Artificial Intelligence (AI) has moved into the mainstream, driven by advances in cloud computing, big data, open source software, and improved algorithms. AI technologies are fundamentally altering how we work, live, and manage businesses. The AI Applications for Growth program from Kellogg Executive Education will help business leaders, innovators, and investors harness the power of AI to create customer value and competitive advantage.

Most online programs on AI focus on the technologies, tools, and algorithms behind AI. This program is different. While you will learn the technical foundations of AI, the focus of this program is on the use cases for AI across the enterprise value chain and within specific industries. The program will stretch your thinking and broaden your perspectives with a practical, behind-the-scenes look at how established companies as well as startups are putting AI to work to create value and disrupt industries. Through a diverse set of case studies, original frameworks, and hands-on exercises, you will gain actionable insights on how you can implement an AI strategy that creates value for your company and positions you for advancement in your career.
WHY NOW?  AI is at an inflection point based on a perfect storm of four inter-related trends that are intersecting: cloud computing, big data, open source, and improved algorithms.

-Mohanbir Sawhney

This online program is designed to prepare experienced executives, managers, and consultants to implement AI across enterprise functions. It is also an ideal curriculum for investors seeking a deeper understanding of AI. Past participants of this program include:

**C-Level Executives** who seek to drive innovative AI initiatives for their organizations by learning more about AI trends, AI use cases, industry applications of AI, and AI strategy and best practices. Representative roles include:

- President/CEO
- Partner
- Chairman
- Managing Director
- Division President
- Senior Vice President
- Chief Financial Officer
- Chief Technology Officer
- Chief Learning Officer
- Chief Strategy Officer
- Chief Operating Officer
- Managing Partner

**Senior Managers in Sales & Marketing** charged with driving marketing outcomes and advancing the organization’s transformation initiatives using data, analytics, and AI. Participants have 11+ years of experience and are focused on how AI can impact the customer journey, as well as AI’s broader commercial applications. Representative roles include:

- Business Development Director
- Chief Marketing Officer
- Vice President, Marketing
- Director of Product Marketing
- Project Manager
- Program Manager
- Product Manager
- Business Development Manager
- Director of Strategic Products and Services
- Customer Engagement Manager

**Senior Technology Managers** with 10+ years of experience in IT products and services, healthcare technology, or banking and financial services looking for a strategic perspective on AI to innovate operational processes and learn how AI can transform the business side of their enterprise. Representative roles include:

- Director
- Senior Manager
- Enterprise Architect
- Vice President, Technology & Innovation
- Solutions Specialist

**Senior Management Consultants & IT Consultants** who advise clients on digital transformation, business excellence, and operational transformation seeking to stay current with the AI revolution in order to make more innovative recommendations to their clients in IT and the banking and financial services industry. Representative roles include:

- Director
- CEO
- Managing Partner
- Principle Consultant
- Senior Consultant
- Strategy Manager

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KEY TAKEAWAYS

To help you understand Artificial Intelligence as the most important commercial opportunity of our lifetime and the potential it offers to your company, this program provides frameworks to help you build an effective AI implementation plan. By the end of this program, you will be able to do the following:

- Understand the business applications and outcomes that can be achieved with AI.

- Represent the voice of the business as well as the customer to data scientists and engineers.

- Craft your AI journey, from strategy and capabilities to execution and organization.

- Navigate the black box and ethical considerations of Artificial Intelligence to drive responsible AI initiatives.

- Join a community of like-minded professionals who are successfully deploying AI in their organizations.

Program Experience

| Live Faculty Teaching Sessions | Byte-sized Learning |
| Dedicated Program Support Team | Real-world Application |
| Peer Learning & Feedback | Mobile Learning App |
| Grading & Evaluation | Case Studies |
| More than 50 Business Use Cases | Data Labs with Real-World Data Sets |
| Practical Frameworks to Drive AI Strategy | Action Learning Exercises |
Over the course of eight in-depth modules, you will learn to harness the power of AI to solve real business problems – across the entire enterprise value chain.
In this online program, you will gain a comprehensive perspective on how Artificial Intelligence is being used in practice across organizations, enterprise functions, and an array of industries. In addition, you will learn how to implement an AI initiative and learn to address challenges related to responsible and trusted AI.

