DIGITAL STRATEGIES FOR BUSINESS
LEADING THE NEXT-GENERATION ENTERPRISE
The Digital Strategies for Business course is taught in conjunction with Professor David Rogers, Faculty Director at Columbia Business School.

In today’s world, almost every business is a digital business. In every industry, processes are being transformed by the proliferation of digital technologies and the rise of disruptive threats. To compete, businesses need to adapt and thrive. Organizations need leaders who can think strategically and harness the digital change to create new value for customers and opportunities for business.

This course focuses on how managers can develop new strategies and business models to enable their organization to thrive in the digital age. Case studies will feature both digital trailblazers as well as traditional enterprises that are adapting to the digital age.

Key learning themes of the course include:

- Understanding Digital Customer Behaviors
- Platform Business Models
- Big Data & How to Build Data as a Strategic Asset
- Innovation through Experimentation: AB Tests and Minimum Viable Products
- Translating the Lean Startup to Enterprise Scale Innovation
- Mastering Disruptive Business Models
At our founding academic institutions, peer-to-peer learning and application are integral to a student’s learning experience. At EMERITUS we have replicated this approach in our “Globally Connected Classroom”. While the course frameworks are delivered using interactive video lectures, two-thirds of the learning time is devoted to application of these concepts by collaborative, student teams (which we call “Learning Circles”).

- **Byte Sized Learning**
- **Grading & Evaluation**
- **Peer-to-Peer Learning & Feedback**
- **Mobile App Learning**
- **Real World Application**
- **Global IVY Education**
- **Cohort Based**
COURSE HIGHLIGHTS

120 Video Lectures
12 Assignments
9 Discussions
3 Case Study
SYLLABUS

MODULE 1 - 5 Domains of Digital Transformation

Pre-Work

- Pre-read - How Cities Score

Framework

- 5 Domains of Digital Transformation - Introduction - Part 1
- 5 Domains of Digital Transformation - Introduction - Part 2
- 5 Domains of Digital Transformation
- Customers - Khan Academy Example
- Competition - Co-opetition, Dis-intermediation & Asymmetric Competitors
- Data - Weather.com Example
- Innovation - JC Penny Example
- Innovation – Intuit Example of Indian Farmers
- Value - The Metropolitan Museum of Art Example

Applications

- Individual assignment - What are the strengths and weaknesses of your firm, your industry or the industry you are seeking to work in?
MODULE 2 - Customer Networks and the New Path to Purchase

Frameworks

- Life Church Example
- Customer Network Paradigm - Mass Market Vs Customer Network Model
- Rethinking the Marketing Funnel
- Mapping the “Path to Purchase”
- Multichannel Threat to Retailers - Part 1 – Showrooming
- Multichannel Threat to Retailers - Part 2 - Wal-Mart example (Omni-channel)

Application

- Individual Assignment - Pick a recent non-impulse (high involvement) purchase from the past year. Map out your path to purchase – research and interactions.
MODULE 3 - Understanding Digital Customer Behaviors

Frameworks

• Introduction
• Access Strategy
• Engage Strategy - Part 1 & 2
• Customize Strategy
• Connect Strategy - Part 1 & 2
• Collaborate Strategy

Application

• Individual Assignment - Develop an innovative customer initiative based on the framework learned.
Framework

• Introduction & Rise of Platforms
• What is a Platform?
• 4 types of Platforms
• Platforms - Then & Now
• The Power of Network Effects
• 4 Advantages of Platforms
• Tool - Platform Business Model Map
• How Platforms Compete - Part 1
• How Platforms Compete - Part 2
• Strategic Questions for Platforms

Application

• Individual Assignment - Map out the Platform Business Model map.
MODULE 5 - Coopetition, Disintermediation, and Asymmetric Competitors

Framework

- Introduction
- Coopetition
- Tool - Competitive Value Train
- Tool - Competitive Value Train - Disintermediation and Intermediation
- 2 Rules of Power in Value Trains
- Changes in Strategic Assumptions

Application

- Individual Assignment - Draw a Competitive Value Train.

MODULE 6 - Building Data as a Strategic Asset for Your Business

Framework

- Introduction + Data as a Strategic Asset - Part 1 - Google Maps/ Apple Maps
- Data as a Key Strategic Asset - Part 2 - Nokia, the Weather Company.
- Every Business Needs a Data Strategy
- Case Study : Coca Cola
- Case Study : British Airways
- Case Study : The New York Times
Module 7 - Big Data at Work: New Data, New Tools, and Templates of Value

Framework

- Big Data
- New Sources of Unstructured Data
- Tools for Unstructured Data
- Availability of the Tools
- 4 Templates of Value – Insight
- 4 Templates of Value – Targeting
- 4 Templates of Value – Personalization
- 4 Templates of Value – Context
- 3 Myths of Big Data - Myth 1
- 3 Myths of Big Data - Myths 2 & 3

Application

- Individual Assignment (Self-reflective) - Is your business using data as a strategic asset? Where can it improve?
- Group Assignment - Develop an innovative data initiative by applying the four templates of data value.
MODULE 8 - Innovation through Experimentation: AB Test and Minimum Viable Products

Framework

- Introduction

- 2 Kinds of Experiments

- 7 Principles of Experimentation - 1. Learn Early

- 7 Principles of Experimentation - 2. Be Fast and Iterate

- 7 Principles of Experimentation - 3. Fall in Love With the Problem, Not the Solution

- 7 Principles of Experimentation - 4. Get Credible Feedback

- 7 Principles of Experimentation - 5. Measure What Matters Now

- 7 Principles of Experimentation - 6. Test Your Assumptions

- 7 Principles of Experimentation - 7. Fail Smart

- The Convergent Experimental Method

- The Convergent Experimental Method - Petco and Obama Experiments

- When to Use Convergent Experiments

- The Divergent Experimental Method

- The Divergent Experimental Method - Setting Limits and More than one Solution

- The Divergent Experimental Method - MVP - Minimum Viable Prototype (or Product)
• 4 P’s: Iterative Decisions in ENTERPRISE innovation

• When to Use Divergent Experiments

Application

• Individual Assignment - How would you design an experiment to learn the best path with a given scenario?
Application

- Individual Assignment - Assess your own company's barriers to innovation.

