Digital Transformation: Looking Beyond the Hype

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Why did they do it? Because they could...

Did you know you can explore space without a rocket? A father and son from New York did,
$5\,000\,000$ in 2000

$50\,000$ in 2012

From clearly defined industry boundaries to fields of business activity in flux

From punctuated equilibrium to constant fast-paced change
“...Do we have a mobile (social, cloud, big data) strategy?!!...”

Connections
The Internet of Things

The Internet of You
The Internet of Everything
Interactions
Renewing your registration:

1. Enter vehicle or vessel identification number.
2. Confirm record information is correct.
3. Read and accept the applicable.
4. Receive confirmation.

NOTE: If you are using Navigator or Netscape, you should be able to print the confirmation.

If you're offered **Same Day Delivery** for the price of 3-5 day shipping, you'd be **delighted**. Obviously.

So will your customers...
Participating Stores

- 1-800-flowers.com
- ALEX & LOUIS
- Aveda
- Banana Republic
- Bell & Trunk
- Bose
- Bossini
- Brooks Brothers
- Brookstone
- Cache
- Canvas Camera
- Carlton Hair
- Catimini
- Chantal Guillon
- Charlotte Russe
- Chico's
- Chocolate Opulence
- Crabtree & Evelyn
- Crate & Barrel
- CMB

Information
“Personal data is the new oil of the internet and the new currency of the digital world.”

—Meglena Kuneva
European Consumer Commissioner
Digital Density

Percentage of connections, interactions, and information realised through digital technologies per unit of social activity
Taxi Services: Getting a Passenger from Point A to Point B

Connections:  
- P - P  
- P - D  
- D - D  

Context:  
P: home, office, 3rd place, street  
D: in car, off duty  

Interactions:  
- Book  
- Pick up  
- En route  
- Pay  

Information:  
- location  
- traffic  
- fairs  
- reviews  
- payment  
- aggregate demand
What new possibilities does the increasing digital density afford for delivering better learning experiences in exec ed?

• Think of a program you have recently run or will be running?

• Identify a particular element of the program that could be improved by leveraging new digital **connections, interactions, and information**
Kolb’s Stages of Experiential Learning

Completing the Framework

<table>
<thead>
<tr>
<th>Experience</th>
<th>Reflect</th>
<th>Conceptualize</th>
<th>Apply</th>
<th>“Socialize”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do New Things</td>
<td>Do Things Better</td>
<td>Stop Doing Things</td>
<td></td>
<td></td>
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Prof. Evgeny Kaganer, ekaganer@iese.edu, Blog: http://blog.iese.edu/faceit/
Rethinking Learning for the Digital World

Connections
Interactions
Information

Institution/Program
Context

Learning Phases/Objectives

Understand the scope and timing of impact...
What Factors Determine the Impact of Digital on Biz?

- Nature of product/service
  - Bits - Atoms
- Relationship to the end consumer
  - Direct - Removed
- Regulation
  - Strict - Loose
- …
What Factors Determine the Impact of Digital on Biz?

Impact Scope

- Nature of product/service
- Bits - Atoms

Impact Timing

- Relationship to the end consumer
  - Direct - Removed
  - Regulation
    - Strict - Loose

Impact of Digital on Fields of Biz Activity
Impact of Digital on Fields of Biz Activity

Impact Scope

- Competence-destroying
- Competence-enhancing

Impact Timing

- Imminent
- Delayed

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