

LEADING DIGITAL TRANSFORMATION (BATCH 4)

Live Online
Programme

Programme Directors

Prof. Dr. R Srinivasan
Prof. Dr. Kathrin M Möslin
Prof. Dr. Angela Roth
Prof. Dr. Alexander Pflaum



Programme Start Date:
22 November 2021

Application Deadline
Early Decision: **11 October 2021**
Regular Decision: **5 November 2021**

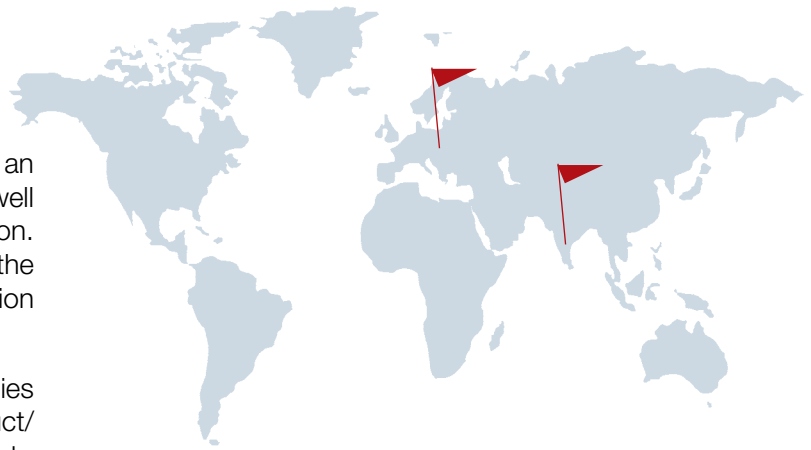


OVERVIEW

Leading digital transformation requires both an understanding of technologies driving the change, as well as the ability to lead the organisational transformation. A robust business model that is built on top of the technology is therefore the key to digital transformation and sustained value creation.

The companies can choose to develop new technologies with the customer needs in mind or build a product/services and a business model with improvements to existing technologies. What approach should one adopt? This programme opens one's mind to the different possibilities and provides a framework to analyse and come up with a blue print.

This programme has been conceived, designed and developed by IIMB in cooperation with FAU and Fraunhofer Institute of Integrated Circuits to address the question of building transformational business models using technological advances.



ABOUT THE PARTNER INSTITUTES



Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU)

FAU is one of the strongest research universities in Germany and particularly stands out in the field of Engineering and Technology. Reuters Innovation ranks it the most innovative university in Germany and second in Europe. QS World University ranks it as the institution with the most widely cited publications in Germany. FAU works with major international research institutions such as Helmholtz, Fraunhofer and Max Planck. FAU fosters and encourages transfer of scientific knowledge into practice.



Fraunhofer Institute for Integrated Circuits IIS

The Fraunhofer IIS is one of the world's leading application-oriented research institutions for microelectronics and IT system solutions and services. It is the largest of all Fraunhofer Institutes. With the creation of mp3 and the co-development of Advanced Audio Coding (AAC), Fraunhofer IIS has reached worldwide recognition. The institute creates value from data. It supports the entire data lifecycle from acquisition, transmission, storage, analysis to the commercialization of results with new technologies and solutions. It supports companies during the process of digital transformation with tools and knowledge..



भारतीय प्रबंध संस्थान बंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

Indian Institute of Management Bangalore

IIMB has been ranked No. 2 in the India Rankings 2020 in the Management Education category under the National Institutional Ranking Framework (NIRF) by the MHRD. IIM Bangalore has strong focus on leadership and entrepreneurial skills that are necessary to succeed in today's dynamic business environment. With a faculty body from amongst the best universities worldwide, Indian Institute of Management Bangalore is fast emerging as a leader in the area of management research, education and consulting. IIMB's Executive Education ranks among the Top 50 Global schools as per Financial Times Executive Education Ranking 2020 and is the only business school from India to figure in this prestigious list of global providers of Executive Education.

