Driving Digital Transformation

Experience Overview

Driving Digital Transformation equips leaders with strategies, frameworks, and tools to address the threats and opportunities that accompany the increasing digitization of business models, products, and value chains—particularly those involving the emerging implementation of artificial intelligence. Participants in this program will develop a clear roadmap of how they need to go through their transformation journey for their company in the context of their industry.

DIGITAL VALUE DRIVERS & RESPONSE STRATEGIES	DIGITAL BUSINESS AGILITY & THE DIGITAL ORCHESTRA	THE FUTURE OF DIGITAL TRANSFORMATION
Establish a strong awareness of the driving reasons why digital business transformation is necessary to respond to growing digital changes	Identify a clear and appropriate strategic response for high-impact opportunities or threats that create the greatest market differentiation	Plan the implementation of a digital transformation while factoring for agility, robustness, and ethical considerations

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Key Conceptual Models

- ✔ **Digital Vortex:** A metaphorical model of the impact severity felt by various industries due to digital transformation.

- ✔ **Sources of Customer Value:** The three main types of customer value delivered by digital disruptors: Cost, Experience, and Platform value.

- ✔ **Digital Disruption Response Strategies:** The offensive (Disrupt / Occupy) and defensive (Harvest / Retreat) strategies that can be used when facing digital disruption.

- ✔ **Digital Business Agility:** The three individual and organizational capabilities required to survive and thrive in disruptive times and environments: Hyperawareness, Informed Decision Making, and Fast Execution.

- ✔ **Digital Orchestra:** A conceptual structure to help identify the various cross-organization resources that should be mobilized to enable a digital response plan.

- ✔ **Corporate Digital Responsibility:** A set of practices and behaviors that help an organization to use data and digital technologies in a way that is socially, economically, technically, and environmentally responsible.

- ✔ **Strategic Agility:** The combination of digital business agility and the ability to avoid, absorb, or accelerate away from shocks (such as a global pandemic or climate change).

Additional Experience Features

- ✔ **Case Studies:** Insightful examples of real-world organizations who exemplify the successes (and failures) of digital transformation.

- ✔ **Interactive Media:**

  - ■ **"Digital Orchestra Structure and Resources"** is an exploration resource that provides detailed information behind the key components of the Digital Orchestra concept.

  - ■ **Knowledge Checks:** Opportunities within the program where Professor Wade invites you to test your knowledge and intuition against various scenarios.

- ✔ **Disruptive Business Models for Customer Value Job Aid:** A resource for jumpstarting business model ideas for successfully creating customer value.

- ✔ **Sample Assignment Deliverables:** Model fictional deliverables that serve as illustrative examples of high-quality finished assignment submissions.

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Curriculum: Week by Week

IMD / Real learning
Real impact

MODULE	LECTURES [VIDEOS]	KEY LEARNING
One: Digital Value Drivers and Response Strategies Video Lectures: ~45 mins Assignments: ~60 mins	• The Digital Vortex • Digitization vs. digital business transformation • The digital transformation gap • Organizations and digital today • By the numbers: Why most digital transformations fail • How disruptors create value • Value vampires and value vacancies • Disruptor or disruption? • How to defend against disruptors	This module focuses on establishing an understanding of the market factors behind the push to digitalization and a motivation for actively engaging in the transformational response that will be required to survive in this new competitive environment. Specifically, this module concentrates on the different approaches to digital disruption, either as a disruptor or in response to a disruption by a competitor.
Two: Digital Business Agility & the Digital Orchestra Video Lectures: ~60 mins Assignments: ~60–90 mins	• Traditional v. emerging views of strategy • Three capabilities of digital business agility • Hyperawareness • Informed decision–making • On invisible, discounted data • Fast execution • How agility has changed over time • Execution is hard – and it is getting harder • Change needs to change • The Digital Transformation Orchestra	The module begins with a focus on the three key components of digital business agility. The module concludes with the introduction of a conceptual tool – the Digital Orchestra – to help bring together the program's key elements for practical execution in addressing real–world challenges.
Three: The Future of Digital Transformation Video Lectures: ~60 mins Assignments: ~90–120 mins	• Plastic bottles, data, and ethics • Social Corporate Digital Responsibility • Economic Corporate Digital Responsibility • Environmental Corporate Digital Responsibility • Technological Corporate Digital Responsibility • By the numbers: Digital transformation during the pandemic • Agile, robust, and responsive: Responding to a threat • The six principles of strategic agility	Having answered the 'why', 'what', and 'how' of digital transformation, the final module concludes the program with an examination of two topics that will come to dominate the discussion of the role of digital in organizations: digital ethics and digital resilience.

* Module = 1 Week
** *Live Events may be subject to change

NOTE: Orientation Pre–Requisite Work (90 minutes) and Final Presentation at end of program (90 minutes).

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Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Worksite Benefit Service Logistics Transformation	A Director of Acquisition Strategy at an insurance company proposed the development of a technology tool to easily identify agent specialization, expertise, location, and availability to increase revenue through service and sales optimization for their customers, accounts, and broker partners.	Increased Customer Loyalty	$400,000
Transforming Supply Chain Trading	A Senior IT Director at a consumer products company implemented technologies that would allow his team to automate and reduce their reliance on manual data entry and extend the digital experience back into their key suppliers.	Improved Supplier Relationships	$22,500,000
Earn & Win Market through Digital	A Finance Controller at an agriculture company implemented his digital project around Competitor Benchmarking to generate hyperawareness about the organization's competitors.	Increased Employee Productivity	$600,000
High Wealth Audience Cultivation through Enhanced Digital Experiences	A Chief Development Officer at a nonprofit organization explored options to leverage technology to complement the relational work of her team, as a pilot, to increase customer value and experience.	Increased Customer Loyalty	$8,500,000