

Short Programmes in Management, Strategy and Leadership

Digital Transformation Strategy

Immersive and impactful learning for unparalleled insight and inspiration





Time to think

Sometimes you've got to step back to charge forward. This means giving yourself the time and space to think deeply about your business, the strategic challenges lying in wait and your own unique leadership style.

To meet these challenges we offer intensive, immersive programmes where you will be inspired by global thought leaders, science pioneers and business experts, giving you a thorough and practical grounding in business-critical subjects. An Imperial Executive Education is the time to explore, experiment and transform, a time to embrace and test bold new ideas.

All of our London programmes draw on our century-long tradition of innovation and discovery, creating a safe yet dynamic environment for you to experiment and explore.

Our courses are delivered by Imperial's world-leading team of academics and experts from right across the technology and business spectrum. Rigorous and questioning of everything, they'll work alongside you to generate creative – often surprising – solutions to reframe or transform your business. Think creatively about management and leadership and take time to make you and your organisation more competitive and sustainable.

The Home of Pioneers

2nd

Most Innovative University
in Europe (Reuters Top 100
Innovative Universities 2017)

8th

QS World University Ranking 2019
and Times Higher Education World
University Ranking 2018



In addition, the College is also home to the following global research institutions.

The Ghandi Centre for Inclusive Innovation (GCII)

Since 2007, the GCII has made global strides in helping companies improve performance in innovation management. Its primary focus is on developing progressive thought leadership and sustainable growth through research, education and corporate engagement.

The Translation and Innovation Hub (I-HUB)

The I-HUB provides space for entrepreneurs, start-ups, SMEs and international corporations at every stage of their growth. Across 187,000 sq ft, it incorporates a range of fully serviced laboratory, write-up, incubator and office spaces, providing scalable, high specification accommodation to commercialise research and ideas.

The Imperial Business Analytics Centre and Data Observatory

Committed to evaluating how the digital revolution is transforming society and its effects on the future of business, the centre also houses the global data observatory (GDO), the largest immersive data visualisation studio in Europe.

Dyson School of Design Engineering

Devoted to developing the next generation of much-needed graduate engineers and technology leaders, the school opened in 2015 thanks to a new partnership between the Dyson Foundation and Imperial College. By blending technical discipline with creativity, it enables students to design, prototype and test bold and innovative product ideas.

The Centre of Global Finance and Technology (Fintech)

The centre focuses on multidisciplinary research, business education and global outreach, aimed at understanding the impact of technology on finance, business and society.

Grantham Institute – Climate Change and the Environment

Imperial College London's hub for research in climate change and the environment, the Institute drives forward discovery, translating innovations into applications and communicating academic knowledge to businesses, industry and policymakers to help shape their decisions.

The Brevan Howard Centre for Financial Analysis

Blending engineering and computational finance with financial economics, the centre is devoted to developing a better understanding and management of risk whilst promoting investment and productivity.

Only at Imperial

At Imperial it's not just what you learn, it's how you learn. Going way beyond the classroom our Impact Lab™ approach is a series of immersive, interactive experiences where you'll be challenged to unpick your current thinking and be exposed to bold, new ideas.

It's a series of expert guest speakers, cultural visits and provocative, interactive experiences designed to test you in unfamiliar environments and scenarios.

Take the Performance Simulator at the Royal College of Music. Here, you'll be out on your own delivering a speech or report to a demanding virtual audience.

Then there's the Carbon Capture Lab. This simulation will see you split into one of two groups: one on a North Sea oil rig and the other back at the plant on dry land. An alarm goes off and you can only communicate via email. With the clock ticking and the pressure mounting, will you and the other team be able to find a solution? How much risk will you take?

“The Impact Lab™ – you have to make decisions on the spot and engage with people in a vibrant and dynamic way. It goes way beyond the classroom...”

Aaron Williamon

Head of Performance Science

Maybe you will be exposed to the Inflatable Operations Theatre where you can see surgeons and patients interacting during an operation.

Across all programmes we uniquely blend the disciplines of science and technology with the results focus of business.

An Imperial Executive Education is where you'll break free of current mental patterns to discover practical, new solutions and inspiring methods of leadership embracing bold, new ideas. It's where you'll be inspired and grow in confidence with every hour.



Carbon Capture Lab

When risk becomes reality, how do we react? Discover how your abilities and risk protocols cope under pressure during a simulated disaster at our fully working Carbon Capture Plant.