NEW BUSINESS REALITIES: NEW COMPETENCIES

For sustained business success, it is imperative that the businesses of tomorrow embrace technological challenges. Advances in computing technologies have made big data analytics accessible to every corporation across the globe. Declining costs for data access and storage, maturation of IT security and cloud computing, and the ability to organize information using the blockchain has spawned the emergence of a lot of innovative business models. In addition, global corporations are waking up to the promise held by advances in automation and Robotics, Artificial Intelligence, Machine Learning, and Industrial Internet of Things. Smart products have already begun reaching consumer homes, and it is not long before they cease to be sources of competitive advantage for established corporations.

This emerging context requires that leaders not only understand but are able to leverage these technologies in their customer value propositions. It is also important that leaders enable a culture of business transformation in their organizations. Given the evolutionary nature of technology, it is imperative that leaders can no longer work in their organizational/ industry silos but innovate and co-create with the help of the entire ecosystem.

KEY TAKEAWAYS

The programme is structured around 4 key pillars.

- 1. The Context of Digital Transformation:** Case studies on how large and mature organizations have created entirely new lines of business by setting up a new culture of innovation and entrepreneurship. Developing strategic thinking and the ability to lead self and others through complexity and change.'
- 2. The Business of Digital Transformation:** This module will focus on how to build value around some of the underlying technological building blocks, including co-creation and open innovation methods.
- 3. The Tools for Digital Transformation:** Participants get an insight into various disruptive technologies at the core of digital transformation.
- 4. Transformation Module:** Participants will create a business plan to lead digital transformation in their own companies.



CAPTURING VALUE FROM DIGITAL TRANSFORMATION PROJECTS

INDUSTRY 4.0 DRIVES EFFICIENCY IN MANUFACTURING

A factory of a globally leading luxury vehicle manufacturer, the supply chain of a large automotive parts manufacturer and the countrywide operation of a network of windmills in Germany have something in common. They all have integrated their production resources with their workforce, resulting in a sociocyber physical system (S-CPS) that incorporates technologies like the Internet of Things (IoT), Big Data, Artificial Intelligence as well as social and organizational characteristics of plant workers, managers, and decision-makers to develop an integrated resource cockpit.

Along with the process automation, the cockpit enhances effectiveness and efficiency of operations by optimally matching personnel resources with tasks, predicting future maintenance requests, and identifying bottlenecks, failure points and avenues for innovation.

The digital transformation as part of the “Industry 4.0” initiative is only possible through leadership and management that demonstrates a thorough understanding of the impact and capabilities of the underlying technologies and their application in specific organizational contexts.

DATA DRIVES BUSINESS

Every industrial environment can generate a significant amount of data from several operating machinery at various levels of detail, such as energy consumption, levels of liquids necessary for the machines to operate, number of manufactured pieces, etc. By capturing this data in a more extensive management system and linking it with other business processes and tools, new services can be envisioned and designed, to either generate new revenue streams or optimize and improve existing processes.

In this context, a German industrial grease cartridges manufacturer has leveraged an industrial cloud computing infrastructure to connect its machines and develop a solution for storing and pooling data, thus opening up new business potential and allowing accessibility for multiple stakeholders within and outside their organization to participate in the value co-creation processes. The manufacturer can then implement and deploy new methods such as data analytics, data visualization, and business intelligence to generate new outcomes that will not only impact its value delivery but also affect its partners’ business models.

BLOCKCHAIN REDUCES COSTS AND INCREASES SPEED

Blockchain, the technology behind the cryptocurrency Bitcoin is much more potent than most people and organizations understand. Blockchains could be used to organize information and data in a much more collaborative and secure manner than what was available.

Blockchain applications in an insurance aggregator in India has resulted variety of benefits, including significant reduction of time to verify and authenticate transactions, resolve disputes, and ensuring quicker delivery of products and services to its clients.

Blockchain, through removal of intermediaries has also significantly reduced costs and eliminated inefficient processes. Given the inherent security features of the system, blockchain applications have reduced risks of data sabotage as well as unintended tampering, leading to higher trust and credibility. It has provided for creation and leverage of entirely new businesses and revenue streams for the insurance aggregator.



