

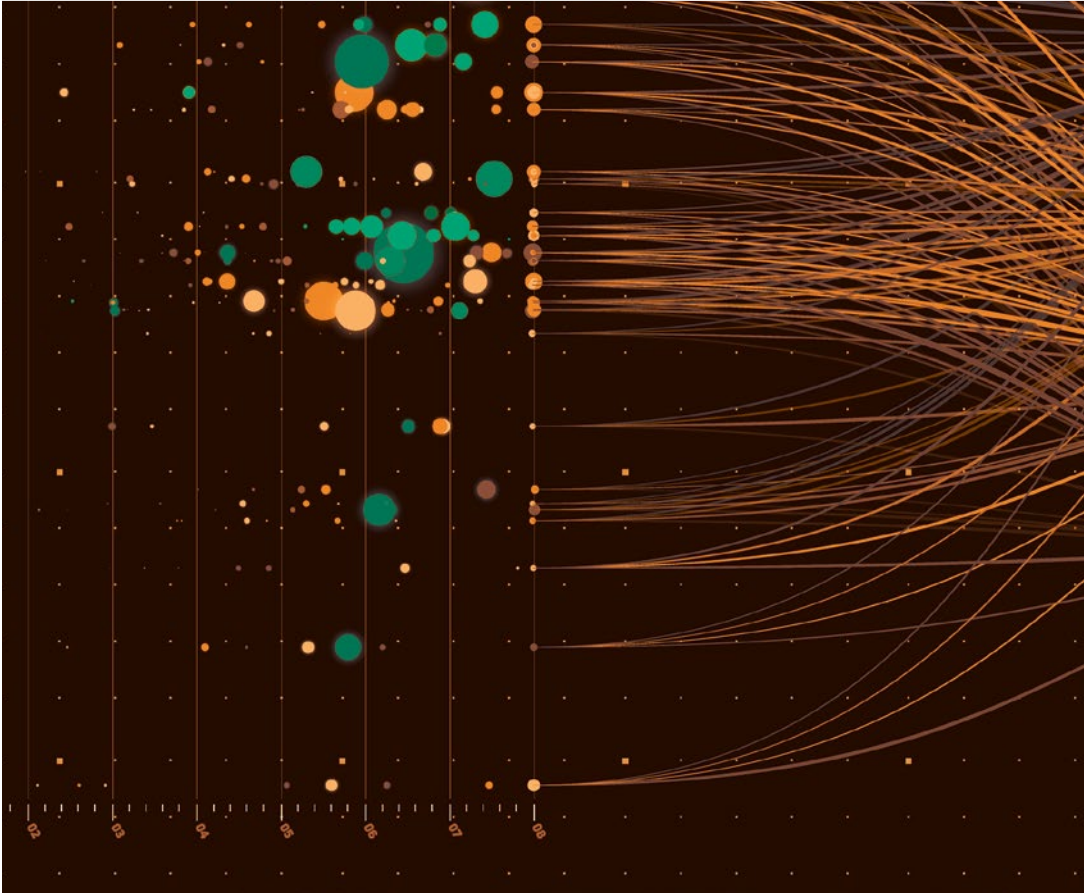


EXECUTIVE EDUCATION
OPEN ONLINE PROGRAMMES




Strategy in the Age of Digital Disruption

(including an optional AI specialisation)




The Business School
for the World®

HIGH-IMPACT ONLINE LEARNING FOR INDIVIDUALS AND TEAMS



30,000+
ONLINE PROGRAMME
PARTICIPANTS SINCE 2014



> 90%
EXCEPTIONALLY HIGH
COMPLETION RATES



HIGH PARTICIPANT
SATISFACTION



EXECUTIVES HAVE ALSO DEMONSTRATED
IMPRESSIVE ABSORPTION OF CONCEPTS,
AS REFLECTED IN THEIR FINAL GRADES

THE INSEAD ONLINE LEARNING EXPERIENCE

1. LEARN

HIGH-IMPACT LEARNING EXPERIENCE

Through outstanding design and delivery, INSEAD's online programmes build upon our world-class faculty's ability to convey very complex concepts in the simplest yet most comprehensible way.

