भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

FRIEDRICH-ALEXANDER
UNIVERSITÄT
ERLANGEN-NÜRNBERG

in cooperation with:

Fraunhofer
IIS

Executive Management Training Programme

Leading Digital Transformation (LDT)

Certificate Programme

www.ldt-fau.de

OVERVIEW

Leading digital transformation requires both an understanding of technologies driving the change, as well as the ability to lead the organisational transformation. A robust business model that is built on top of the technology is therefore the key to digital transformation and sustained value creation.

The companies can choose to develop new technologies with the customer needs in mind or build a product/ services and a business model with improvements to existing technologies. What approach should one adopt? This programme opens one's mind to the different possibilities and provides a framework to analyse and come up with a blue print.

This programme has been conceived, designed and developed by IIMB in cooperation with FAU and Fraunhofer IIS to address the question of building transformational business models using technological advances.

ABOUT THE PARTNER INSTITUTES

FRIEDRICH-ALEXANDER UNIVERSITÄT ERLANGEN-NÜRNBERG

Friedrich-Alexander Universität Erlangen-Nürnberg (FAU)

The FAU is one of the strongest research universities in Germany and particularly stands out in the field of Engineering and Technology. Reuters Innovation ranks it the second most innovative university in Germany and sixth in Europe. QS World University ranks it as the institution with the most widely cited publications in Germany. FAU works with major international research institutions such as Helmholtz, Fraunhofer and Max Planck. FAU fosters and encourages transfer of scientific knowledge into practice.

Fraunhofer IIS

Fraunhofer Institute for Integrated Circuits IIS

The Fraunhofer IIS is one of the world's leading application-oriented research institutions for microelectronics and IT system solutions and services. It ranks first among all Fraunhofer Institutes. With the creation of mp3 and the co-development of Advanced Audio Coding (AAC), Fraunhofer IIS has reached worldwide recognition. Fraunhofer IIS is actively involved in the development of digital solutions for reknown international industry partners.

IIMB तेजस्वि नावधीतमस्तु

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Indian Institute of Management Bangalore

IIMB has been ranked No. 2 in the India Rankings 2017 in the Management Education category under the National Institutional Ranking Framework (NIRF) by the MHRD. IIM Bangalore has strong focus on leadership and entrepreneurial skills that are necessary to succeed in today's dynamic business environment. With a faculty body from amongst the best universities worldwide, Indian Institute of Management Bangalore is fast emerging as a leader in the area of management research, education and consulting. IIMB has been ranked among the Top-70 global schools by the Financial Times Executive Education Rankings 2017.

NEW BUSINESS REALITIES: NEW COMPETENCIES

For sustained business success, it is imperative that the businesses of tomorrow embrace technological challenges. Advances in computing technologies have made big data analytics accessible to every corporation across the globe. Falling data access and storage costs, maturation of IT security and cloud computing, and the ability to organize information using the blockchain has spawned the emergence of a lot of innovative business models. In addition, global corporations are waking up to the promise held by advances in automation and Robotics, Artificial Intelligence, Machine Learning, and Industrial Internet of Things. Smart products have already begun reaching consumer homes, and it is not long before they cease to be sources of competitive advantage for established corporations.

This emerging context requires that their leaders not only understand, but are able to leverage these technologies in their customer value propositions. It is also important that these leaders enable a culture of business transformation in their organizations. Given the evolutionary nature of these technologies, it is imperative that leaders cannot continue to work in their organizational/ industry silos, but be able to innovate and co-create with the help of the entire ecosystem.

KEY TAKEAWAYS

The programme is structured around 5 key pillars.

1. The technology behind Digital Transformation: Participants get an insight into various disruptive technologies at the core of digital transformation.
2. Value creation through Innovative Business Models: This module will focus on how to build value around some of the underlying technological building blocks, including co-creation and open innovation methods.
3. Intrapreneurship: Case studies on how large and mature organizations have created entirely new lines of business by setting up a new culture of innovation and intrapreneurship.
4. Business Plan: Participants would create a business plan to lead digital transformation in their own companies.
5. Strategic thinking and leadership: Developing strategic thinking and the ability to lead self and others through complexity and change.

CAPTURING VALUE FROM DIGITAL TRANSFORMATION PROJECTS

Industry 4.0 drives efficiency

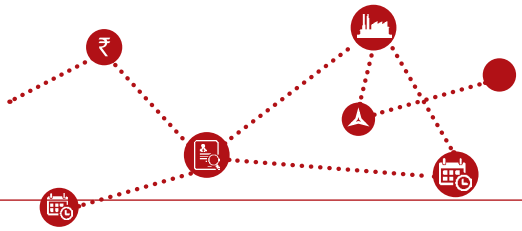
A factory of a globally leading luxury vehicle manufacturer, the supply chain of a large automotive parts manufacturer and the countrywide operation of a network of windmills in Germany have something in common. They all have integrated their production resources with their workforce, resulting in a socio-cyber physical system (S-CPS) that incorporates technologies like the Internet of Things (IoT), Big Data, Artificial Intelligence as well as social and organizational characteristics. Along with the process automation, the integrated S-CPS enhances effectiveness and efficiency of operations by optimally matching personnel resources with tasks, predicting future maintenance requests, and identifying bottlenecks, failure points and avenues for innovation. The digital transformation as part of the "Industry 4.0" initiative is only possible through leadership and management that demonstrates a thorough understanding of the impact and capabilities of the underlying technologies and their application in specific organizational contexts.