1

The Context of Digital Transformation (IIMB)

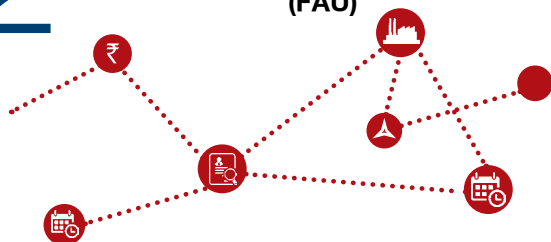


Corporate entrepreneurship, or intrapreneurship requires different mind-set and skills than regular entrepreneurial thinking and behaviour. The focus of this module would be to equip the participants with the competencies required to think like an entrepreneur, whilst working within a large and mature organization. As an integral part of the programme learning, participants would be required to prepare a business plan that would leverage their learning about technologies and business models before the end of the programme.

Thinking strategically is one of the key competencies for managers to lead their organizations and ride the wave of digital transformation. This module seeks to develop participants' strategic thinking. Delivered with the help of case analyses and field visits, this module will help participants explore and elucidate how technology can build and sustain competitive advantage for their respective firms. Coupled with strategic thinking, it is imperative that participants imbibe leadership competencies. Especially in the context of global supply chain and distributed work teams, it is imperative that managers possess appropriate inter-cultural and leadership competencies. This module will also assess and develop participants' leadership competencies through psychometric analyses, simulations and games, and opportunity to work with cross-cultural teams.

2

The Business of Digital Transformation (FAU)



Leveraging digital transformation for business value creation requires fundamental shifts in the way businesses operate. This module will introduce participants to business models and frameworks for innovation and value creation. Shared and open innovation, co-creation and the design of value proposition will be discussed. Participants will have the opportunity to design, prototype and experiment with prototypes from various stakeholder perspectives.

3

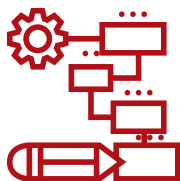
The Tools for Digital Transformation (IIS)



This module will focus on providing the business use cases of the various technologies aiding digital transformation, including (a) how technologies like artificial intelligence, machine learning, and Internet of Things are changing the way products are manufactured and distributed across the globe; (b) applications of big data, analytics, and cloud in the context of service differentiation; and (c) new business opportunities emerging out of technologies like the Blockchain and cryptocurrencies. Participants would be exposed to the basics of technologies, followed by field visits and talks by industry leaders on the business applications of today and the foreseeable future.

4

Transformation Module (IIMB, FAU & IIS)



Each participant will develop a business plan for his/her division or organisation based on the concepts learnt in the classroom.

TARGET AUDIENCE PROFILE

CEOs, CXOs, COOs, Vice-Presidents, General Managers, Business Heads and Entrepreneurs.



PROGRAMME DIRECTORS



Prof. Dr. R Srinivasan

Professor of Strategy
Chairperson, Executive Education Programmes

R Srinivasan is Professor of Strategy at the Indian Institute of Management Bangalore. His current research focuses on characterizing rapid growth firms; studying platform-mediated networks; and strategic decision making in top management teams.

Srinivasan received his doctoral degree from Indian Institute of Management Ahmedabad in 1998. He received the Jawaharlal Nehru Memorial Fund scholarship for his doctoral research at IIM Ahmedabad. He worked for about eight years at IIM Lucknow before joining IIM Bangalore. His areas of teaching at the postgraduate and doctoral levels have been Platform business models, Corporate Strategy, Competitiveness, and Strategy Process Research. He has been visiting faculty at the Friedrich Alexander University of Erlangen-Nuremberg, Germany and the University of Rome Tor Vergata, delivering courses and lectures on Platform Business Models and Open Innovation.

Srinivasan has co-authored a textbook on strategic management and a research-based book on knowledge management in the Indian context. He has published his work (papers and cases) in various international journals; authored several cases on platform strategies, growth, strategy, innovation, and knowledge management; and has presented his research in a number of international academic conferences.

His current research focuses on studying firms operating in platform-mediated networks. He closely works as advisor and researches on a variety of firms that create and operate platform-based business models. He engages with the industry in several ways – through executive education (strategy and leadership development for senior managers); entrepreneurial education (design and delivery of management programs for entrepreneurs); consulting assignments (strategizing and growth); executive coaching (functional coaching of CEOs and family business owners); research (including case writing highlighting best practices), and strategy facilitation (including design and facilitation of annual strategic planning sessions).

