

**Cambridge Judge Business School
Executive Education**

DIGITAL TRANSFORMATION: FROM STRATEGY TO EXECUTION

Leverage a transformative mindset to lead in
the digital era



**UNIVERSITY OF
CAMBRIDGE**
Judge Business School

ExecutiveEducation

Overview

Accelerated digital transformation is vital to improving organisational productivity, creating operational efficiencies and building a sustainable advantage. However, transformation initiatives often fall flat due to challenges arising from complexity, implementation and a lack of leadership. Success requires organisations to make a strategic investment in digital transformation, replacing traditional thinking with collaboration and ingenuity. Fostering this mindset requires leaders who can align the organisation, navigate unforeseen complexities and encourage innovation.

The six-week **Digital Transformation: From Strategy to Execution** programme is designed to empower leaders and senior managers to drive effective transformation initiatives, implementing the changes required to remain competitive in the digital age and creating a sustainable platform to build on in the future. By developing comprehensive knowledge of where your organisation stands today and the transformation strategies you need to effect change, you will discover new avenues for creating business value, learn to foster a digital mindset within your organisation, gain insights into competitive opportunities and discover the power of open innovation as a catalyst for digital transformation. By the end of the programme, you will have the knowledge and skills to define your organisation's digital vision, implement a successful transformation initiative and take on new challenges and leadership opportunities.

87%

Source: Gartner

of senior business leaders say digitalisation is a priority, yet only 40% of organisations have brought digital initiatives to scale.

49%

Source: EY

of executives in high-performing transformations said their organisations had the digital skills and mindset needed for transformation.



Programme Fee

£2,100

*GST is applicable for Singapore residents.



Duration

6 weeks | Online
4–6 hours per week

Learning outcomes

By the end of this programme, you will be able to:

- Define the value that a digital transformation mindset and culture bring to an organisation
- Identify critical areas requiring improvement within an organisation's culture, structure, processes, work practices and boundaries to achieve digital transformation
- Evaluate external customer factors and competitive opportunities driving digital transformation
- Analyse external and internal factors to address challenges using digital transformation principles
- Evaluate the potential to incorporate open innovation principles into digital transformation initiatives
- Develop a change management strategy to lead digital transformation initiatives



Digital Transformation with Cambridge Judge Business School Executive Education

The **Digital Transformation** programme is a unique opportunity to learn digital transformation from start to finish, bridging the gap between strategy and implementation. The curriculum imparts innovative, people-centric approaches for fostering value creation, operational excellence and organisation-wide collaboration and overcoming resistance to change.

Professors Karla Sayegh, Stella Pachidi and Shasha Lu combine their vast knowledge of and experience in information systems, marketing and organisation theory to bring the latest digital transformation insights to the programme.

Ranked among the top business schools in Europe, Cambridge Judge Business School has established itself as a centre of rigorous, high-impact thinking and transformative education. Our unrivaled learning experiences will help you secure the knowledge and skills to lead, manage and elevate innovation for the future.

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"To drive operational efficiency, organisations need to make strategic investments in digital transformation. This shift is creating a demand for leaders who have digital expertise and a strategic mindset to lead change, encourage innovation and navigate the complexities of the digital era. The **Digital Transformation** programme is designed to bridge the gap between strategy and execution. It will equip you with the knowledge and tools to develop innovative, people-focused solutions that create value, improve operational excellence and foster collaboration across your organisation."

—**Karla Sayegh, PhD**

Assistant Professor of Organisation Theory and Information Systems, Cambridge Judge Business School

Programme highlights



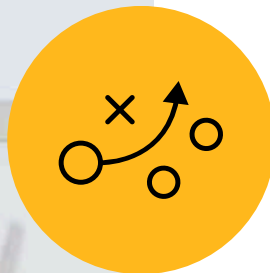
Diverse perspectives from academic experts and business professionals who have deep expertise in technology, innovation and organisational transformation



People-centric solutions and approaches for fostering a data-driven culture that champions experimentation and learning to navigate the complexities of organisational change and digital transformation



Fresh ideas and advanced techniques for innovation, paired with actionable strategies to gain support for successful rollouts



Unique strategies to advance a customer-centric culture within your organisation and transition from traditional business models to a platform approach that nurtures and expands partnerships for growth

Who is this programme for?