Data drives innovation

Every industrial environment can generate a significant amount of data from several operating machines with various levels of detail, such as energy consumption, levels of liquids necessary for the machines to operate, number of manufactured pieces, etc. By capturing this data in a more extensive management system and linking it with other business processes and tools, new services and business models can be envisioned and designed, to either generate new revenue streams or improve existing structures. In this context, a German industrial grease cartridges manufacturer has leveraged an industrial cloud computing infrastructure to connect its machines and develop a solution for pooling data, thus opening up new business potentials and allowing accessibility for multiple stakeholders within and outside their organization to participate in the value co-creation processes. The manufacturer then implements and deploys new tools such as data analytics, data visualization, and machine learning to generate new outcomes that will not only impact its value delivery but also affect its partners' business models.

Blockchain drives security

Blockchain, the technology behind the cryptocurrency Bitcoin is much more potent than most people and organizations understand. Blockchains could be used to organize information and data in a much more collaborative and secure manner than what was available. Blockchain applications in an insurance aggregator in India has resulted in variety of benefits, including significant reduction of time to verify and authenticate transactions, resolve disputes, and ensuring quicker delivery of products and services to its clients. Blockchain, through removal of intermediatires has also significantly reduced costs and eliminated inefficient processes. Given the inherent security features of the system, blockchain applications have reduced risks of data sabotage as well as unintended tampering, leading to higher trust and credibility. It has provided for creation and leverage of entirely new businesses and revenue streams for the insurance aggregator.

	Module Name	Programme Contents
1	Technologies aiding digital transformation (FAU in cooperation with Fraunhofer IIS, Germany) 	This module will focus on providing the business use cases of the various technologies aiding digital transformation, including (a) how technologies like artificial intelligence, machine learning, and Internet of Things are changing the way products are manufactured and distributed across the globe; (b) applications of big data, analytics, and cloud in the context of service differentiation; and (c) new business opportunities emerging out of technologies like the Blockchain and cryptocurrencies. Participants would be exposed to the basics of technologies, followed by field visits and talks by industry leaders on the business applications of today and the foreseeable future.
2	Value creation through innovative business models (FAU in cooperation with Fraunhofer IIS, Germany) 	Leveraging digital transformation for business value addition requires fundamental shifts in the way businesses add value. This module will introduce participants to the tools and frameworks for innovation, including shared value creation through iterative prototyping, and user & open innovation. With specific focus on innovation, participants would have the opportunity to experiment and co-create a few prototypes.
3	Intrapreneurship and business models (IIMB: Bangalore) 	Corporate entrepreneurship, or intrapreneurship requires different mind-set and skills than regular entrepreneurial thinking and behaviour. The focus of this module would be to equip the participants with the competencies required to think like an entrepreneur, whilst working within a large and mature organization. As an integral part of the programme learning, participants would be required to prepare a business plan that would leverage their learning about technologies and business models before the end of the programme.
4	Individual Projects 	Each participant would develop a business plan for his division or organisation based on the concepts learnt in the classroom.
5	Strategic thinking and leadership (IIMB: Bangalore) 	Thinking strategically is one of the key competencies for managers to lead their organizations and ride the wave of digital transformation. This module seeks to develop participants' strategic thinking. Delivered with the help of case analyses and field visits, this module will help participants explore and elucidate how technology can build and sustain competitive advantage for their respective firms. Coupled with strategic thinking, it is imperative that participants imbibe leadership competencies. Especially in the context of global supply chain and distributed work teams, it is imperative that managers possess appropriate inter-cultural and leadership competencies. This module will also assess and develop participants' leadership competencies through psychometric analyses, simulations and games, and opportunity to work with cross-cultural teams.

