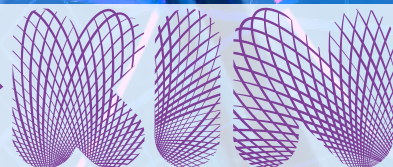# EXECUTIVE PROGRAM DIGITAL INNOVATION & TRANSFORMATION

LOOKING BEYOND THE HYPES

VU VRIJE UNIVERSITEIT AMSTERDAM

School of Business and Economics

Center for Digital Innovation

DIGITAL TRANSFORMATION: WHAT IS IT REALLY ABOUT?

GET READY FOR THE DIGITAL AGE

Learn From Academic Experts & Extreme Cases

Do you feel a bit lost in the digital wonderland? Join our program to gain deep knowledge and a broad perspective on what digital transformation may mean for your organization.

Digital transformation is the radical organizational change that is due to the emergence of digital innovations such as *artificial intelligence, robotics, digital platforms, innovation ecosystems, blockchain, virtual reality,* and *internet of things.* We hear these buzzwords all around: but what do they really mean for your organization?

Our program helps you navigate the digital landscape

In our executive program we help you recognize the relevant opportunities and threats to create value with digital innovation for your organization. Why? Because we look at the entire ecosystem: we study the emergence, development, implementation, and prolonged usage of technologies in practice by engaging in in-depth studies at a wide variety of international organizations. Our expertise

is based not only on the latest academic insights but also our own experience in researching how digital technologies are developed and used in practice. The organizations we study are our laboratories.

We have studied digital innovation in a variety of extreme cases such as: robotics in surgery rooms, predictive analytics at the police, ecosystem development at a major lighting corporation, innovation collaboration at CERN & NASA, information system disruption at multinational financial institutions, digital nomads in Amsterdam, Berlin, and Bali, internet of things in the kitchen-appliances industry, and digital disruption initiatives at international consulting firms.

Questions that we will address are for example:

What are the strategic consequences of digital innovation and transformation? How can you manage innovation processes? What will happen if you implement new technologies in existing complex systems and structures? What could digital innovation mean for how we work and collaborate?

JOIN OUR 8 MONTH PROGRAM: UNDERSTAND THE DIGITAL TRANSFORMATION ECOSYSTEM

4 MODULES - 14 FULL DAY SESSIONS

The program contains 14 full day sessions clustered around four main themes: Strategizing for digital transformation, Organizing for digital innovation, Implementing digital technologies and Work in the digital age. You will learn from different cases and studies conducted by our academic experts and from the experiences of other people from different organizations. After following our program you will be able to determine the challenges and opportunities that match your organization, and how you can benefit from digital innovation and transformation.

1 STRATEGIZING FOR **DIGITAL TRANSFORMATION** **2** ORGANIZING FOR **DIGITAL INNOVATION** **3** IMPLEMENTING **DIGITAL TECHNOLOGIES** **4** **WORK** IN THE **DIGITAL AGE**

During the entire program you will work on a digital transformation related project of your choice. This can be related to your current position or department, but can also be tailored to prepare you for future assignments and positions. During the final session you will discuss your project with the group. Please note that the final program might be subject to change.

The sessions will take up one full day once every two weeks. On average you will spend between 8-12 hours per week on this program. In weeks without a session you will spend your time reading the material and working on your project.

After successfully completing the program you will receive a certificate from the KIN Center for Digital Innovation, part of the Vrije Universiteit Amsterdam.

Key Benefits

1. Learn the latest insights, theories, and models about digital innovation and transformation
2. Develop competencies to design, implement, and manage digital innovation concepts
3. Critically reflect on the consequences of digital innovation and transformation in practice

8 Months, 4 Modules, 14 Full Day Sessions, 1 Project

MODULE 1: STRATEGIZING FOR DIGITAL TRANSFORMATION

Day 1: The Digital Innovation Landscape

During the first day of the program, you will learn about all the different developments in the field of digital innovation and transformation such as big data and the emergence of AI. You will learn some of the common pitfalls and misconceptions about digital innovation. We will also spend time to get to know each other. By engaging with other participants, you will learn what others are struggling with, and where potential interesting collaborations might emerge.

1. Learn what digital transformation is really about.
2. Understand which digital transformation project can be relevant for your organization.
3. Get to know each other and explore potential mutual interests.

Day 2: Digital Strategies

With the continuous emergence of new digital innovations in different industries, organizations need to rethink the ways in which digital has strategic consequences. In this session you will gain a deeper understanding how digital innovation and transformation are different from existing ways of strategizing and how they are likely to impact your department, business, or even industry.