This programme will benefit leaders and senior managers across industries, geographic regions and functions. It is ideal for:

- **C-suite executives, transformation leads or strategy leads** who are striving to develop and lead transformation initiatives that encourage innovation, optimise technology and put their organisations at the leading edge of today's rapidly evolving digital environment
- **Mid- to senior-level managers** who are looking to adopt relevant technology and influence strategy leads to drive successful transformation initiatives that improve organisational efficiency, agility and competitiveness
- **Change management consultants** who are seeking approaches to help clients develop and implement successful organisational change by facilitating smooth transitions, fostering transformative mindsets and maximising employee engagement



Your learning journey

Module 1: Organisational Elements of Digital Transformation

Assess your organisation's need and capacity for digital transformation.

- Identify the key drivers behind the imperative for digital transformation and current trends intensifying organisations' desire to pursue digital transformation
 - Define the nature of digital transformation and how it affords new ways of creating value
 - Identify the organisational strategy and structural changes required to support digital transformation
 - Illustrate a digital transformation mindset within your organisation
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Module 2: External Impact: Focus on the Customer

Evaluate the external drivers of digital transformation, including customer factors and competitive opportunities, and discover how organisations can use digital tools and technologies to acquire and retain customers.

- Recognise the importance of putting the customers' needs first to achieve customer centricity
 - Define your role in fostering the value of a customer-centricity culture within your organisation
 - Define how digital tools, the environment and technology change the customer's journey and engagement with an organisation
 - Define the key characteristics of your customer in the digital era
 - Develop a customer-centric digital strategy for your organisation
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Module 3: External Impact: Focus on Competitive Strategy

Find out how the characteristics of digital technologies enable new business models, and examine the competitive approaches required for each as well as challenges and opportunities for growth and scaling.

- Discuss how digital technologies are tied to an organisation's value proposition, strategy and business model
 - Distinguish between the business models and strategic approaches of innovation vs traditional platforms
 - Evaluate how to grow and scale a platform-based organisation's strategy, people and culture
 - Develop a platform strategy for your organisation
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Module 4: Open Innovation

Identify the principles, potential and use cases of open innovation, and discover why this approach to transformation is gaining momentum.

- Discuss open innovation as a digital transformation initiative
 - Identify the components, considerations, benefits and values of a good open innovation programme design
 - Evaluate the organisational barriers to internal and external open innovation
 - Compare mechanisms that are required to access ideas and knowledge from within an organisation and from outside its boundaries
 - Develop a scaling strategy for open innovation initiatives within your organisation
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Module 5: Internal Impact and Opportunities

Discover the significance of automation, big data, AI and remote work to the future of work, and prepare your organisation to embrace and use these technologies effectively.

- Define the future of work and its impact on your organisation
 - Discuss the impact of virtual work and tools on how you lead and manage staff within your organisation
 - Define the role of big data and AI within your organisation
 - Identify automation's impact on your organisation
 - Develop your vision for the future of work within your organisation
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Module 6: Managing the Digital Transformation

Identify the principles and best practices of effective change management, from integrating new talent and skills into the organisation to developing a data governance structure and creating a data-driven culture.

- Discuss the organisational impact and implications of a mismanaged digital transformation initiative
 - Identify the technical challenges, issues, components, communication and data governance structure to plan a digital transformation initiative effectively
 - Identify correct data governance practices and policies for digital transformation initiatives
 - Evaluate strategies for managing, developing and integrating talent and skills within your organisation
 - Evaluate strategies and workflows to manage resistance to change and create a data-driven culture within your organisation
 - Identify the role and digital skills that C-suite executives must foster within themselves and their staff to build a digitally transformative culture
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Case studies and industry examples

The programme features a blend of real-world case studies and industry examples that, in conjunction with other activities and resources, provide opportunities to analyse a broad range of scenarios, reflect on the various decisions and outcomes and gain a practical understanding of digital transformation applications.



Mattel

Discover how the legendary toy organisation thwarted competition and revitalised the Hot Wheels brand by launching a new line of toys that combined the physical and digital worlds.



Siemens

Find out how this technology organisation leveraged global networks of collaborative partners through its Siemens Innovation Ecosystems to accelerate innovation and solve some of the world's most pressing challenges.



OurCrowd

Examine how this online global venture investing platform leveraged a transaction platform to capture value, address and mitigate barriers to scaling and evaluate growth strategies.