- Content designed specifically for the online format, including short high-impact videos
- Professional, television-quality filming in INSEAD amphitheatres with actual participants
- Use of relevant and engaging examples and short case studies from a wide range of industries.

2. INTERACT

MULTI-DIMENSIONAL INTERACTIONS WITH PEERS, FACULTY & A LEARNING COACH

The video lectures are complemented by a rich set of interactive elements, including short quizzes, simulated exercises, online discussions and personal reflections. Through these interactions, we build a community of faculty, learning coaches and diverse, high-quality global executives who learn together as a group - one of INSEAD's strengths.

3. APPLY

REAL-TIME APPLICATION FOR IMMEDIATE IMPACT

Action Learning Projects (ALP) are a core element of the online programmes, designed to increase business impact.

The guided 'real-world assignments' feature of the programmes encourages participants to take newly acquired skills and apply them within the context of their actual job and organisation.

The projects are closely aligned with the learning in the programme and benefit from the learning community, with feedback from the learning coach and from peer review.

4. CERTIFICATION

OFFICIAL RECOGNITION FROM INSEAD

Upon successful completion of all programme activities, combined with satisfactory grades on the final assignment, participants are awarded an official Certificate of Completion from INSEAD, which they can also showcase on their LinkedIn profile.

STRATEGY IN THE AGE OF DIGITAL DISRUPTION

Disruption is one of the most popular terms in management today. The surge in interest comes largely from the dramatic opportunities and threats being created by today's powerful and interconnected digital technologies.

The cloud now conveniently and inexpensively packages incredible processing power and digital storage, while inexpensive bandwidth and versatile smartphones make digital a ubiquitous part of modern life. The possibilities for new products, services and business models promise to substantially impact almost every sector of the economy even those where digital has already brought important changes.

And yet disruption can be over-hyped. Although the long-term impacts of digital promise to be deep and far reaching, the path to this future for industries, companies and consumers is proving far from linear or predictable. Often claims of impending disruption do not materialise, at least in the time frame or manner predicted.

A carefully considered, strategic response is invaluable in approaching digital disruption.

Strategy in the Age of Digital Disruption provides the strategic tools, concepts and perspectives that will allow you to develop a strategic response and to then align your organisation for effective strategy execution. It will support you in becoming more proactive in the digital domain, help you turn digital threats into opportunities, and allow you to leverage digital to create competitive advantage and enhanced performance.

KEY BENEFITS

- Understand how digital can disrupt your industry by transforming the industry value chain, patterns of demand and competitive pressures
- Leverage digital to develop compelling value propositions that allow you to turn disruption from a threat to an opportunity
- Execute on digital strategies by aligning key activities across your organisation with new value propositions and by balancing strategic agility for a digital world with the longer-term perspective required to build key resources.

PARTICIPANT PROFILE

This programme is a meeting place for two groups. It is designed for:

- Executives who are in traditional leadership positions – of business units, products and functions – who need to better leverage digital in their current leadership activities.
- Executives who already have deep expertise and passion for digital and whose roles and projects are becoming increasingly strategic for their organisations.

Together, you will learn how to drive a strategic approach to digital opportunities in your organisations.

Given the strategic orientation of the programme, participants should typically have at least 10 years of professional experience.

PROGRAMME DIRECTOR



Peter Zemsky

*Deputy Dean, Dean of Innovation
The Eli Lilly Chaired Professor of
Strategy and Innovation*

PROGRAMME CONTENT

Delivered over 5 weeks, this programme will teach you how to use the power of digital to turn threats into opportunities and disruption into innovation. You will build your confidence in transforming digital disruption into compelling value propositions. You will also gain the skills you need to execute considered yet agile strategies.

Understand digital disruption in the big picture context

Finding the opportunities in the face of digital disruption first requires a clear understanding of the strategic approaches that can create value.

- Boost your understanding of what digital disruption means, why it is becoming increasingly important in business and discover the key strategic approaches to meet the challenge it poses
- Use the industry value chain to map the activities and key players in your external environment as they respond to digital disruption, as well as the competitive dynamics between these players within your industry
- Deepen your understanding of the external changes affecting your business and discover the relationship between value creation, market size and disruption.

Create value and capture your share

To thrive in a disruptive environment, you need to have a robust business model that supports value creation, and more importantly, value capture.