1. Learn why digital innovation and transformation are different from business as usual.
2. Understand how digital innovation and transformation may have disruptive consequences.
3. Get ideas and insights on how your organization can navigate in the digital era.

Day 3: Platforms and Ecosystems

Digital platforms are emerging in transport, media, hospitality, applications, and many other sectors and industries. But what exactly are digital platforms and platform ecosystems? And how can you effectively manage and cultivate them? During this session we will address these and related questions to help you recognize the challenges and opportunities of platforms and ecosystems.

1. The latest scientific insights on the emergence and development of digital platforms & ecosystems.
2. Understand, become inspired, and learn from cases from different industries.
3. Know how to align the fundamental elements of digital platforms.

Day 4: Data-Driven Business Model Innovation

Data and analytics are becoming increasingly essential for organizational performance and innovation. In this session we will take you through the landscape of (big) data, analytics, and algorithms to help you and your organization identify the new data-driven patterns of innovation. After understanding the disruptive elements of data, analytics, and artificial intelligence, you will learn how organizations may develop new data-driven business models and strategies. You will get hands-on experience with the business model canvas and will apply your new knowledge on data & analytics to think about possible data-driven business models for your organization.

1. Learn the fundamentals of big data and analytics.
2. Understand how data, analytics, and algorithms affect your existing business models.
3. Know how to use the special skill of storytelling with data & analytics.

Day 5: Innovation Management

In this session we will delve into the topic of innovation management. We will discuss the challenges of agile ways of working and provide you with avenues to integrate agile with innovation models that focus on project selection to develop your own approach to manage digital innovation. On top of that, the culture of an organization is a "soft" topic that is hard to measure and manage. However, there are concrete aspects of innovation culture that organizations can address. We explore what makes organizations innovative and how these aspects can be translated to your organization.

1. Learn how to manage flexible innovation processes by integrating agile ways.
2. Understand how you can develop a culture that stimulates innovation.
3. Know the different aspects of an innovation culture that you can address.

Day 6: Creativity and Design

Digital transformation requires more creativity of organizations. In this session we will explore how you can develop a creative skill set. We will explain why it is essential for organizations to build up their creative skill sets and explore how this can be done. We will walk you through fundamental psychological findings on creativity, and how some practices that are currently "en vogue" actually undermine the very creativity they are supposed to foster. We aim to provide an understanding of the role that experimentation plays in successfully navigating an innovation development process. Common approaches like "Design Thinking" suggest a general process that should be applied to every possible process. In this session we want to provide you with the necessary tools to develop your own, custom processes that fit the unique challenges you may face in innovation projects.

1. Learn how to foster creativity in non-creative jobs.
2. Understand the importance of the role and process of iterations.
3. Know the benefits and pitfalls of common approaches such as Design Thinking.

Day 7: Entrepreneurship within the Organization

You will one way or another face problems "selling" your idea to the right person to really change how your department or even entire organization is working. In this session we will take you through some of the common pitfalls and challenges you may face, how you can overcome them, and how you can find and convince the right people in the right places to make your digital innovation initiative a success.

1. Learn the most common pitfalls and challenges when introducing new innovations.
2. Understand what it takes to build a business case for your solution.
3. Know how to formulate how your organization may benefit from disruptive digital innovation(s).

Day 8: Open Innovation and Crowdsourcing

The power of the crowd is increasingly being used to unleash the innovative potential of large groups of people to solve challenging organizational issues, or to come up with disruptive ideas that may change how your organization does business. In this session we will delve into the world of open innovation and crowdsourcing. What are some of the common benefits and challenges? How can you use different technologies to involve the right people? How do you cope with intellectual property? And in what ways can you stimulate your employees, or outsiders to build on each other's ideas to solve the challenges of your organization in the digital era?

1. Learn the opportunities and challenges of open innovation and crowdsourcing.
2. Understand how to use technologies to unleash the power of the crowd.
3. Know how to govern this process to effectively cultivate ideas for your organization.

Day 9: Embedding Digital Innovation in the IT Landscape

New innovations increase the complexity of IT throughout the organization. During this session we will first learn to understand the complexity of IT, how to integrate new digital technologies, and what the relevant tradeoffs are in redesigning the IT landscape. After understanding the implementation, we will delve deeper in the different strategies that organizations can follow to manage the complexity of their digital landscape; what are these strategies and how can they be implemented?

1. Learn the complexities that surround implementing new innovations in existing IT systems.
2. Understand how to organize, manage, and potentially redesign the IT landscape.
3. Know how to make the right trade-offs to implement new technologies in legacy systems.