TARGET AUDIENCE PROFILE

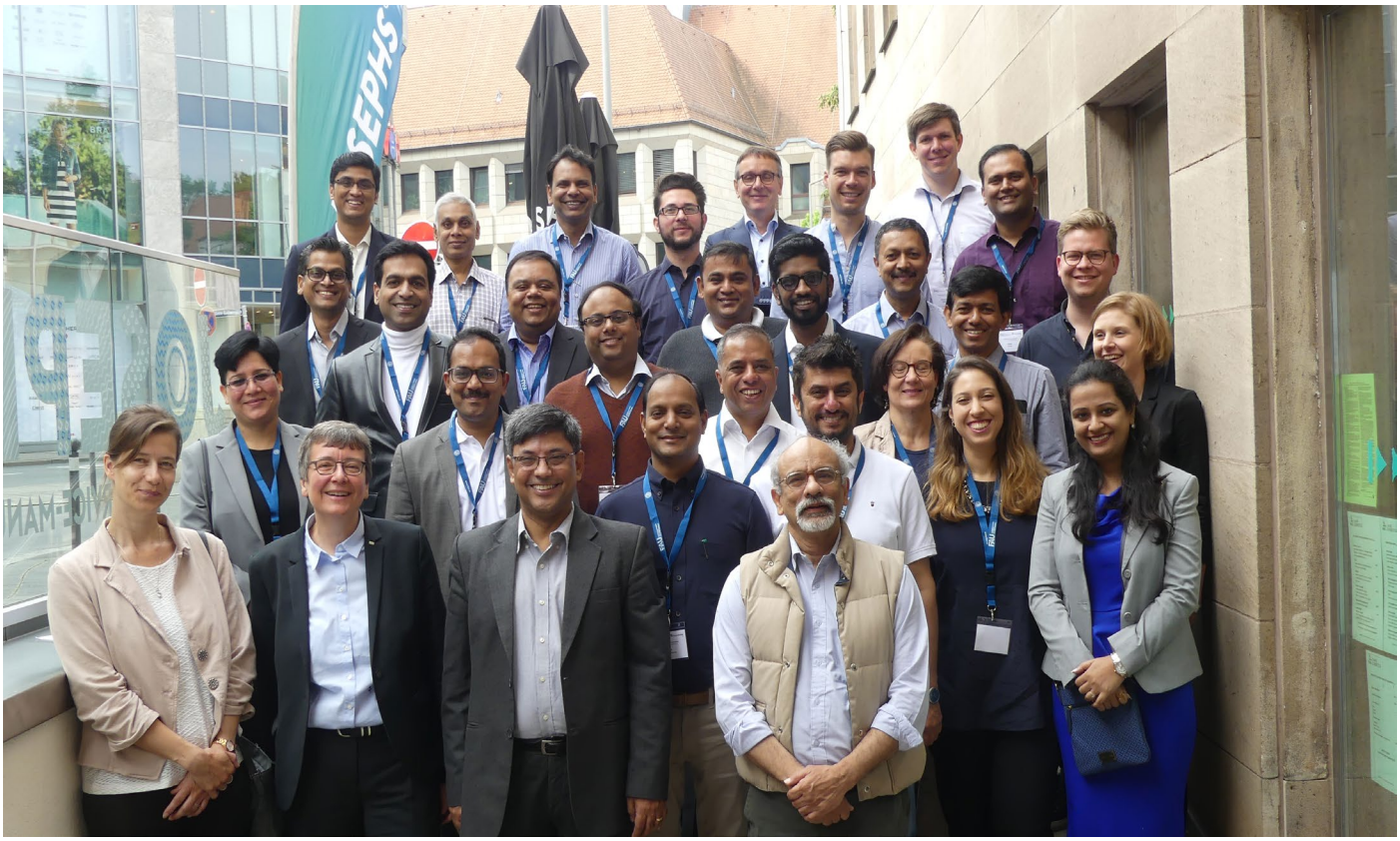
Senior Managers, Heads of Division and Business and Entrepreneurs.

PROGRAMME SCHEDULE

	Week 1 (6 Day)	Week 2 (6 Day)	Week 3 (3 Day)
Dates	March 2-7, 2020	May 25 - May 30, 2020	July 15-17, 2020
Venue	IIM Bangalore	FAU/Fraunhofer IIS	Indian participants will come to IIM Bangalore and German participants will join virtually.
Days	Monday - Saturday	Monday - Saturday	Wednesday - Friday

ALUMNI

Participants completing the Programme will be a part of the world-class Alumni network of IIM Bangalore and FAU.



LDT 2018 Group

PROGRAMME FEE

The tuition fee covers all instruction during the three modules; required books and other pedagogical materials including self-learning materials; coaching, tutoring and other inter-modular support. Programme fee does not include the travel and living expenses for the three modules.

Programme fee is € 7900 + VAT per participant which is payable in two instalments as per the schedule indicated below:

€ 4200 + VAT	1st Instalment on or before 23 February 2020
€ 3700 + VAT	2nd Instalment on or before 20 April 2020

SELECTION CRITERIA

Participants will be selected based on professional achievement, work experience, and organizational responsibility.

AWARD OF CERTIFICATE

Upon completion of the programme, participants will be awarded a joint certificate of completion from the partner institutes IIM Bangalore and FAU.

IMPORTANT DATES

Programme Start Date:
2 March 2020

Application Deadline:
30 September 2019

Release of the Shortlist:
10 October 2019

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REGISTRATION

The organizations interested in nominating their employees and individuals interested in the Programme may apply online.

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Participants interested in the Programme may contact FAU at the above-mentioned address for clarifications. Once registration is accepted, cancellation /refund queries and requests will not be entertained.