- Learn the "value approach" to digital disruption and strategy. Understand how to apply tools and concepts such as willingness-to-pay in both B2B and B2C settings, especially to assess the impact of new products and technologies
- Understand how value capture depends on the competitive dynamics between the key players collaborating in value creation and learn how to leverage new technologies to bring new value propositions to market
- Learn the critical role positive feedback plays in creating profitable positions within the industry value chain.

Build a sustainable competitive advantage

In a digital world, businesses need strategic agility and the flexibility to respond quickly, but success still depends on having a long-term plan; which is only possible by integrating execution with formulation and analysis.

- Use a strategic tool – the company value chain – to ensure activities within the organisation across key functions and competencies are aligned with the overall value proposition for successful strategic execution
- Develop your ability to identify the key organisational resources required for strategy execution and anticipate how digital may transform the role of these resources
- Realise the value of strategic partnerships and their capacity to fill resource gaps, provide opportunities to develop new resources and enhance strategy agility.

NEW: OPTIONAL AI LEARNING TRACK

Strategy in the Age of Digital Disruption features an optional track focusing on AI, including an extended treatment of how machine learning and AI are creating new disruptive potentials across industries. More specifically, this track enables you to:

- Understand why AI – especially Machine Learning – has risen to prominence over the last couple of years as a key source of digital disruption
- Explore the value creation potential of AI and the extent to which it threatens to disrupt humanity
- Leverage AI to enhance your existing value proposition as well as developing whole new offerings, including the potential of machine learning to drive "winner-take-all" outcomes and high value capture
- Discuss the key challenges in executing AI strategies, including the central role of developing and integrating proprietary data resources, and the critical decision of what AI tasks to outsource and what internal capabilities need to be developed

"Strategy in the Age of Digital Disruption helped me contextualise the challenges my organisation is facing in a disruptive environment and provided me with the strategic frameworks needed to assess future value propositions and help set the organisation's direction.

As an Operations Manager I am not normally given a lead role in strategy development; but this course has really opened my eyes to the importance of strategy development and execution, and has given me the confidence to get more involved in the future. On a personal level, I really enjoyed the many engaging videos and case studies that Professor Zemsky shared with us. I was surprised at how engaging an online course with no face-to-face interaction could be, and would definitely recommend it to anyone. The flexibility of doing an online course is what originally attracted me; it has enabled me to juggle my busy job and family life, and still be very active throughout the course.

I think that the pace and the cadence required in the course forces you to stay on top of the learning curriculum, which ultimately would contribute to the high level of engagement by all course participants. Thank you Professor Zemsky and the faculty for a great learning experience!"

May McAlister

Retail Operations Manager, Synergy, Australia
Past participant, Strategy in the Age of Digital Disruption

PROGRAMME SYLLABUS

Week 1

Introduction to Digital Disruption

- What is digital disruption?
- Disruption – or maybe not
- The need for a strategic response
- Strategy as fit
- Strategy and performance.

Week 2

Follow the Value

- Seeing the big picture: value creation and value capture
- Balancing willingness-to-pay (WTP) and resource costs
- Digital's impact on WTP in B2B and B2C settings
- Disruption driving shifts in value creation and market size
- Attacks from above and from below.

Week 3

Capture Your Share

- Value capture: who and how much?
- Players in the industry value chain
- Value chain dynamics
- Competitive pressures and where to play
- Platforms and positive feedback.

Week 4

Digital: From Threat to Opportunity

- Digitally enabled value propositions
- Value propositions and internal activity systems
- Opportunities from industry convergence
- Competitive advantage and added value
- Threats to competitive advantage.

Week 5

Executing on Digital

- The challenge of strategy execution
- Balancing strategic agility and long-term stability
- Rethinking your strategy process for agility
- Aligning value, activities and resources
- Strategic partnerships fueling growth.

ACTION LEARNING PROJECT (ALP)

Understanding digital disruption and acquiring the critical strategic tools and frameworks provide the essential foundations for your digital transformation journey. Skilfully applying these acquired tools and frameworks to your own business context will be key to strategic success.