Day 10: Organizing the IT Function for Digital Innovation

With the implementation of new digital innovations, organizations also need to rethink the governance of IT. Organizations need to ensure the alignment between IT and the business. What are the sources of misalignment and what are the tradeoffs for governing IT functions? And how can you really organize the IT function for digital innovation? What are the traditional and emerging strategies for organizing IT functions and how can they be implemented?

1. Learn the complexities around the governance of the IT landscape with digital innovation.
2. Understand how you can really organize the IT function for digital innovation.
3. Know how your organization may counter complexities when organizing the IT function.

Day 11: Ethics in the Digital Era

When we implement new technologies in organizations we also face different ethical concerns. What are some of the common and uncommon ethical considerations in the field of digital innovation? To what extent can and should you collect and process data? What may be some of the (unexpected) consequences in the future?

1. Learn classic and recent ideas and theories on ethics in a digital era.
2. Understand how and why new technologies may have unforeseen consequences.
3. Know how to make ethical considerations when developing and implementing new technologies.

Day 12: The Future of Work – Current Trends in the World of Work

In this session you will learn all about new technologies in the workplace, and how they affect how we work, collaborate, and organize. Topics that will be discussed are, amongst others: artificial intelligence, analytics and robots, the role of office spaces, crowdsourcing, and enterprise social media. Furthermore, we will engage with the concept of the sociology of technology. You will learn all about how technologies and people interact, and how this may have significant consequences for the ways in which digital technologies impact how we work and organize.

1. Learn new insights, ideas, and theories about what the future of work might look like.
2. Understand the different ways in which new technologies influence how we work and organize.
3. Know how the interaction between people & technology affects your organization.

Day 13: Professions in the Digital Age

You will learn about the theory of professions to help you understand how the role of professionals is shifting in the digital era. You will learn about different topics that are changing in the digital era, such as what exactly is knowledge in the age of AI? How are AI and intelligent machines "taking over" organizations? We will discuss both the positive and negative consequences of AI for the ways in which we work, collaborate, and organize.

1. Understand the background of the role of professionals in organizations.
2. Learn about exciting discussions of both positive and negative consequences of AI.
3. Know how AI and intelligent machines are affecting how people do their work.

Day 14: Presenting your Digital Transformation Project

You will present the digital transformation challenge that you have been working on during the program. We will engage in discussions and you will develop a roadmap for the next steps in which you will integrate the insights that you have developed over the course of the program. We will finally also spend some time reviewing what we have learned from the sessions and from each other.

Target Audience & Admission Requirements

The program offers in-depth academic research and practice-based knowledge and guidelines for professionals who want to understand how digital innovation and transformation may have an impact on their organization. This program is best suited for experienced professionals who want to assess and understand the consequences of digital transformation on a strategic, organizational, and practical level.

To assure an optimal alignment between the content of our program and the experiences and knowledge of our participants, we have intake meetings with all potential participants. Based on this intake, we will decide whether there is a fit between the program and the participant. In general, we expect our participants to meet the following requirements:

· University level of working and thinking
· At least 5 years of professional experience
· Interest in digital innovation

Do you want to know whether you match our target audience? Don't hesitate to get in touch with us via kincenter.sbe@vu.nl

Program Fee & Additional Costs

The investment for the program starting October 2020 is € 8.495 per person. This fee includes all costs for the tuition and required reading material. The fee does not include costs for travel and lodging. The Vrije Universiteit's general terms and conditions of payment are applicable.

We will send the invoice to the address provided when signing up.

Contact & Information Session

We regularly organize information evenings for our program. You can find more information about this here: **sbe.vu.nl/kin/executiveprogram**

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Program Manager

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OUR LECTURERS & EXPERTISE

Our lecturers have years of experience in the field of digital innovation. Characteristic for our lecturers is that they are leading experts in their fields and always have an independent perspective on digitalization. They have gained their knowledge through profound case studies in which they work closely together with organizations and the international academic world. Our researchers regularly connect theory with practice and are often invited to talk about their work in the media, such as Tegenlicht, NRC and Het Financieele Dagblad, or during conferences such as The Next Web, NRCLive, and Emerce eDay Next Gen.