Module 1

**The AI Revolution: Trends, Tools, and Applications**

Kickstarting your exploration of AI, you will learn why it is at an inflection point along with its fundamentals, machine learning, and deep learning. You will identify key players in the Artificial Intelligence ecosystem and explore the 7-step process for framing an AI initiative with AI Canvas.

Module 2

**AI and Customer Experience Management**

Gain an understanding of the Customer Experience DNA (CxDNA) framework to identify use cases for AI across the customer journey. In addition, you will learn how AI is being used to create demand, enable sales, and drive customer service. This module will also offer insights on how to analyze customer segments, conversion rate optimization, and customer churn using the KNIME analytics platform.

Module 3

**AI and Operations Management**

Explore how AI can be used to optimize your assets as well as operating processes to increase agility, reduce operating costs, enhance quality, and improve safety. In this module, you will also learn about the use cases and Jobs to be Done for AI across 5 stages in the operations ecosystem: sourcing, making, storing, routing, and delivering products and services.

Module 4

**AI and Business Support Functions**

Learn how AI is being used to transform key business support functions: human resource management, financial management, IT systems management, and risk management. You will study a broad range of use cases, including candidate screening, collections management, code development, and fraud prevention, all driven by AI.
Module 5

AI Applications in Select Industries

Discover how to “verticalize” AI applications to your industry by creating a vertical blueprint for AI in your business and apply this verticalization approach to the healthcare industry and BFSI. You will learn from real-world cases and apply assisted intelligence to hospital readmission, bank fraud, as well as underwriting.

Module 7

Transforming Your Business with AI: Strategy and Capabilities

Synthesize your learning to create an Artificial Intelligence strategy for your organization and understand where to focus your AI use cases by applying the AI Radar to your company. You will explore the capabilities your organization needs for AI-led business transformation using the AI Capability Maturity model and discover how organizations evolve in the direction of Zero Touch Enterprises.

Module 6

AI Applications in Autonomous Vehicles and Transportation

As you learn about the evolution of autonomous vehicles and the levels of autonomy, you will understand how to use the “AV Efficient Frontier” framework to define the appropriate level of autonomy for a specific use case. You will also become aware of the ethical and regulatory challenges in commercializing autonomous vehicles along with the use cases for AI for the autonomous transportation of people and cargo by land, sea, and air.

Module 8

Transforming Your Business with AI: Organization and Society

Find out why business leaders need to drive Artificial Intelligence strategy, how to design the optimal AI organization for your company, and the roles and skills needed in AI teams. You will learn how to adapt agile methodologies for AI projects, principles of Responsible AI, and ways to govern AI projects to drive responsible and ethical outcomes for your business and society.
AI USE CASES

The program highlights the use cases of AI along two dimensions – enterprise value chain and industries.

**AI Use Cases Across the Enterprise Value Chain**

- **MANAGING CUSTOMERS**
  Higher revenues and better customer experiences

- **MANAGING OPERATIONS**
  Optimized production, logistics, and maintenance

- **MANAGING SUPPORT FUNCTIONS**
  Faster, better, cheaper administrative processes

**AI Use Cases Across Industries**

- Transportation
- Healthcare
- Financial Services and Insurance
- Retail
- High-Tech
- Telecommunications
- Utilities, Energy, and Resources
- Manufacturing and Assembly
- Agriculture and Mining
- Consumer Packaged Goods
- Public and Social Services
- Construction and Real Estate
DEVELOP YOUR AI PLAYBOOK

Gain a comprehensive perspective on how AI is being applied in practice. Build a robust playbook that helps you frame AI initiatives, identify the most impactful business problems, map your AI Journey, and drive responsible outcomes.

