan
- Digital selection of influencers and employers

COMPANY'S DIGITAL TRANSFORMATION WORKSHOP

- Participants development of their companies' digital transformation plan

ASSESSMENT

Specifically the course will help you learn:

- The economic and technological factors that are at the heart of the digital revolution taking place in the economy;
- The clash between existing business models and new digitally enhanced and led business models emphasizing platforms and ecosystems;
- The competitive interactions among firms with different digital business models;
- How to best organize and lead product and service innovation initiatives in the digital space;
- The principles and practices of leveraging crowds for innovation and how various crowdsourcing business models are executed.

BACKGROUND READINGS

TECHNICAL NOTES

- Digital Transformation: A Roadmap For Billion-Dollar Organizations, by Cap Gemini
- Born to be digital: How leading CIOs are preparing for a digital transformation, by EY
- Digital transformation: Creating new business models where digital meets physical, by IBM

BIBLIOGRAPHY

- Leading Digital: Turning Technology into Business Transformation, by George Westerman
- Digital Disruption: Unleashing the Next Wave of Innovation by James McQuivey
- Disrupting Digital Business: Create an Authentic Experience in the Peer-to-Peer Economy, by R "Ray" Wang
- The Digital Enterprise, by Karl-Heinz Streibich
- Digital or Death: Digital Transformation - The Only Choice for Business to Survive, Smash, and Conquer, by Dominic M Mazzone

OTHER COURSE POLICIES

ATTENDANCE:

Given that a substantial amount of knowledge will be acquired in class through individual and team discussions, attendance will be considered a crucial issue in this course. If a participant needs to be absent in some session, it should be communicate it to the instructor well in advance.

PUNCTUALITY:

Problem formulation is made at the beginning of the class. That activity determines and shapes the rest of the class analysis and discussion. So, being late in the session will strongly limit the student's ability to actively participate and share his/her thoughts. Furthermore, to leave the class before its end is unacceptable either.

INDIVIDUAL PARTICIPATION:

One of the basic skills of any person in the business world is the ability to communicate his/her ideas in an organized and intelligible fashion. For that reason, class participation becomes a fundamental expected attitude in the course participants. Highly valued comments and contributions include: focusing in topics not fully discussed yet, sharing different perspectives in the analysis, commenting working experiences related to the cases under study, and applying theories/frameworks/models that may help find a solution to the problem.

Discussion of individual assignments is encouraged, but the end product is expected to be an individual's effort. It is the responsibility of the course participants to contact the instructor with any question they might have of what constitutes appropriate ethical standards.

NOTE: The content of the syllabus might be modified during the course to better meet the needs and expectations of the participants. Complementary material will be distributed during the classes.

PROFESSOR'S PROFILE

PROFESSOR: MANUEL A. ALONSO COTO, PH.D.

Manuel Alonso Coto, PhD is visiting professor at COTRUGLI Business School and Director of Innovation; Digital Transformation & Marketing, Executive Education, IE Business School.

He has received PhD in Economics (Thesis about digital business in Spain), King Juan Carlos University, Top Management Program (AMP), and Chicago Graduate School of Business & IE Business School. He graduated Executive MBA at IE Business School and Master in Foreign Trade, EOI Business School. He completed the Postgrad in Business Administration (with a focus on Finance), UNED University, Postgrad in Psychology (with a focus on Advertising), and UNED University.

During his career he has worked as a Director of Marketing, Executive Education, IE Business School, Director of Digital Marketing, Executive Education, IE Business School, Director of Customer Oriented Services, IE Business School, Director of Operations, ielearning.net, Director of IT/IS, US Department of Spain, Spain & Portugal and Director of Manufacturing, Agrapisa.

He is an author of the Books:

- Political Marketing
- Direct Marketing 2.0
- Blended Marketing. The Digital Marketing Plan as an integrator of on and offline actions
- Conversational Capital (Spanish version)
- From Second Life to Metaverses Marketing: Business in 3D
- I have 30,000 fans; so now what?
- Social Media Marketing Plan
- Marketing for Lawyers
- s-Internationalization

SENAD KULENOVIĆ, MBA

Senad Kulenović has more than 15 year experience in telecom industry. He started his telecom career in 2000 at Croatian ISP company (Iskon-member of Deutsche Telekom Croatia) as a KAM and very soon reached the position of the Sales director for residential and business customers. In 2007 he joined Bnet (member of VIPnet) where his last position was Member of the Board (Chief Sales and Marketing Officer).

In 2012 he joined Deutsche Telekom Croatia as an Operating director for eBusiness (N-1) / Assistant to CEO where his main responsibilities were: increasing share of online sales for mobile and fixed services, increasing share of online care transactions, all online marketing activities (SEM, display, affiliate, Facebook apps etc) , webshop and MyT (online selfcare platform) development and integration, development of Social Media platforms (Facebook, G+ etc.), increasing e-Bill (electronic invoice) share penetration, development of mobile application (MyT and SIMPA mobile app launched in 2013), cross channel alignment and new online services implemented: Live Sales and Service chat, Smart Video, SEO tools.

He was also a member of Deutsche Telekom e-Transformation team and Executive Management team managing all CAPEX investment of Croatian Telecom.