DELIVERING ON DIGITAL

July 1 – 2, 2021
Online

REALIZING DIGITAL TRANSFORMATION AMBITIONS
As an organization looks to leverage the opportunities of digital technologies and become a so-called digital enterprise, victory is determined not so much by successfully deploying technology as it is about making fundamental changes to an organization. This will include reimagining processes, introducing new ways of working, becoming data driven in decision making, focusing on employee experience, re-aligning accountabilities, altering funding models and introducing more relevant metrics. It may also demand dealing with the technical debt that has accumulated due to legacy systems. Perhaps the most difficult of all changes to make will be changing mindsets and corporate culture.

The aim of this program is to help participants plan, set-up and run their digital transformation initiative in ways that increase the likelihood of expected business outcomes being achieved.

**TOPICS INCLUDE**

✓ Defining the building blocks of the digital enterprise
✓ Selecting the right operating model
✓ Understanding how digital investments create real business value
✓ Identifying the best pathway to achieve your digital ambitions
✓ Dealing with legacy systems and technical debt
✓ Mapping a digital transformation journey
✓ Identifying and overcoming obstacles
✓ Analyzing stakeholders and building strategies
✓ Defining metrics and re-assigning responsibilities
✓ Building robust and realistic business cases
✓ Designing initiatives to accommodate different types of digital investments
✓ Rethinking the role of the IT department

**METHODS**

This program relies on methods specifically chosen for executives, including business cases, interactive lectures, group work, and discussions with peers and faculty.

**WHO SHOULD ATTEND**

The program is designed for those executives leading digital transformation initiatives. It will also appeal to anyone either sponsoring or responsible for implementing technology projects.

**INDIVIDUAL AND ORGANIZATIONAL BENEFITS**

Gain a comprehensive understanding of what it takes to be successful in digital transformation. A key emphasis is providing frameworks and tools to help uncover, map, plan and manage what it will take to achieve expected outcomes. All ESMT programs are practice-oriented. Participants profit from the current research being applied in business today, research that can be implemented once participants return to their organizations.
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 an 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.

I particularly appreciated that the program kept a high strategic level, with change and transformation as focal point.

Excellent content, great moderation energy. Good mix between theory and practice. Super generic tools as ‘food for thought’ and implementation of next digital steps.

I have got a good understanding what the key elements are when it comes to digital transformation initiatives.

I like Joe’s way to present – he is completely locked in the topic, enthusiastic with a very deep knowledge. For every topic / question he was able to give real live examples.

Participants of the 2019 cycle
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 18 program 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 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.

**KEY FACTS ABOUT ESMT OPEN PROGRAMS**

- **> 900** PARTICIPANTS PER YEAR
- **35** FACULTY MEMBERS
- **45** OPEN PROGRAMS OFFERED
- **> 100** AWARDED POSTGRADUATE DIPLOMAS

**TUITION: €2,600**

Tuition fee includes program attendance, all materials (usually in electronic form), any online access and the certificate of attendance.

*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.

For general terms and conditions, and details on the application process please go to: execed.esmt.berlin/gtc

**CONTACT US**

Our admissions team office will be glad to answer any questions you might have regarding this program.

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