



Driving Digital Transformation

Program 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. 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.

IDENTIFY DIGITAL OPPORTUNITIES AND THREATS

Establish a strong awareness of the driving reasons why transformation is necessary to respond to growing digital changes

FORMULATE A DIGITAL RESPONSE STRATEGY

Identify a clear and appropriate strategic response for those business elements identified to have high impact (opportunity or threat) that creates the greatest market differentiation

BUILD DIGITAL BUSINESS AGILITY

Improve leader awareness, decision making, and execution speed while creating a roadmap for expanding digitization across the organizational value chain



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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.

Additional Program Features

- ✓ **Digital Vortex Survey:** An evaluation tool to define one's current location within the Digital Vortex and compare that position with other members of the program cohort.
- ✓ **Interactive Media:**
 - "Response Strategy Selection Tool" is a questionnaire aimed at assessing the current state of a line of business to identify the best offensive or defensive response strategy.
 - "Digital Orchestra Structure and Resources" is an exploration resource that provides detailed information behind the key components of the Digital Orchestra concept.
- ✓ **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

MODULE

One: Thriving in the Digital Vortex

Video Lectures: ~60 mins

Assignments: ~60 mins

Live Virtual Events: 90 mins

Two: Digital Disruption Strategy

Video Lectures: ~45 mins

Assignments: ~60-90 mins

Three: Digital Adaptation and Execution

Video Lectures: ~60 mins

Assignments: ~90-120 mins

Live Virtual Events: 90 mins

LECTURES [VIDEOS]

- The Digital Vortex and Digital Disruption
- Companies & Digital Disruption
- Intro to Value Drivers
- Uber Bus. Model and Cost Value
- Value Vampires & Vacancies
- Internet Giants
- Google/Facebook/Amazon/Alibaba/Tencent

- Responses to Disruption
- Harvest & Retreat
- Disrupt & Occupy
- Value Drivers and Responses
- Ex: Napster/Dollar Shave Club
- Leading Amid Disruption
- Humble & Adaptable
- Visionary & Engaged
- Transformation Journey Examples

- Digital Business Agility
- Hyperawareness
- Informed Decision Making
- Fast Execution
- The Digital Orchestra & Org Resources
- Ex: GE/Insurance Industry
- Digital Disruption: Bringing it Together
- The Fujifilm Story

KEY LEARNING

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. The module will include information related to key value drivers and industry examples of organizations that have dominated the Internet.

This module concentrates on the different approaches to digital disruption, either as a disruptor or in response to a disruption by a competitor. Additionally, the module includes information related to navigating and overcoming the challenges leaders face during the transformations that accompany digital disruption.

The final module concludes the program with an overview of the three key components of digital business agility – capabilities necessary to survive and thrive in disruptive times. Finally, a conceptual tool – the Digital Orchestra – is introduced to help bring together the program's key elements for practical execution in addressing real-world challenges.



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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