

ENGAGE.EU Certificate
Joint Programme in Digital Transformation

Digital Strategy

Course Syllabus

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26-27 April 2024 & 3-4 May 2024

Course Abstract

Digital transformation is a multidimensional concept with many shifting parts. Successful digital transformation requires a new approach to leveraging people, processes, technologies, and data to develop new business models and digital ecosystems. Customers are now customer networks, they expect more from companies and brands, and information reaches them faster than ever before. At the same time, companies must develop new business model innovations and disrupt markets. Examples of digital disruption include platforms, AI, and blockchain technology. The rise of digital technologies has fundamentally changed the way companies develop digital strategies. In addition, data is being used as a strategic asset by many companies, and companies also need to develop a thriving data strategy. Business leaders and executives must be equipped with a broad range of digital skills to succeed in a rapidly changing digital environment.

The ultimate goal of this course is to provide insight into the digital strategies that companies and managers must employ as part of the digital transformation journey to position themselves for success.

Learning Objectives

Upon completion of this course, the students should be able to...

- ...define artificial intelligence, big data analytics, internet of things, augmented reality, and the strategic use of social media
- ...describe digital transformation processes
- ...formulate a digital transformation strategy
- ...name the most recent research in the field of digital governance and risk management
- ...apply analytical techniques for the assessment of digital organizations

- ...list the fundamentals of managing change
- ...assess digital organizations
- ...rate priorities and risks of a company's digital transformation
- ...select and employ agile principles
- ...transform organisational culture

Evaluation and Grading

The course will use a mix of lectures, case discussions and guest speakers. Mini-cases and problems will also be employed to make students apply their learning to practical situations.

Participants' grade will be composed of

- 30% Team assignment/presentation (team grade)
- 70% Written essay (individual grade)

Team assignment (30%)

The answers to these questions should not exceed 10 slides.

Each team / group is assigned a certain case study, that needs to be solved and presented in class. Each team / group should be prepared to present the slides with their solutions to the individual tasks. The answers to the questions of the case should be summarized on slides. All students are requested to be present during all team presentations. This way, we create an interactive and constructive learning environment.

The evaluation of teamwork is based on the following criteria:

Presentation will be graded on the soundness of students' analyses and recommendations and the quality of the contribution to the discussion.

Argumentation: The essential information in the case is used to answer the questions.

Analysis and conclusions: Convincing analysis and conclusions supported by facts and logical argumentation.

Link to the course: Use and application of appropriate strategy concepts and procedures discussed in the course.

Presentation: Well-structured discussion with a clear flow and effective answers to the case questions.

Written essay (70%)

Students will write an individual essay on the contents taught in the Digital Strategy course (3-5 pages), which will be due within four weeks after the last block course. Details of the essay and the exact due date will be announced in the lecture.

Readings

Mandatory Readings:

Hoe, S. L. (2022). *Digital Transformation: Strategy, Execution and Technology*. CRC Press.

Ismail, M. H., Khater, M., & Zaki, M. (2017). Digital business transformation and strategy: What do we know so far. *Cambridge Service Alliance*, 10(1), 1-35.

Pieterse, Willem (2018). *Creating Digital Strategies*. European Commission.

Complementary Readings:

Blackburn, S., LaBerge, L., O'Toole, C., & Schneider, J. (2020). Digital strategy in a time of crisis. *McKinsey Digital*, April, 22.

Chaniyas, S., Myers, M. D., & Hess, T. (2019). Digital transformation strategy making in pre-digital organizations: The case of a financial services provider. *The Journal of Strategic Information Systems*, 28(1), 17-33.

Correani, A., De Massis, A., Frattini, F., Petruzzelli, A. M., & Natalicchio, A. (2020). Implementing a digital strategy: Learning from the experience of three digital transformation projects. *California Management Review*, 62(4), 37-56.

Hess, T., Matt, C., Benlian, A., & Wiesböck, F. (2016). Options for formulating a digital transformation strategy. *MIS Quarterly Executive*, 15(2).

Ross, J. W., Beath, C. M., & Sebastian, I. M. (2017). How to develop a great digital strategy. *MIT Sloan Management Review*, 58(2), 7.

Yeow, A., Soh, C., & Hansen, R. (2018). Aligning with new digital strategy: A dynamic capabilities approach. *The Journal of Strategic Information Systems*, 27(1), 43-58.

Sessions

FIRST SESSION: 26 April 2024, 12 pm – 6 pm

Course Opening: Introduction to Digital Disruption

Discussion of Lecture Unit 1: Digitalisation and Digital Strategy

- Technological Developments
- Digitalisation and Maturity
- Mission, Vision and Strategy

- Digital Strategies and Transformation
- Case Illustration
- Summary

Discussion of Lecture Unit 2: Digital Transformation Strategy

- A Transformation Journey
- From Traditional to New Business Models
- Digital Platforms and Ecosystems
- Strategy Development
- IT Capability Enhancement
- Case Illustration
- Summary

SECOND SESSION: 27 April 2024, 9 am – 4 pm

Discussion of Lecture Unit 3: Digital Governance and Risk Management

- Balancing Conformance and Performance
- Digital Portfolio Management
- Risk Management
- Performance Management
- Data Governance
- Case Illustration
- Summary

Discussion of Lecture Unit 4: Digital Organization and Change Management

- A Digitally Ready Workforce
- Transforming the Way People Think and Act
- Fundamentals of Managing Change
- Managing Key Stakeholders
- Managing Communication
- Managing Competencies
- Sustaining Change
- Case Illustration
- Summary

Presentation and Discussion of Case Solutions

THIRD SESSION: 3 May 2024, 12 pm – 6.30 pm

Discussion of Lecture Unit 5: Digital Transformation Process

- Digital Transformation Strategy Definition
- Digital Transformation Strategy Content: What Decision Areas are Relevant?
- Digital Transformation Strategy Processes: How Do Companies Transform?
- Case Illustration
- Summary

Discussion of Lecture Unit 6: Agile and DevSecOps

- Moving Quickly and Easily
- Agile Principles and Implementation
- Bring Together Software Development and IT Operations
- Adding the IT Security Component
- Transforming Organizational Culture
- Case Illustration
- Summary

FOURTH SESSION: 4 May 2024, 9 am – 4 pm

Discussion of Lecture Unit 7: Business Applications of Digital Technology

- Unlocking Limitless Possibilities
- Artificial Intelligence
- Big Data Analytics
- Internet of Things
- Wearables
- Augmented Reality
- Social Media

Discussion of Lecture Unit 8: How Digital Technology is Transforming our Work and our Lives

- Living with High-Risk Technologies
- What the Internet is doing to our Brains
- Simultaneous Impacts from Technology
- Unintended Consequences and Emerging Risks
- Call to Action
- Case Illustration
- Summary

About the Lecturer

Maximilian Beichert acquired both his Bachelor's and Master's Degree in Business Administration with a focus on Marketing and Finance at the University of Mannheim.

During his studies, Maximilian gained experience in research as a student research assistant and interned at well-known international companies. His work experience includes an internship at a consultancy. Additionally, he gained valuable work experience in South America.

Since September 2018, Maximilian has been a PhD candidate at the Chair of Quantitative Marketing and Consumer Analytics at the University of Mannheim. As such he is also following the Marketing Track in the structured PhD program offered by the Center of Doctoral Studies in Business at the University of Mannheim.

His research focuses on digital marketing applications in the context of user-generated content. His primary research areas are social influence, behavior change and digital marketplaces (social commerce).