He has been Vice President of the Case Research Society of India, and has mentored a number of faculty and doctoral students in pedagogy and case teaching & writing. He has actively engaged with institutions including the NITIE, IIMs, CCS NIAM, and Christ University in designing and delivering faculty development programmes, with focus on case writing and teaching.



Prof. Dr. Kathrin M Möslein

Chair of Information Systems,
Innovation and Value Creation
Vice President, Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU)

Kathrin M Möslein studied computer science and business studies at Technische Universität München (TUM), Ludwig-Maximilians-Universität München and the Swiss Federal Institute of Technology in Zurich. After completing her doctoral degree and habilitation in business administration at TUM, she became Chair of Strategic Management and Organisation at Leipzig Graduate School of Management. She has been Chair of Innovation and Value Creation at FAU since 2007. Her research focuses on strategic innovation, cooperation and management, and information systems. She runs the JOSEPHS® research platform in Nuremberg city centre in collaboration with Fraunhofer IIS-SCS.

She has also held various other roles, including as associate director of the Advanced Institute of Management Research (AIM) at the London Business School, as dean of research at FAU's School of Business, Economics and Society, as a member of the Business School Panel of the UK Research Excellence Framework (UK REF), as vice president of the European Institute for Advanced Studies in Management (EIASM) and as vice president of the European Academy of Management (EURAM), which appointed her as its first German fellow in 2015. She is currently president of the European Academy of Management (EURAM), a member of the German Rectors' Conference's Standing Committee on Transfer and Cooperation, a member of the Board at Leipziger Stiftung für Innovation und Technologietransfer and a research professor and academic director of the Center for Leading Innovation and Cooperation (CLIC) at the Leipzig Graduate School of Management.

Prof. Möslein has been Vice President at FAU since 2 December 2016.





Prof. Angela Roth

Professor at the Institute of Information Systems at the Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU)
<https://www.wi1.rw.fau.de>

Angela Roth is a professor at the Institute of Information Systems at Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU) and working at the Chair of Information Systems – Innovation and Value Creation. She is leading the Open Service Lab (OSL) <https://openservicelab.org/> and is researching, consulting and teaching in the fields of service innovation, service systems in digital contexts and organizational competencies for service innovation. She is also doing research on interactive service innovation in living labs (e.g. JOSEPHS®). In the context of organizational competencies and change she is working on future of work topics.

Prof. Roth is closely working with non-university research institutes and industry partners. She is involved in several research projects on service systems engineering, service innovation and future of work. Her current teaching topics include innovation strategies with focus on digital transformation, service systems and interactive service innovation.

In former times, she was head of the department for Decision Support Systems at the Fraunhofer IIS-SCS and did her dissertation and habilitation in the field of logistics.



Prof. Alexander Pflaum

Director Center for Applied Research on Supply Chain Services SCS, Nuremberg
Chair Supply Chain Management, Otto-Friedrich University Bamberg

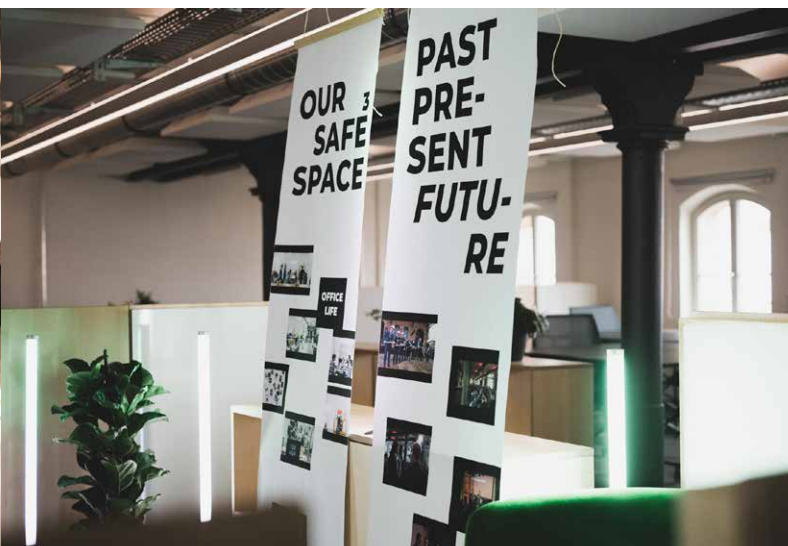
<https://www.scs.fraunhofer.de/en/vision.html>

Professor Alexander Pflaum is an expert on the use of information and communication technologies in value creation processes and uses his knowledge to forge links between the worlds of technology and management. After graduating from his degree in electrical engineering, he went on to complete a doctorate on the topic of “RFID and Supply Chain Management” at the former Faculty of Economics and Social Sciences at Friedrich-Alexander University of Erlangen-Nuremberg.