NASA

Explore how NASA's Asteroid Tracker Challenge prize competition leveraged open innovation to improve the agency's near-Earth object tracking capabilities.



Netflix

Discover how Netflix used an open competition for the best collaborative filtering algorithm to predict user ratings for films and improve its movie recommendation system.



ChatGPT

Learn how ChatGPT's ability to predict text with high accuracy is creating disruption across all sorts of domains.



Nest Thermostat

Discover how a misaligned business model affected Nest Thermostat within the Google Nest ecosystem, illustrating the connection between digital technology strategy and organisational structure.

Live sessions

Gain deeper insights into emerging topics through live sessions hosted by Professors Stella Pachidi and Karla Sayegh. These sessions will also be recorded and available to view at your convenience.*

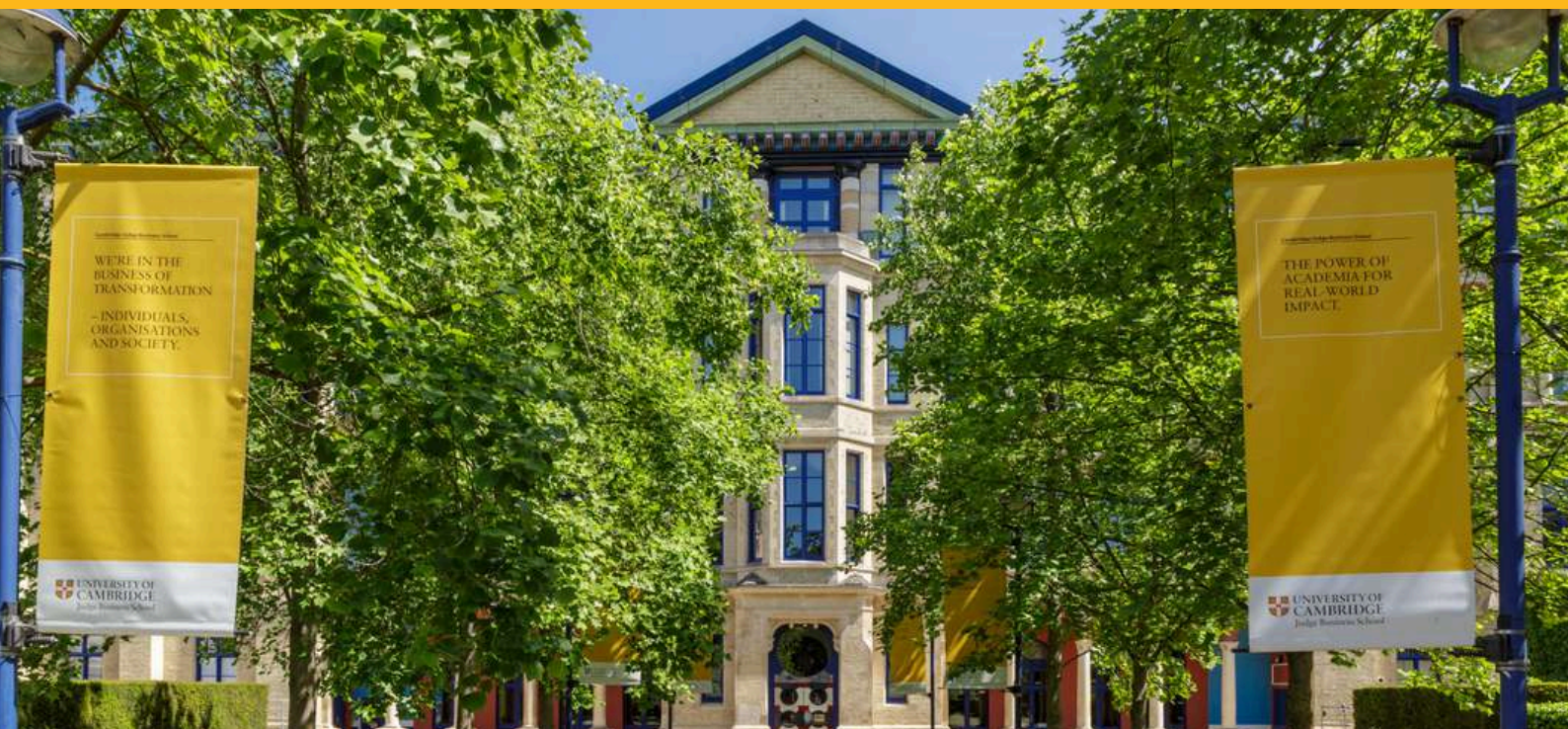
Managing People in the Era of AI

Join Professor Stella Pachidi as she examines how the increasing adoption of data-driven practices and AI tools has transformed how people are managed. Explore changes in decision-making practices, the role data plays in managing people and performance and managing people and teams in the AI-enabled workplace.