With this in mind, the Action-Learning Project (ALP) will give you the opportunity to practise applying your learning to your own business context. Working with the learning coach, you will design an ALP that is right for your organisation and your personal learning objectives. Typically, the ALP involves a variation on one of the following:

- Develop a new digitally enabled value proposition that responds to the disruptive dynamics in your industry
- Apply the tools and concepts from the programme to develop a strategic perspective on a specific project or initiative focused on leveraging new digital technologies
- Analyse and reflect on the impact of digital on your industry and organisation, and developing strategic options for your organisation to respond to digital disruption.

For those attending the programme with a group of colleagues from the same company or organisation, the learning coach can help you structure a more ambitious team ALP to collaborate and work on together.

There are three phases to the ALP process:

First, you will agree on the scope of your ALP with the learning coach, to make sure it aligns with the learning objectives of the programme and culminates in a concrete end goal.

Second, in each of the five content weeks, you will apply the tools and concepts from that week to your ALP.

Third, at the end of the five content weeks, in Week 6, you will synthesise elements from your weekly submissions to propose concrete strategic recommendations for your organisation, and submit them for peer review. In the final week of the programme, Week 7, the peer review will take place, where every participant will review 2 to 4 other submissions and provide peer feedback.

ALP OBJECTIVES

- Apply programme concepts to take a strategic approach to digital disruption in your industry
- Explore strategies for transforming digital threats into opportunities for value creation
- Develop concrete strategic recommendations for your organisation.

LEARNING COACH

Learning coaches, led by INSEAD alumni, are available throughout the programme to help participants achieve their learning objectives, as well as help move the discussion forward and exchange ideas with them.

Experienced and successful business professionals from diverse industries, our learning coaches are content experts who guide the participants in their learning journey, especially their Action Learning Project (ALP), to bring the learning alive in the participants' business context. They work closely with the participants and help them design an ALP that focuses on their personal development goals, provide feedback and keep them moving in the right direction.

DATES

Begins 20 September 2019

Begins 31 January 2020

Begins 5 June 2020

FEES

€1,500*

*Fee subject to change. Local taxes shall apply at the prevailing rates. We offer a special fee reduction of 30% for a group of 5 participants or more.

CONTACT

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YOUR WEEKLY LEARNING JOURNEY

Our online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants.