Prof. Pflaum has been working at the Fraunhofer Institute for Integrated Circuits IIS and its Center for Applied Research on Supply Chain Services for over 25 years in a wide range of positions, including as director of the Center for Intelligent Objects ZIO, the Department of Technology and Supply Chain Management, and the Research Group Business Models Bamberg, which studies the development of business models in the digital world and helps companies implement these models into their everyday business activities. Since October 2011, he also holds the Chair of Business Administration, with special emphasis on Supply Chain Management, at the University of Bamberg. He is a member of Bundesverband für Logistik BVL e. V. and the German Association of University Professors and Lecturers (DHV) and is committed to forging links between science and industry, including through relevant doctoral theses.

In May 2016, Prof. Pflaum was appointed as the new director of the Center for Applied Research on Supply Chain Services SCS, which has locations in Nuremberg and Bamberg and whose vision is to use data to generate success and added value for companies.

Professor Alexander Pflaum is working on a new approach to research into digitization: Until now, science has been too focused on technical challenges and problems relating to information systems. At the same time, there is a need for management disciplines to tackle this subject more intensively so that the two approaches can work hand in hand. He believes it is important to study how the Internet of Things, cloud and mobile computing, data analytics, and other modern information and communication technologies transform companies and their business models, supply chains, and value networks, as well as how companies can be provided with the necessary content, models, methods, and tools to support them in this transformation.



PROGRAMME SCHEDULE

Live Online
Programme

LIVE Online - Half day sessions

Module	From	To	Day
Module 1 The Context of Digital Transformation	22-Nov-21*	27-Nov-21*	Mon-Sat
	02-Dec-21	03-Dec-21	Thu-Fri
	09-Dec-21	10-Dec-21	Thu-Fri
	16-Dec-21	17-Dec-21	Thu-Fri
Module 2 The Business of Digital Transformation	10-Jan-22	13-Jan-22	Mon-Fri
	20-Jan-22	21-Jan-22	Thu-Fri
	27-Jan-22	28-Jan-22	Thu-Fri
	03-Feb-22	04-Feb-22	Thu-Fri
	10-Feb-22	10-Feb-22	Thu
Module 3 The Tools for Digital Transformation	21-Feb-22	26-Feb-22	Mon-Sat
	03-Mar-22	04-Mar-22	Thu-Fri
	10-Mar-22	11-Mar-22	Thu-Fri
	24-Mar-22	25-Mar-22	Thu-Fri
Module 4 Transformation Module	04-Apr-22*	09-Apr-22*	Mon-Sat

*Inauguration and Valedictory may be held in campus in hybrid mode subject to feasibility.

PROGRAMME FEE

The tuition fee covers all instruction during the three modules; required books and other pedagogical materials including self-learning materials; coaching, tutoring and other inter-modular support. Programme fee includes the boarding charges at Bangalore but does not include travel and living expenses for German module.

Programme fee is Rs. 4,95,000 + GST @ 18% per participant which is payable in instalments as per the schedule indicated below:

Rs. 50,000 + Applicable GST	On confirmation
Rs. 2,45,000 + Applicable GST	1 st Instalment on or before 15 November 2021
Rs. 2,00,000 + Applicable GST	2 nd Instalment on or before 10 February 2022



SELECTION CRITERIA

Participants will be selected based on professional achievement, work experience, and organizational responsibility.

ALUMNI

Participants completing the Programme will be a part of the Alumni network of IIM Bangalore and FAU of Erlangen-Nuremberg.

AWARD OF CERTIFICATE

Upon completion of the programme, participants will be awarded a joint certificate of completion from the partner institutes viz; IIM Bangalore and FAU of Erlangen-Nuremberg.



