

SYLLABUS

Module Objectives

“How Exponential Companies Make the Most of Digital Transformation” is designed to equip students to confidently help conceive, lead and execute digital innovation initiatives and develop new business models for existing and insurgent organizations. The basic premise of the course is that the digital revolution is rapidly transforming the fundamental nature of many companies in a wide range of industries and executives, entrepreneurs and general managers need to understand the economics, technology paradigms and management practices of innovating in digital-centric businesses to ensure corporate and personal success. The course is intended for students pursuing business careers in which digital technologies will be critical to the development of new products and services, e.g., entrepreneurial start-ups, consulting and venture capital, and senior positions in marketing, R&D, and strategy. Visits by case protagonists and industry experts will enable students to understand the career options in this rapidly evolving space.

Learning Outcomes

Today firms are now establishing market leadership by mastering digital innovation. For example the traditional "Mad Men" advertising agencies now have to be able to blend digital products and services with creative strategy. Amazon is as much a retailer and supply chain powerhouse as it is a digital innovator. Similarly, the Netflix business model is heavily reliant on continuously building and enhancing digital products and services to compete against incumbents in the entertainment industry. Ford is realizing that its future competitors are likely to be Facebook and Google and not BMW and Toyota. Meanwhile, Local Motors, an HBS-alum led startup, is using crowdsourcing, digital fabrication and 3D printing to disrupt the automotive industry.

The course introduces you to the critical elements of designing and developing digital products and services, how these can be configured and lead, and how the results are managed. These elements include economic and technological principles underlying digital transformation, identifying and integrating diverse user needs, organizing and leading product and service innovation initiatives, harnessing crowdsourcing and distributed innovation networks.

Preliminary task

- **Read to discuss (mandatory): DIGITAL TRANSFORMATION PLAN, ebook by Manuel A. Alonso Coto, PhD**
- Read to discuss (non-mandatory): THE DIGITAL TRANSFORMATION OF BUSINESS, by Harvard Business Review
- Read to discuss (non-mandatory): Digital Transformation: Why and How Companies are Investing in New Business Models to Lead Digital Customer Experiences, by Altimeter Group

Background Readings

Technical Notes

- Digital Transformation: A Roadmap For Billion-Dollar Organizations, by Cap Gemini
- Born to be digital: How leading CIOs are preparing for a digital transformation, by EY
- Digital transformation: Creating new business models where digital meets physical, by IBM

Bibliography

- Leading Digital: Turning Technology into Business Transformation, by George Westerman
- Digital Disruption: Unleashing the Next Wave of Innovation by James McQuivey
- Disrupting Digital Business: Create an Authentic Experience in the Peer-to-Peer Economy, by R "Ray" Wang
- The Digital Enterprise, by Karl-Heinz Streibich
- Digital or Death: Digital Transformation - The Only Choice for Business to Survive, Smash, and Conquer, by Dominic M Mazzone

Grading

- Team Work (same grade for all team members) 100%
- * Team Peer Evaluation

* Team Peer Evaluation-The results from the team peer evaluation may affect your individual grade

Schedule

	Day 1
Time	
09:00 – 10:30	VIDEOCONFERENCE 1: EXPOENCIALIZATION OF DIGITAL TRANSFORMATION IN COVID-19 TIMES
11:00 – 11:15	COFFEE BREAK
11:15 – 13:15	VIDEOCONFERENCE 2: EXPONENTIAL VS. MATHUSALEM COMPANIES
13:15 – 14:15	LUNCH
14:15 – 15:45	WORKSHOP 1 Where does your company stand from a Digital Transformation perspective? <i>Template Plan to be filled-in will be provided to every group</i>

15:45 – 16:00	COFFEE BREAK
16:00 – 17:30	GROUPWORK PRESENTATIONS 1 Presentations by each group's spokesperson Feedback per group by professor Conclusions for the Day