Prof. Dr. Marleen Huysman
Technology in practice, future of work, changing professions

Prof. Dr. Han Gerrits
Innovation, business models, corporate entrepreneurship

Prof. Dr. Ir. Hans Berends
Organizing for (digital) innovation, platforms & ecosystems

Prof. Dr. Bart van den Hooff
IS management, business & IT alignment, communication systems

Prof. Dr. Frans Feldberg
Data-driven business innovation, data & analytics

Dr. Mohammad Rezazade Mehrizi
IS management, learning & unlearning, IS discontinuance

Dr. Fleur Deken
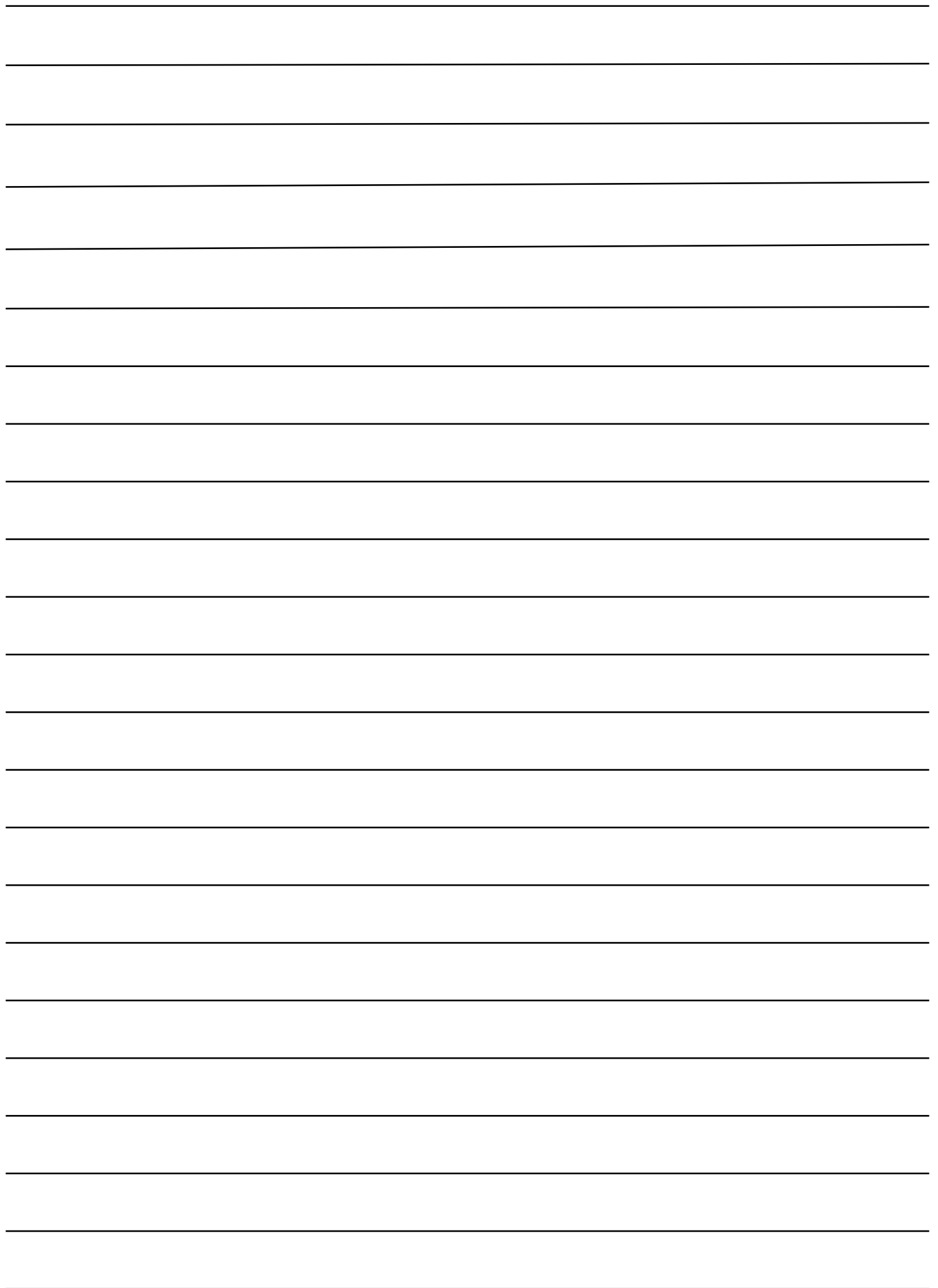Innovation management, design thinking, creativity