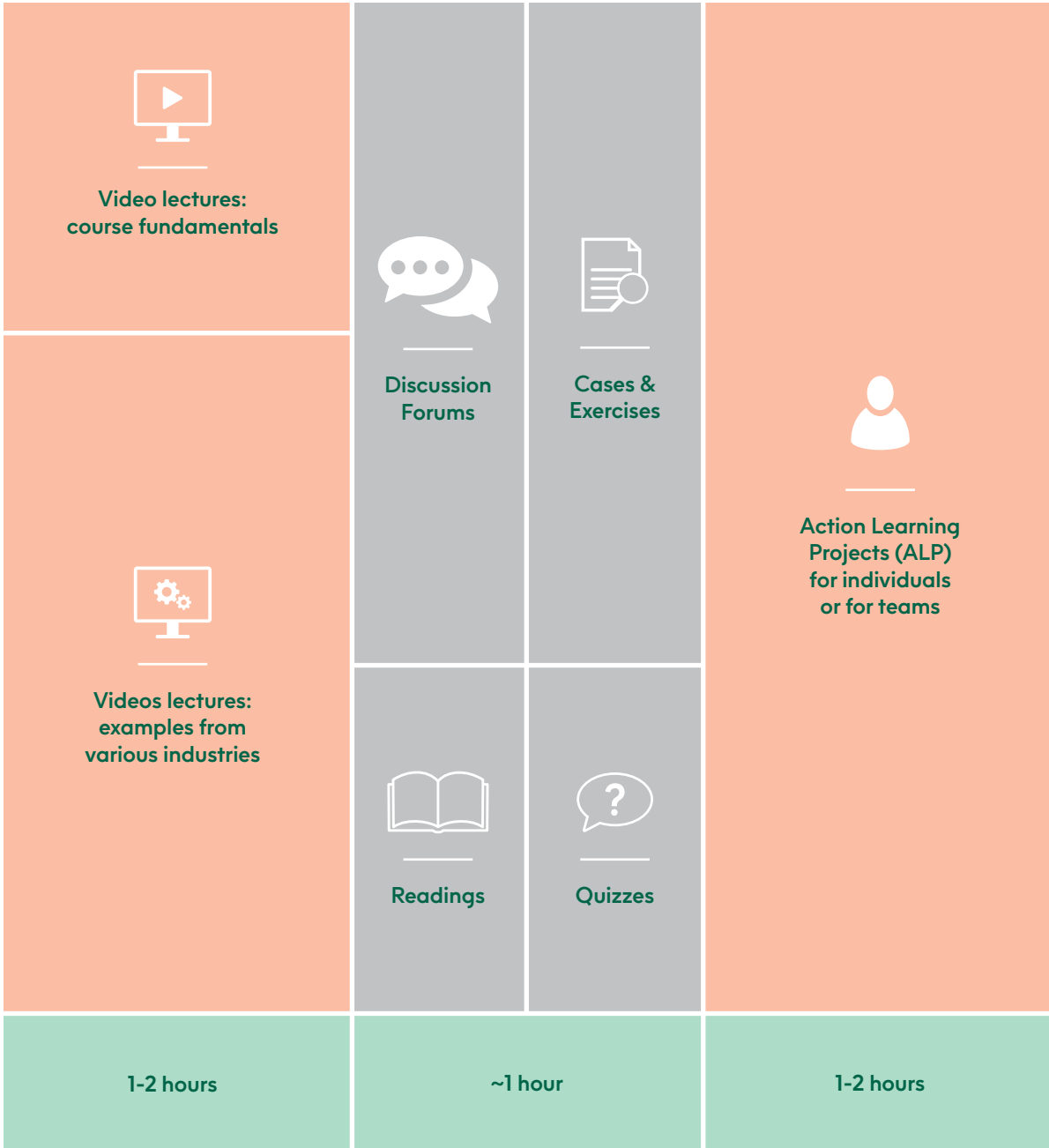
The programme content is delivered over 5 to 7 consecutive weeks, followed by 2 weeks to finish project work. Each week of content follows a very clear path to facilitate learning for busy executives.

The platform allows participants to learn at **their own pace** during each week, by viewing the content, completing assignments and engaging in discussions. The participants earn points as they go, with a 'leader-board' featuring the most engaged participants each week.

Every week, questions are posted by participants for the INSEAD faculty, who then respond through 'just-in-time' videos and live calls.

On average, the programme takes **3–5 hours per week***.

ONE WEEK: ~3-5 HOURS IN TOTAL*



*Working on the Action Learning Project (ALP) may require up to two additional hours/week.

FAQs

HOW DO I APPLY AND WHAT IS THE SELECTION PROCESS?

Similar to our face-to-face programmes, we have an application and admission process in place for our online programmes to ensure a diverse and motivated group of participants for a rich learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfils the requirements and any pre-requisite request for the programme. The Admissions Team will then confirm if you are accepted to the programme.

HOW MUCH TIME SHOULD I EXPECT TO DEDICATE TO THE PROGRAMME EVERY WEEK?

The programme should take approximately 3-5 hours, and potentially may entail up to 2 additional hours/week to complete Action Learning Projects (ALPs). You can expect to devote 1-2 hours per week watching video lectures on fundamental concepts, 1 hour per week on interacting with fellow participants in discussions or reflecting on the concepts through quizzes and reflections, and 1-4 hours per week in applying the fundamental concepts in an ALP to understand their relevance to your everyday work.

WHAT IS THE WEEKLY LEARNING RHYTHM DURING THE PROGRAMME? DO I NEED TO BE ONLINE AT SPECIFIC TIMES DURING THE PROGRAMME, OR CAN I LEARN AHEAD OF THE REST OF THE CLASS?

The programme is designed in a manner to encourage the whole class to learn together, moving at a certain pace from week to week, while providing enough flexibility within each week for the participants to review the content at their own convenience. While a week is open, you can login any time at your convenience and review the weekly content at your own pace, as the learning design is asynchronous.

WHAT IS THE ROLE OF THE LEARNING COACH?

At INSEAD, you never learn alone. To bring this notion alive in the online setting, we have built a learning community comprising of the participants, the faculty and the learning coach. The learning coach plays an integral part in stimulating content discussions, encouraging collaboration between participants as well as guiding the participants closely in the design of their action-learning project.