	Day 2
Time	
09:00 – 10:30	VIDEOCONFERENCE 2 DIGITAL TRANSFORMATION MATRIX – BASIC TOOLS
10:30 – 10:45	COFFEE BREAK
10:45 – 11:45	WORKSHOP 2 How to apply the Basic Tools of Digital Transformation in your company? <i>Template Plan to be filled-in will be provided to every group</i>
11:45- 12:45	GROUPWORK PRESENTATIONS 2 Presentations by each group's spokesperson Feedback per group by professor
12:45 – 13:45	LUNCH
13:45 – 15:15	VIDEOCONFERENCE 3 DIGITAL TRANSFORMATION MATRIX – ADVANCED TOOLS
15:15 – 15:30	COFFEE BREAK
15:30 – 16:30	WORKSHOP 3 How to apply the Advanced Tools of Digital Transformation in your company? <i>Template Plan to be filled-in will be provided to every group</i>
16:30 – 17:30	GROUPWORK PRESENTATIONS 3 Presentations by each group's spokesperson Feedback per group by professor Conclusions for the Day

	Day 3
Time	
09:00 – 11:00	- VIDEOCONFERENCE 4 MARKETING'S DIGITAL TRANSFORMATION
11:00 – 11:15	COFFEE BREAK
11:15 – 13:15	VIDEOCONFERENCE 5 CUSTOMER EXPERIENCE AS KEY FOCUS OF DIGITAL TRANSFORMATION
13:15 – 14:15	LUNCH
14:15 – 15:45	WORKSHOP 4 How to digitize your company's Marketing Plan? <i>Template Plan to be filled-in will be provided to every group</i>
15:45 – 16:00	COFFEE BREAK
16:00 – 17:30	GROUPWORK PRESENTATIONS 4 Presentations by each group's spokesperson Feedback per group by professor Course Conclusions

Other course policies

Attendance:

Given that a substantial amount of knowledge will be acquired in class through individual and team discussions, attendance will be considered a crucial issue in this course. If a participant needs to be absent in some session, it should be communicate it to the instructor well in advance.

Punctuality:

Problem formulation is made at the beginning of the class. That activity determines and shapes the rest of the class analysis and discussion. So, being late in the session will strongly limit the student's ability to actively participate and share his/her thoughts. Furthermore, to leave the class before its end is unacceptable either.

Individual Participation:

One of the basic skills of any person in the business world is the ability to communicate his/her ideas in an organized and intelligible fashion. For that reason, class participation becomes a fundamental expected attitude in the course participants. Highly valued comments and contributions include: focusing in topics not fully discussed yet, sharing different perspectives in the analysis, commenting working experiences related to the cases under study, and applying theories/frameworks/models that may help find a solution to the problem.

Had a participant not being able to prepare for class discussion, he/she is expected to communicate it to the instructor at the beginning of the class.

Academic Integrity:

COTRUGLI Business School support and expect the highest standards of academic honesty. Just as integrity is valued in the workplace, it is also the foundation for how we should conduct ourselves during the course. Academic misconduct will not be tolerated. As such, students should not share any information regarding exams or presentations. Copying work of other participants, especially during the period before and after the residency, is a serious offense.

Discussion of individual assignments is encouraged, but the end product is expected to be an individual's effort. It is the responsibility of the course participants to contact the instructor with any question they might have of what constitutes appropriate ethical standards.

NOTE: The content of the syllabus might be modified during the course to better meet the needs and expectations of the participants. Complementary material will be distributed during the classes.

PROFESSOR: MANUEL A. ALONSO COTO, Ph.D.

Manuel Alonso Coto, PhD is visiting professor at COTRUGLI Business School and Director of Innovation; Digital Transformation & Marketing, Executive Education, IE Business School.

He has received PhD in Economics (Thesis about digital business in Spain), King Juan Carlos University, Top Management Program (AMP), and Chicago Graduate School of Business & IE Business School. He graduated Executive MBA at IE Business School and Master in Foreign Trade, EOI Business School. He completed the Postgrad in Business Administration (with a focus on Finance), UNED University, Postgrad in Psychology (with a focus on Advertising), and UNED University.

During his career he has worked as a Director of Marketing, Executive Education, IE Business School, Director of Digital Marketing, Executive Education, IE Business School, Director of Customer Oriented Services, IE Business School, Director of Operations, ielarning.net, Director of IT/IS, US Department of Spain, Spain & Portugal and Director of Manufacturing, Agrapisa.

He is an author of the Books:

- "Political Marketing"
- "Direct Marketing 2.0"
- "Blended Marketing. The Digital Marketing Plan as an integrator of on and offline actions"
- "Conversational Capital" (Spanish version)
- "From Second Life to Metaverses Marketing: Business in 3D"
- "I have 30,000 fans; so now what?"
- "Social Media Marketing Plan"
- "Marketing for Lawyers"
- "s-Internationalization"
- "Sharing Economy"