Partnering with Complementors

Partnering with complementors is necessary in today's competitive landscape, but it is hard to do well. Join Professor Karla Sayegh in an interactive session as she teases out the challenges and critical success factors behind fast, generative partnering.

***Note: live sessions mentioned here are subject to change.**



The learning experience



Programme faculty



Karla Sayegh, PhD

Assistant Professor of Organisation Theory and Information Systems

Karla Sayegh's research examines how experts modify their approach to work in response to disruptive innovations, with an interest in healthcare organisations. She investigates how emerging technologies, novel spaces and new tools transform how experts collaborate with one another to perform their work. Prior to her academic career, she spent over 12 years in strategy consulting, real estate private equity, venture funding and executive university administration.



Stella Pachidi, PhD

Research Fellow (Organisational Theory and Information Systems)

Stella Pachidi's research interests lie at the intersection of technology, work and organising. Her current research focuses on the introduction of AI technologies in organisations, managing challenges in the workplace during digital transformation and collaboration between workers across knowledge boundaries.



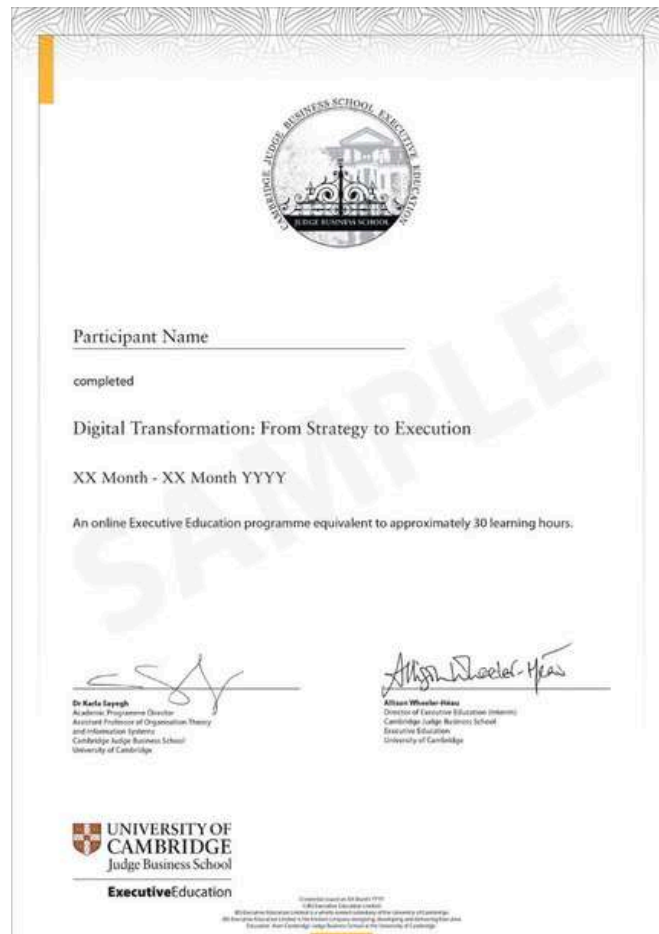
Shasha Lu, PhD

Associate Professor in Marketing

Shasha Lu's research focuses on applying state-of-the-art machine learning techniques in developing marketing models to gain better customer insights and improve business practices in the data-rich environment. Her interests include artificial empathy, digital marketing, visual content/product design and optimisation, marketing innovation in data-rich environments and unstructured data analytics in business.

Certificate

Upon successful completion of the programme, participants will be awarded a digital certificate of completion by Cambridge Judge Business School Executive Education.



About Emeritus

Cambridge Judge Business School Executive Education is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programmes. These programmes leverage Cambridge Judge Business School Executive Education's thought leadership and technical expertise developed over years of research, teaching and practice.

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This programme is being delivered in collaboration with Emeritus.

Prospective participants with questions on the programme are encouraged to contact Emeritus for further information.

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