Dr. Anastasia Sergeeva
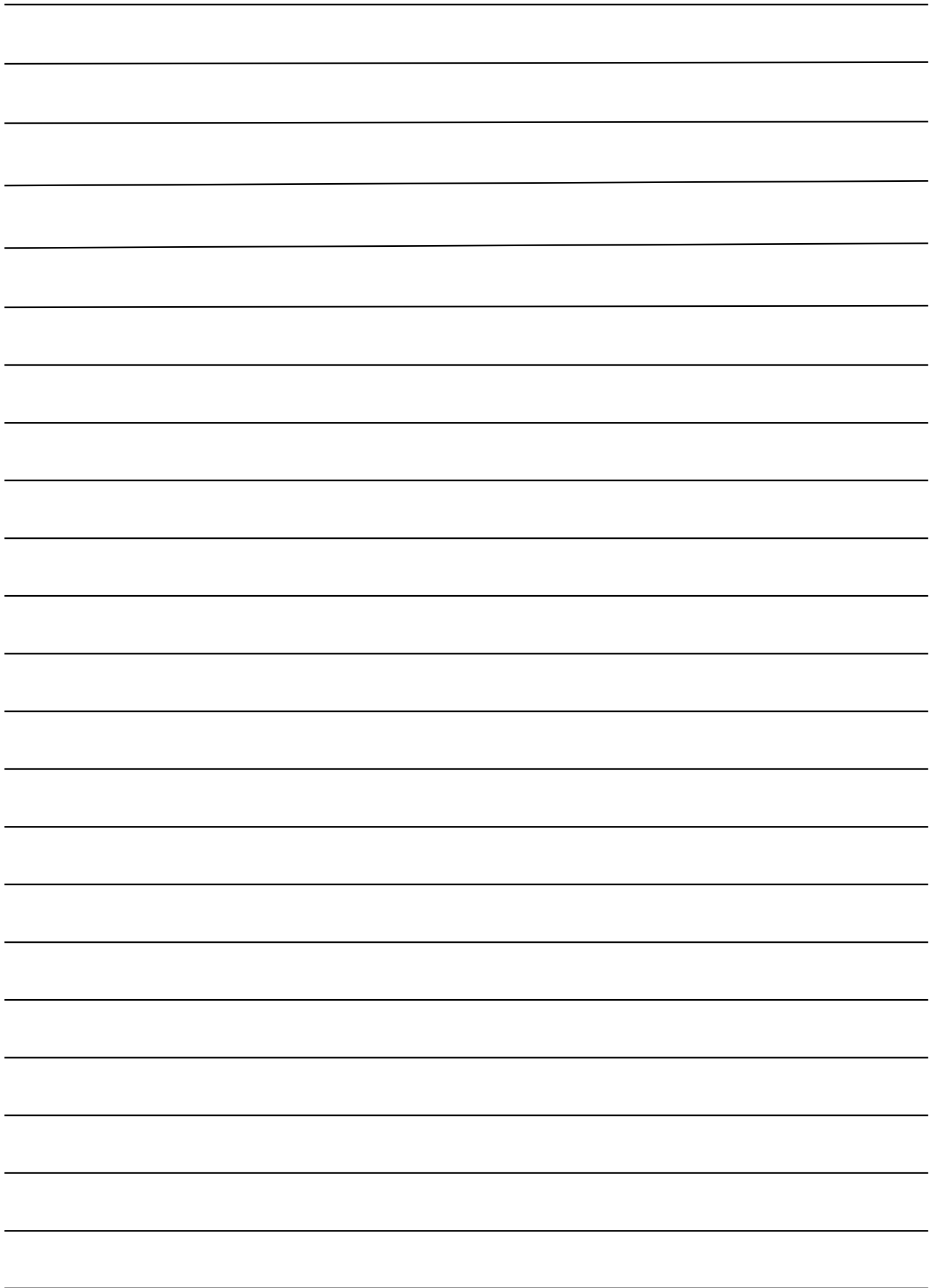Technologies in practice, future of work, changing professions, healthcare

Dr. Sascha Friesike
Technology and innovation, creativity processes

Dr. Philipp Tuertscher
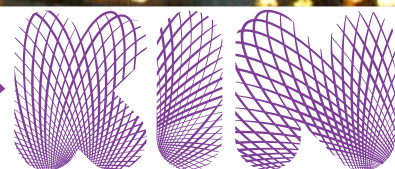Technology and innovation processes, crowdsourcing, innovation-collaboration

The KIN Center for Digital Innovation brings research and practice closer together. Our mission is to help organizations to effectively and responsibly manage the development and use of digital technologies. We do so by building on top-tier scientific research and our network within academia, government, and industry.

Find out more about our Research, Education, and Professional Learning programs at sbe.vu.nl/KIN