MODULE 10 - Adapting Your Value Proposition

Framework

- Adapting Your Value Proposition: Customer Centricity during Rapid Change - Napster/iTunes case
- How to Adapt to a Shrinking Market - 3 Routes Out of a Shrinking Market
- 1st Route - New Customers
- 2nd Route - New Value
- 3rd Route - New Customers + New Value
- The New York Times - Adapting to its Value Proposition - The Problem and the New Value they Created
- The New York Times - Adapting to its Value Proposition - Organizational Shifts and Results
- Adapt Before you Must
- 5 Concepts of Market Value
- Introduction of the Tool - Value Proposition Roadmap
- Changes in Strategic Assumptions : Value
Application

- Group Assignment 1: Identify Key Customer Types by Value Received
- Group Assignment 2: Define Current Value for Each customer
- Group Assignment 3: Identify emerging threats
- Group Assignment 4: Assess the strength of the Current Value Elements
- Group Assignment 5: Generate new potential value elements
- Group Assignment 6: Synthesize a new Forward-Looking Value Proposition
MODULE 11 - Mastering Disruptive Business Models

Highlights of Disruption

- Disruption in the Digital Age
- Theories of Disruption - Schumpeter + Christensen
- Theories of Disruption - Problems with Christensen’s Theory
- A Business Model Theory of Disruption
- Two Differentials of Disruptive Business Models
- 3 Cases of Business Model Disruption – iPhone
- 3 Cases of Business Model Disruption – Netflix
- 3 Cases of Business Model Disruption - Warby Parker
- Tool + Summary

Application

- Individual Assignment - Create and Assess a Disruptive Business Model
MODULE 12 - Surviving Disruption: 6 Incumbent Responses to a Disruptive Challenger

Framework

- 3 Variables of Disruptive Business Models - Customer Trajectory
- 3 Variables of Disruptive Business Models – Scope
- 3 Variables of Disruptive Business Models - Multiple Incumbents
- Tool - The Disruptive Response Planner
- Six Responses - 1. Acquire the Disrupter
- Six Responses - 2. Launch an Independent Disrupter
- Six Responses - 3. Split the Disrupter’s Business Model
- Six Responses - 4. Refocus on Your Defensible Customers
- Six Responses - 5. Diversify Your Portfolio
- Six Responses - 6. Plan for a Fast Exit

Application

- Individual Assignment - Analyze a threat and plan your response using the Disruptive Response Planner
MODULE 13 - Leadership and the Customer Value Imperative Frameworks

Framework

- Role of Leadership in Digital Era
- Understanding the Organizational Issues
- Balancing Incubation and Integration
- Customer Value Imperative and Course Wrap-up
BENEFITS TO THE LEARNER

**Intellectual Capital**
- Global IVY Education
- Rigorous and experiential curriculum
- World-renowned faculty
- Globally Connected Classroom: Peer-to-Peer Learning Circles
- Action Learning: Learning by Doing

**Social Capital**
- Build new networks through peer interaction
- Benefit from diverse class profiles

**Career Capital**
- Professional acceleration through our enriched leadership toolkit
- Learn while you earn
- Get noticed. Get ahead

**Brand Capital**
- Certificate from EMERITUS in collaboration with Columbia Business School Executive Education
David Rogers
Faculty at Columbia Business School

David Rogers, a member of the faculty at Columbia Business School, is a globally recognized leader on brands and digital business strategy. He is known for his pioneering model of customer networks. He is the author of four books, including “The Network Is Your Customer,” and the recently launched, “The Digital Transformation Playbook: Rethink Your Business to Adapt and Thrive in the Digital Age.”

At Columbia Business School, David teaches global executives as the Faculty Director of Executive Education programs on Digital Marketing and Digital Business Strategy. His recent research with Columbia Business School’s Center on Global Brand Leadership has focused on Big Data, the Internet of Things, in-store mobile shoppers, digital marketing ROI, and data privacy. David is also the founder and host of the Center’s acclaimed BRITE conference on brands, innovation, and technology, where global CEOs and CMOs come together with leading technology firms, media companies, and entrepreneurs, to address the challenges of building strong brands in the digital age.

Rogers advises companies and keynotes at conferences worldwide on the ways that technology is transforming brands and business strategy. He has consulted on marketing and digital strategy for startups and global companies— including Toyota, Pernod Ricard, Visa, SAP, Lilly, Combiphar, China Eastern Airlines, Kohler, Saint-Gobain, and MacMillan, among many others.

David has appeared on CNN, ABC News, CNBC, Marketplace, Channel News Asia, and in The Financial Times, The Wall Street Journal, Forbes, and The Economist. He received the 2009 Award for Brand Leadership at the World Brand Congress.
CERTIFICATE

THIS IS TO CERTIFY THAT

BEN CHOI

HAS ATTENDED AND SUCCESSFULLY COMPLETED

DIGITAL STRATEGIES FOR BUSINESS: LEADING THE NEXT-GENERATION ENTERPRISE

JULY 2016

Bob Halperin
Academic Director
EMERITUS

Dil Sidhu
Associate Dean
Columbia Business School Executive Education

Upon successful completion of the program, participants will be awarded a verified digital certificate by EMERITUS Institute of Management, in collaboration with Columbia Business School Executive Education.