Global Data Observatory

Where can you truly visualise our data-driven world? At the largest of its kind in Europe, step into an entire globe of 64 monitors and be immersed in multi-dimensional cascades of data – an experience that improves your ability to make better decisions based on multiple data sources.

Performance Simulator

How well do you inspire trust and motivation in your audience? With essential performance feedback from the simulator, we're able to target and train advanced communication techniques to refine visible authenticity in your leadership skillset.

Immersive learning that rapidly develops your self-awareness, leadership and communication skills.



Imperial College Business School has been recognised as part of the Innovations that Inspire Challenge in 2018.

Digital Transformation Strategy

In this intensive five-day Digital Transformation Strategy course you will gain the skills to develop and implement a digital transformation strategy within your organisation. Drawing on insights from Imperial College Business School faculty, industry leaders, case studies and your peers, you will develop a robust understanding of digital cultures, foundations and frameworks to craft your own transformational strategy.

Participants will undertake a personalised learning experience where they develop their own digital transformation strategies, with coaching from experienced academic and industry leaders throughout their journey. A network of experienced and international programme peers will assist you in crafting and stress-testing your strategy.

The programme concludes with a 'dragon's den'-type scenario where participants pitch their digital transformation strategies to a panel of experts. You will leave with practical feedback and insights, feeling prepared to implement your digital transformation strategy within your organisation.

Duration: 5 days

Dates: 25 – 29 April 2022 and 4 - 8 July 2022

Location: Imperial College Business School, UK

Fees: £5,600

Faculty

Daniel Rowles
Programme Director

Ileana Stigliani
Associate Professor

Mark Kennedy
Associate Professor

Gemma Butler
Marketing Director at the
Chartered Institute of Marketing

Jeremy Waite
Chief Customer Officer at IBM iX

Mark Abrami
Senior Business Value
Consultant

Alistair Welham
Head of Marketing and
Communications at Aegon

Thomas Brown
Founder of ThinkStuff

Who should attend?

This course is designed to equip mid to senior-level executives with insights and practical skills to develop their own digital transformation strategies. The diverse programme cohort will include participants from a range of countries, job functions and industries.

Learning outcomes:

Develop a robust understanding of digital transformation

Build a solid understanding of the key challenges that can help and hinder a successful digital transformation strategy

Develop a digital transformation strategy that can be taken away and implemented

Stress tested your strategy with industry experts and a network of experienced peers

Programme content

Day 1	Digital Transformation in perspective: Why you need a digital culture Daniel Rowles, Lecturer at Imperial College Business School	This part of the programme walks you through the range of factors that have lead us to the fast changing environment we find ourselves in. It explores the technology behind the change and in turn explains what this means for our organisations. As well as helping us understand the present, this section also prepares us for a future in which the pace of change will increase, and in which organisations will not survive unless they are prepared for constant change. <ul style="list-style-type: none"> • The increasing pace of change • The technology catalyst • New channels, tools and business models • Why organisations really fail at digital
	Research Insights from CMI book of the year "Building Digital Culture" Thomas Brown, Consultant and Executive Advisor	
	Plotting your digital journey Daniel Rowles, Lecturer at Imperial College Business School	In this part of the programme we then start to build the steps we must go through to achieve our journey to implementing an effective digital transformation. As well as talking through some of the practical steps that we need to take along the way, the section takes a look at a number of examples from organisation that have already gone through the journey and successfully implemented their digital transformation. <ul style="list-style-type: none"> • Digital is dead – What 'being digital' means for your business • Auditing your strengths and weaknesses • Building your plan: goals and objectives • How to do it and who'll you'll need with you • Your strategic approach
	Lessons from the industry Jeremy Waite, Chief Customer Officer at IBM iX	

