

DELIVERING ON DIGITAL

SUCCESSFULLY IMPLEMENTING
DIGITAL TRANSFORMATION PROJECTS

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ESMT Berlin



Executive Education
Ranking 2018



JOE PEPPARD, DOD Program Director

DOD FACULTY

JOE PEPPARD (PROGRAM DIRECTOR)

is a visiting professor at ESMT Berlin and Principal Research Scientist, Center for Information Systems Research at MIT Sloan School of Management. Additionally, he is an adjunct professor at the University of South Australia.

With his reference discipline in information systems, Joe researches, teaches, and consults in the domains of IT leadership, digital strategy and innovation, the execution of digital transformation programs, and in the role, structure, and capabilities of the IT unit in contemporary organizations. In an industry powered by fear, uncertainty, and doubt, and where hype is all too common place, he seeks to help business and IT leaders make sense of it all and navigate an appropriate route through what is an increasingly complex landscape. His research focuses on contemporary issues and challenges that managers face in an environment of accelerating technological change.

Findings from his studies have been published in leading journals such as the *European Journal of Information Systems*, *MIS Quarterly Executive*, *MIT Sloan Management Review*, and *Harvard Business Review*. He is associate editor of the *International Journal on IT/Business Alignment and Governance*, and an editorial board member of the *European Management Journal*, the *Journal of Strategic Information Systems*, and *MIS Quarterly Executive*.

In his consulting, Joe has worked closely with senior executives and board members of large, complex organizations in both the public and private sectors, advising them on IT and strategy-related matters, leveraging information, and on how to unlock business value from their IT investments. He also works with a number of technology companies by helping them with their strategies, market positioning, and growth.

TUITION*

€2,600

Program prices are net prices. Value-added tax will be added where it is legally required. Deductions for items such as banking fees, withholding taxes, or cash discounts for prompt payment are not possible.

According to Art. 132 (1) i of the Council Directive 2006/112/EC of 28 November 2006 on the common system of value added tax, this service is exempt from VAT.

*Tuition includes all program material, on-campus meals, and selected evening events.

For general terms and conditions go to:
www.esmt.org/gtc

WHO SHOULD ATTEND

Delivering on Digital (DOD) is designed for managers responsible for planning, justifying, and sponsoring IT-enabled change projects for their organization's digital transformation journey. Project program managers and staff working in PMOs will benefit from the program.

INDIVIDUAL KEY BENEFITS

In this program, executives will gain a clear understanding of how organizations can maximize returns from their digital investments. This approach is supported by tools and techniques that allow real benefits to be realized and by the practical experience gained while applying these tools and techniques to actual projects.

ORGANIZATIONAL BENEFITS

All ESMT programs are practice-oriented. This means that participants profit from the current research being applied in business today, research that can be implemented once participants return to their organizations. Furthermore, the programs provide both the participants and their organizations with fresh perspectives and a solid network of global contacts. In addition, investing in this program presents an opportunity to promote and retain valuable business personnel.

IT – a digital technology – is a fundamental element of any transformation initiative, yet the success rate of IT-enabled investments in most organizations is poor. This program aims to help participants set up and manage digital transformation investments in a way that optimizes the value delivered.

The unique content for the program, which includes a proven approach, is based on leading research conducted over the last 20 years. A core feature of this approach is the identification of expected benefits and the construction of a detailed plan of how those benefits will be realized. This plan is then used to guide actions throughout the project implementation and to review progress, both during the project and following its completion.

A central element of the approach, which is fundamental to the successful delivery of benefits, is the involvement of key stakeholders in the development and execution of this benefits-realization plan. These stakeholders are the business leaders, managers, and users who will be responsible for not only changing how they work and implement new digitalized processes but also how they make effective use of the new systems, technology, and data. Indeed, for many of the organizations that have adopted this approach, they have significantly improved the success rate of their digital investments as well as the relationship between their business and IT staff. The program also explores building business cases, portfolio management, and deciding on the right kind of PMO.