AI RADAR
Map enterprise wide opportunities for AI initiatives and surface initiatives with the greatest likely business impact

AI CANVAS
Apply our recommended 7-step approach to frame and communicate critical aspects of an AI initiative

AI CAPABILITY MATUREITY MODEL
Learn and apply the AI Capability Maturity Model to develop enterprise AI capabilities in a phased and systematic manner

SIX PRINCIPLES OF RESPONSIBLE AI
Understand the principles of Responsible AI and how to govern AI projects to drive responsible and ethical outcomes
INDUSTRY EXAMPLES

The program features more than 50 use cases across industries, covering the creative use of AI by a range of platform companies, enterprise companies, and startups. Some featured use cases include:

Microsoft

Explore a variety of AI applications from Microsoft including the use of AI to improve agricultural yield, automate key business processes, and for dynamic preventative maintenance.

Infosys

Healthcare fraud and claims overpayments in the U.S. is a $100 billion industry. It poses a significant challenge to the payer industry, which incurs billions of dollars to identify and recover this leakage. Some of this cost is also passed to the patient population, leading directly to increased cost. Explore how Infosys partnered with a healthcare company to reduce overpayments fraud using ML techniques.

Fooda

Order-up! Matching just 15 restaurants with 15 locations results in 1 trillion combinations everyday, making it incredibly complex to optimize which restaurant to send to which location with how much food. Fooda-AI does such scheduling-at-scale for thousands of restaurant partners at thousands of events every month.

teradata

Explore how Teradata and Danske Bank collaborated to design a fraud detection model that innovatively combined ML and DL approaches to generate superior results.

Other industry examples:

Professor Sawhney is a globally recognized scholar, consultant, and speaker in innovation, modern marketing, and enterprise analytics. He has co-authored seven management books as well as dozens of articles in academic and managerial publications. His most recent book, *The Sentient Enterprise*, was published in October 2017. He has won several awards for his teaching and research, including the 2006 Sidney Levy Award for Teaching Excellence at the Kellogg School, the 2001 Accenture Award for the best paper published in *California Management Review* and the Outstanding Professor of the Year at Kellogg in 1998. He received the Distinguished Alumnus Award from IIM Calcutta in 2011. In 2014, he was ranked 16th on the list of most influential thinkers of Indian origin by the Institute of Competitiveness. He serves on the Board of Directors at Reliance Jio Infocomm and advises several technology startups. He is a Fellow of the Institute of Study for Business Markets (ISBM) at Penn State University and a member of the Advisory Board at Chicago Innovation. Professor Sawhney holds a Ph.D. in Marketing from the Wharton School of the University of Pennsylvania, an MBA from the IIM Calcutta, and a B. Tech. in Electrical Engineering from IIT Delhi.

Varun Poddar has 20 years of tech industry experience ranging from Accenture to early stage startups. He has led digital strategy, technology transformation, machine learning, and SaaS implementations in a variety of settings. He has worked with teams across industries including retail, oil and gas, food service, consumer goods, telecommunications, and manufacturing – helping them drive value using technology and data. At Winsight, as head of digital transformation and product innovation, he streamlined legacy technology and data fragmentation, implemented modern cloud platforms, and launched new AI-embedded products. Varun brings together his varied experiences in this Executive Education program as the curriculum architect and subject matter expert. He has worked closely with Mohanbir Sawhney to create AI-specific strategic frameworks and case studies, and to consult with over 50 companies. Varun holds a BS in Industrial Management from Purdue University, an MBA in Marketing and Analytics from the Kellogg School of Management, and a Masters in Engineering Management from the McCormick School of Engineering at Northwestern University. He has also completed advanced certifications in Artificial Intelligence, Data Science, and Agile.
On your journey to learning AI Applications for Growth, you’ll be in good company. Past participants come from a wide range of industries, job functions, and management levels.

### Participants by Industry

- **11% HEALTHCARE**
- **12% CONSULTING**
- **14% BANKING & FINANCIAL SERVICES**
- **IT SERVICES 14%**
- **IT PRODUCTS 7%**
- **OTHERS* 42%**


### Participants by Work Experience

- **1-5 Yrs 4%**
- **6-10 Yrs 11%**
- **>26 Yrs 15%**
- **11-15 Yrs 17%**
- **21-25 Yrs 21%**
- **16-20 Yrs 32%**
Representative Companies

Participants include representatives from companies such as:

- Accenture
- Adobe
- Cisco Systems
- Deloitte
- IBM
- Intel Corporation
- Microsoft
- Oracle Corporation
- PricewaterhouseCoopers
- The Coca-Cola Company
- Unilever
- Western Digital Corporation