IMPORTANT DATES

Programme Start Date:
22 November 2021

Application Deadline:
Early Decision: **11 October 2021**
Regular Decision: **5 November 2021**



The **Indian Institute of Management Bangalore (IIMB)** is a leading graduate school of management in Asia. Established in 1973, IIMB today offers a range of post-graduate and doctoral level courses as well as executive education programmes. With a faculty body from amongst the best universities worldwide, IIMB has emerged as a leader in the area of management research, education and consulting. IIMB's distinctive feature is its strong focus on leadership and entrepreneurial skills that are necessary to succeed in today's dynamic business environment.

IIMB has around 100 full time faculty members, more than 1200 students across various long duration programmes and nearly 5000 annual Executive Education participants.

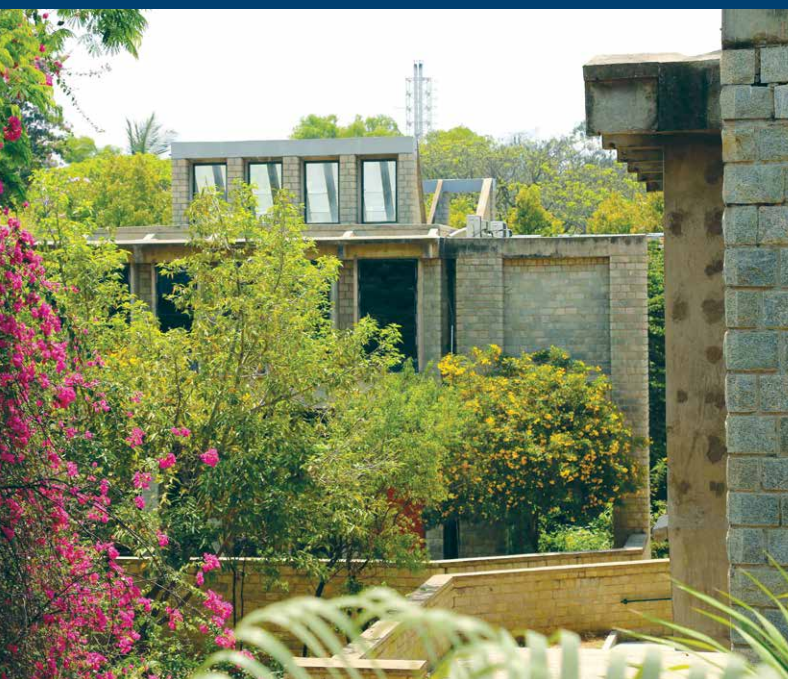
The major programmes offered by IIMB:

- 2-year Post Graduate Programme in Management (PGP)
- 1-year Executive Post Graduate Programme in Management (EPGP)
- 2-year weekend Post Graduate Programme in Enterprise Management (PGPEM)
- 1-year Post Graduate Programme in Public Policy & Management (PGPPM)
- Fellow Programme in Management (FPM, doctoral programme)
- Executive Education offerings of short and long-duration programmes through open enrolment or customization, for various levels of experienced professionals across industry, and international programmes
- Faculty Development Programmes for teachers in universities and colleges
- Massive Open Online Courses (MOOCs) to management learners across the globe to create positive social impact using educational technology

IIMB has obtained the European Quality Improvement System (EQUIS) accreditation awarded by the European Foundation for Management Development (EFMD). IIMB's Executive Education ranks among the Top 50 Global schools as per Financial Times Executive Education Ranking 2020 and is the only business school from India to figure in this prestigious list of global providers of Executive Education.

VISION

To be a global, renowned academic institution fostering excellence in management, innovation and entrepreneurship for business, government and society



Registration

The organizations interested in nominating their employees and individuals interested in registering for self in the Program may apply online.

Mohsina Jabeen Executive Education Programmes

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- YouTube: <https://bit.ly/1zWi8Qk>
- LinkedIn: <http://linkd.in/1G31q38>
- Twitter: <https://bit.ly/2LuODNn>
- Instagram: <https://bit.ly/2koNKK3>
- Blog: <http://blog.iimb.ac.in/>

Participants interested in the Program may contact IIMB at the above-mentioned address for clarifications, if any. Once registration is accepted, cancellation /refund queries and requests will not be entertained.



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