Day 2	The Digital Transformation Framework Daniel Rowles, Lecturer at Imperial College Business School	This part of the programme gives you a structured framework of all of the things you'll need to consider to build an organisation that is operating in a constantly changing environment. The section works as both the core building blocks of your strategy, but also as a reference and guide that you re-visit as you take on the particular challenges involved. Throughout this section over three days you will build your digital transformation strategy plan and constantly test it against industry best practice and learn from the success and failure of other organisations.
	The Digital Transformation Framework: Foundations Daniel Rowles, Lecturer at Imperial College Business School	The Foundations section will help you understand and explore the core things that need to be in place for a successful digital transformation and build the central parts of your digital transformation strategy. This section will help you clarify the key objective and vision you will need for your digital transformation and how gaining and keeping leadership buy-in throughout the process is key to success. You'll learn the techniques and methods to create an agile organisation, including agile working methodologies and organisational structure and design. You'll go on to look at environmental analysis tools and frameworks to understand the environment we are operating in, and build an understanding of the central role of skills and talent throughout the organisation. <ul style="list-style-type: none"> • Definition and Vision • Leadership • Agility • Environment • Skills and talent
	Change and Culture and The Role Data Artistry Can Play to Drive Change Mark Kennedy, Associate Professor of Strategy and Organisation at Imperial College Business School	This session explores the role of data science and the importance of data visualisation. Delivered in a highly innovative and hands-on way, the session helps people know not only when they are looking at patterns in data that matter, but also how to put across their findings in a way that moves people. These data visualisations can then be used to drive forward any digital transformation and gain stakeholder buy-in.
	Lessons from the industry Mark Abrami, Hotsuite	

Day 3	Design Thinking Workshop: Building Your Digital Strategy Ileana Stigliani, Associate Professor of Design and Innovation at Imperial College Business School	This highly immersive and hands-on session will teach the fundamental building blocks of design thinking that can be used within digital transformation. Ileana will teach a series of tools and techniques that can be applied in a range of situations that can help drive innovative solutions to transformation problems.
	The Digital Transformation Framework: Readiness Daniel Rowles, Lecturer at Imperial College Business School	In the readiness section you'll learn about the technologies, techniques and processes that can make or break your digital transformation. As well as learning from industry experts, you'll also have the opportunity to explore Imperial College's world leading research into topics like Organisational Architecture, Artificial Intelligence, Cybersecurity and Blockchain. You'll use this knowledge to build your digital transformation strategy and understand the risks and opportunities each of these technologies provide. You'll also explore the internal processes, structure and working practices that are often at the heart of digital transformation failures, and you'll learn from both success and failure case studies so we can avoid these pitfalls. <ul style="list-style-type: none"> • Strategic Positioning • Translation and communication • Technology • Process and governance • Structure • Connections

Day 4	The Digital Transformation Framework: Performance Daniel Rowles, Lecturer at Imperial College Business School	The Performance section of the programme will deep dive into measuring the success of our digital transformation strategy, help us build measurement frameworks for iterative improving and look at how measuring ROI is key to digital transformation success. You'll learn how to tie digital measurement techniques to your organisations financial success, and in turn how this can help build a culture of innovation and internal entrepreneurship. <ul style="list-style-type: none"> • Measurement • Innovation and entrepreneurship • Financial
	The Digital Transformation Framework: Iteration Daniel Rowles, Lecturer at Imperial College Business School	The part of the digital transformation framework focusses on the role of on-going iteration and improvement. Rather than seeing transformation as an end goal, this session builds on the importance of constant iteration, innovation and the idea of building an ongoing change culture across the organisation.
	Digital Transformation Strategy Step by Step Template Daniel Rowles, Lecturer at Imperial College Business School	
	The Digital Transformation Framework: Keeping up with change Daniel Rowles, Lecturer at Imperial College Business School	In this part of the programme we look at what happens once you've been through the process. We explore the techniques and approaches that will prevent you from lapsing back into previous approaches and how you can filter the ongoing change to work out what's important and what's not. Most importantly section chapter will explore how other organisations have dealt with the most common pitfalls and problems, so we can avoid the same challenges. <ul style="list-style-type: none"> • Keeping measurement at the core • Separating the ephemeral from the enduring • Distributed development (sharing the load) • Internal entrepreneurship and collaborative innovation • Who to follow and what to watch
	Lessons from the industry Alistair Welham, Head of Marketing & Communications at Aegon	