TOPICS INCLUDE

- ✓ Leading digital transformation initiatives
- ✓ Understanding how digital investments create real business value
- ✓ Mapping organizational changes against expected benefits, investment objectives, and business drivers
- ✓ Analyzing stakeholders to understand their position in relation to proposed changes and building strategies to increase buy-in
- ✓ Identifying and overcoming obstacles that can prevent the realization of expected business benefits
- ✓ Defining metrics and assigning responsibilities
- ✓ Building robust and realistic business cases
- ✓ Designing projects and programs to accommodate different types of digital investments
- ✓ Setting achievable benefits that can be actively managed and deciding between agile and waterfall approaches to implementation
- ✓ Lessons from the field: success and failure factors

METHODS

We have designed an experience-based program for executives. As a result, DOD relies on methods specifically chosen for this group, including business cases, interactive lectures, group work, and discussions with peers and faculty, with peers and faculty, group work, and plenary discussions.

DOD PARTICIPANT GROUPS

REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

Deputy Head of Business Architecture,
Digital Project Manager,
Head of Digitalization and E-Commerce,
Head of Technology, Innovation Leader,
IT Service Strategist, Managing Director,
Principal Consultant, Principal Consultant,
Senior Director, Strategy Manager

COMPANIES REPRESENTED INCLUDE

Allianz, Clariant, Deutsche Bank,
Deutsche Telekom, E.ON, Lufthansa,
Royal Institution of Chartered Surveyors, thyssenkrupp,
UNICORP Unión Comercial Corporativo

COUNTRIES REPRESENTED INCLUDE

Czech Republic, El Salvador, France, Germany, Romania,
Switzerland, United Kingdom

POSTGRADUATE DIPLOMA IN MANAGEMENT – YOUR RETURN ON INVESTMENT

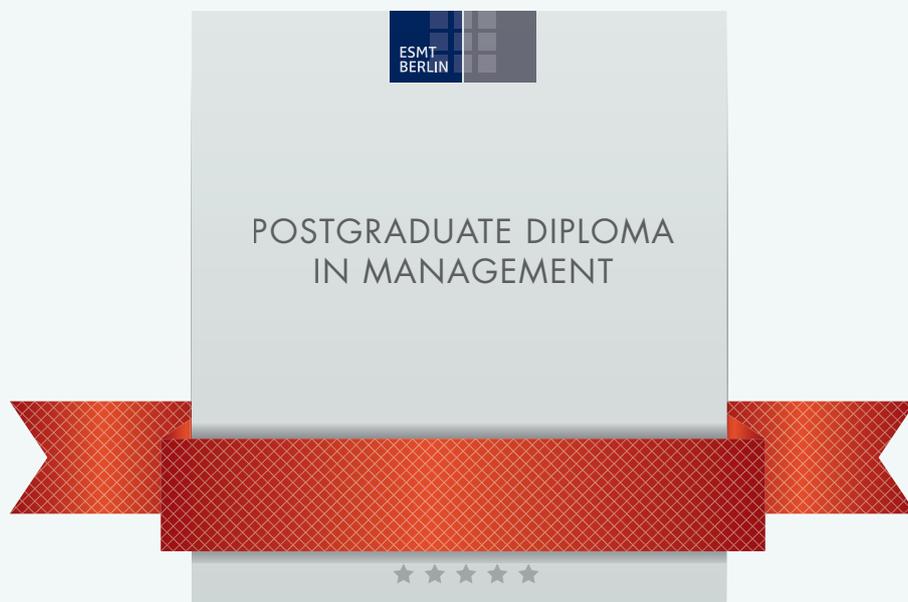
The Postgraduate Diploma in Management is a university-level certificate offered by ESMT Berlin. To acquire this diploma, candidates have to enroll for a minimum of three program weeks (18 days) spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general management.

We have further divided the course of study into three tracks: Leadership and Social Responsibility, Managing Technology, and General Management. The tracks allow participants to customize their course of study to suit their personal needs.

The programs have been designed – and will be led – by ESMT faculty members and ESMT visiting faculty, who will also advise participants throughout their studies. Programs are offered in both German and English.

Tuition fees vary, depending on the number of programs participants choose.

Delivering on Digital is part of the cluster Managing Technology and Strategy and counts toward 2 of the 18 days necessary to gain the diploma.



For more information go to:
www.esmt.org/postgraduatediploma



ADMISSIONS MANAGER

Our admissions manager, Annabell Jahr, will be glad to answer any questions you might have regarding this program.

+49 30 21231-8049
annabell.jahr@esmt.org



PROGRAM MANAGER

With respect to the program's organization and your accommodation during the program, please contact the program manager, Rachel Wang.

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