Participant Titles Include

- CEOs & Managing Directors
- Chief Marketing Officers
- Senior Brand Director
- Director, Strategy and Innovation
- EVP - Technology and Innovation
- Vice President - Big Data Engineering
- Global Product Manager
- GM & VP of Networking & Communications
- Group Customer Experience Manager
- Chief Data Strategist
- Manager - Strategy Analytics
- Senior Business Growth Consultant
PARTICIPANT TESTIMONIALS

“Easy to understand content and methodology, reinforced by real-world use cases.”

Glenn J. Hoormann, Executive Vice President, eAlliance Corp., Chicago

“Detailed program for the users of AI, rather than data scientists.”

Diana Gogitidze, Risk Management Leader, Mashreq Bank, Dubai

“Concrete steps to follow to go about creating an AI use case within any organization.”

Katie Corcoran, Business Performance & Analytics Manager, The McDonald’s Division, Coca-Cola Co., Chicago

“Offers 360° thinking about AI and its implementation in your organization.”

Raviindra Kirpane, Global Technology Leader, LRN, Mumbai

“The verticalization blueprint brought a lot of value and gave us real tools we can use in our organization.”

Sanjeev Sethi, President/Founder, InFarSight, New Jersey
CERTIFICATE

Upon successful completion of the program, Kellogg Executive Education grants a verified digital certificate of completion to participants. This program is graded as pass or fail; participants must receive 80% to pass and obtain the certificate of completion.

Note: This online certificate program does not grant academic credit or a degree from Kellogg School of Management.
THE LEARNING EXPERIENCE

Our programs are designed to meet the needs of individual learning styles, while also leveraging the power of peer learning. This is achieved through a user-friendly learning platform that enables participants to easily navigate the program content to achieve learning objectives.

KEEPING IT REAL

Our pedagogical approach is designed to bring concepts to life, including:

- Byte-sized learning techniques
- Real-world application
- Peer learning discussions
- Live, interactive teaching

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KEEPING IT CONVENIENT

Access to program content is flexible and available through multiple devices, allowing working professionals to easily manage schedules and learn remotely—anytime, anywhere. Participants enrolled in the program obtain access to learning materials in a modular approach, with new content released weekly. Program modules include a variety of teaching instruments, such as:

- Video lectures
- Moderated peer discussions
- Class materials: articles, cases, resource library
- Application exercises

To further personalize the program modules, live teaching sessions are scheduled during the program, often with Q&A. For participants who are unable to attend these sessions live, a recording is made available so nothing is missed. Our industry-leading learning platform allows participants to create a profile, connect and collaborate with peers, and interact with academic/industry experts such as program leaders and teaching assistants.

KEEPING IT INTERESTING

Our globally-connected classrooms enable participants to seamlessly interact with their peers to complete group assignments and stay on track toward program completion – having culturally enriching encounters along the way.

Program Requirements
To access our programs, participants will need the following:

- Valid email address
- Computing device connected to the internet: PC/laptop, tablet, or smartphone
- The latest version of their preferred browser to access our learning platform
- Microsoft Office and PDF viewer to access content such as documents, spreadsheets, presentations, PDF files, and transcripts

Other Requirements
Programs may necessitate the usage of various software, tools, and applications. Participants will be informed about these additional requirements at the registration stage or when the program begins. Our program advisors are also available to respond to any questions about these requirements.
ABOUT EMERITUS
Kellogg Executive Education is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programs. By working with Emeritus, we are able to broaden access beyond our on-campus offerings in a collaborative and engaging format that stays true to the quality of Kellogg.

Emeritus’ approach to learning is based on a cohort-based design to maximize peer-to-peer sharing and includes live teaching with world-class faculty and hands-on project-based learning. In the last year, more than 100,000 students from over 80 countries have benefitted professionally from Emeritus’ courses.

DURATION
2 months, online
4-6 hours/week*
*Note: Excluding optional exercises that will allow participants to dive deeper into specific concepts.

PROGRAM FEES
$2,600
CONNECT WITH A PROGRAM ADVISOR

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