Day 5	Digital Transformation Strategy Development and Coaching Daniel Rowles, Lecturer at Imperial College Business School and Thomas Brown, Consultant and Executive Advisor	You'll now have time to work in groups and with an industry expert to build out your digital transformation strategy plans and start to refine and add detail. You'll also carry out a series of 'stress tests' on your strategies to see how they might perform as they are implemented and you'll do a series of practice pitches in preparation for your final day 'dragons den'.
	Digital Transformation Strategy Development and Coaching (cont) Daniel Rowles, Lecturer at Imperial College Business School and Thomas Brown, Consultant and Executive Advisor	
	Transformation Strategy 'Dragons Den' Daniel Rowles, Lecturer at Imperial College Business School Thomas Brown, Consultant and Executive Advisor Gemma Butler, Marketing Director at the Chartered Institute of Marketing Mark Abrami, Social media expert at Hootsuite	In the final section of the programme you will pitch your Digital Transformation strategy at our panel of industry experts and leading academics for practical feedback and insights.
	Transformation Strategy Refinement and Completion Daniel Rowles, Lecturer at Imperial College Business School and Thomas Brown, Consultant and Executive Advisor	Complete your strategy with the feedback gained and reflect on your learning over the 5 days. Leave with a completed Digital Transformation Strategy plan and guidance documents on how to implement it.

Our Faculty



Gemma Butler

**Marketing Director at the
Chartered Institute of Marketing**

Prior to joining CIM she was at Xerox and Sony where she spent much of her career specialising in commercial strategy and proposition development, as well as category buying. In her current role at CIM, Gemma is responsible for leading her department in all things marketing and is part of the senior management team responsible for building and driving the strategy and direction of CIM. Called on frequently in the press, she provides insight and opinion in communicating what marketing needs to do, both internally and externally to raise its importance as a critical business function.



Mark Kennedy

**Associate Professor and Director of
Imperial Business Analytics**

Dr Mark Kennedy is an Associate Professor and Director of Imperial Business Analytics. His research focuses on the emergence of new markets and industries by exploring the origins and dynamics of categories and social ontologies. Dr Kennedy was formerly a Principal in the management consulting unit of Computer Sciences Corporation and a software engineer and product manager for a Santa Clara, CA-based startup. As a consultant, Dr Kennedy had served clients in technology, healthcare and entertainment on issues at the intersection of strategy, leadership, and organisational change.



Daniel Rowles

Programme Director

Daniel is CEO of TargetInternet.com. He has been working in Digital Marketing for the past 20 years, with extensive experience working both client side and within the agency environment. He is a Course Director for the CIM, a certified Google Squared trainer and a Lecturer at Imperial College and Cranfield School of Management.



Jeremy Waite

Chief Customer Officer at IBM iX

Jeremy Waite works at IBM iX where he celebrates the work of their customers in media, entertainment, energy and utilities. Jeremy works with global design teams, engineers, data scientists, researchers and developers and helps organisations to disrupt their themselves and transform their business, all with the goal of improving customer experience. He gives around 50 keynotes each year on stages around the world and works alongside IBM iX's research partners to help create new insights around changing customer behaviour and marketing trends.



Frans Campher

Executive Leadership Coach

As a seasoned executive coach, trainer and facilitator Frans has extensive knowledge of global markets, business practices and protocols. He has worked with CEOs, managing directors, senior executives, leaders and partners in national, international and global organisations, in both the public and private sector. Frans's client list includes major corporate organisations.



Dr Omar Merlo

Assistant Professor

Omar's main teaching, research and consulting interests are in the area of strategic marketing, services, and customer management. He has been the recipient of numerous awards for his teaching and research, including teaching prizes from several universities, a European Union Award for Excellence, a Fellowship from the Swiss Research Fund, and a Best Paper award from the American Marketing Association. As a consultant and executive educator, Dr Merlo has worked with clients such as McKinsey & Co., Ernst & Young, Laing O'Rourke, Nokia, and others.



Ileana Stigliani

**Associate Professor of
Design and Innovation**

Ileana received her PhD in Management from Bocconi University, Milan. Her research focuses on the cognitive aspects of innovation. In particular, she studies how material artefacts and practices influence cognitive processes – such as sensemaking and sensegiving, categorisation, and perceptions of organisational and professional identities – within organisations.

Executive Education Management, Strategy and Leadership Programmes

Go above and beyond

Acquire critical business skills and evolve to be a more complete leader on our world-leading Executive Education programmes at Imperial College Business School, London.

Choose from 2 intensive short programmes designed for those seeking critical business and leadership skills and an understanding of the defining business issues of our age.

Disclaimer: While all reasonable efforts have been made to ensure that the information in this publication is correct, matters covered by this publication are subject to change.

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Published August 2021.

Find out more

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Intelligent Business**