WILL I HAVE AN OPPORTUNITY TO INTERACT WITH INSEAD FACULTY?

Yes, of course. We purposefully limit class sizes to ensure ample faculty-to-participant time. At a minimum, participants can expect at least one live call with the faculty to discuss course content. In addition, the faculty would be reading your thoughts in the discussion forums in the platform from time to time and answer your questions through periodic just-in-time recorded videos. The Faculty would be further assisted in these interactions by the learning coach, acting as a bridge between the participants and the faculty.

WILL I BE ABLE TO INTERACT WITH OTHER PARTICIPANTS?

Yes, of course. The learning experience is designed to encourage interaction. Participants are able to interact with each other through discussion forums, interspersed throughout the platform. In addition, participants would have the option to work on the action-learning project in groups with fellow participants. They would also have the opportunity to interact with each other during the live call with faculty.

WHAT ARE THE LEARNING REQUIREMENTS IN ORDER TO SUCCESSFULLY COMPLETE THE PROGRAMME?

Our online programmes, like our face-to-face programmes, follow a rigorous learning process. Participants are expected to fulfil a certain minimum criteria to earn the certificate of completion.

WHAT DO I RECEIVE UPON COMPLETION OF THE PROGRAMME?

Upon successfully completing all the programme requirements in time, you will receive an official Certificate of Completion from INSEAD, which you can also share with your network on LinkedIn. The top performers will receive a Certificate with Distinction.

I WORK FOR A COMPANY OR ORGANISATION THAT WOULD LIKE TO ENROL MULTIPLE EMPLOYEES IN THE SAME PROGRAM. IS THIS POSSIBLE?

Absolutely, and we actually encourage participants to attend in teams in order to maximise the learning and impact. We also offer a special fee for groups of executives attending from the same organisation, so please feel free to contact us for more details.

For more details, and additional FAQs, please refer to our website: www.insead.edu/executive-education/digital-transformation-innovation/strategy-age-digital-disruption-faqs

INSEAD ONLINE CERTIFICATE: LEADING IN A TRANSFORMING WORLD

TWO YEARS TO COMPLETE YOUR CERTIFICATE AND BUILD YOUR LEADERSHIP SKILLS FOR A TRANSFORMING WORLD

The **INSEAD Online Certificate: Leading in a Transforming World** is a formal recognition of continuous professional development in the leadership skills needed today to succeed in a transforming disruptive landscape.

The certificate allows you to strategically plan your development needs at a pace that fits your career progression and financial investment. Simply complete three programmes over a two-year period.

To help support you finance this investment in your professional development, you will benefit from a 40% reduction fee upon your enrolment on the third programme.

The total fee for this certificate is €3,900.



WHY CHOOSE THE CERTIFICATE?



1ST CLASS EDUCATION

The INSEAD Online Certificate provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and acquire the essential skills needed to succeed in a transforming world.



HIGH IMPACT

Focusing on maximum business impact, the INSEAD Online Certificate enables you to apply your learning within the context of your actual job and organisation. You will complete carefully crafted Action Learning Projects (ALPs) on every programme, while being guided by specialised Learning Coaches ensuring you achieve your personal development goals.



100% ONLINE

Designed specifically for busy executives and teams, INSEAD Online programmes give you the flexibility to develop your skills at your own pace, through an innovative platform, and a rich blend of content - including videos, quizzes, reflections and discussions-tailored for the online format.

HOW TO GET STARTED



ASSESS YOUR NEEDS

Talk to our experienced programme advisors for a personal assessment and identify the skills that you would like to develop or reinforce. Build your personalised learning development plan under the close guidance of our team of advisors.



BUILD YOUR DEVELOPMENT PLAN

Select and attend 3 programmes over a period of 2 years.

To obtain the INSEAD Online Certificate: Leading in a Transforming World, you must complete 2 mandatory core programmes, and 1 programme of your choice.

The list of the programmes can be found on page 5.



ENROL IN YOUR FIRST PROGRAMME

To register your interest and enrol in the online certificate, please contact one of our Programme Advisors below on ioc_contact@insead.edu



BENEFIT FROM A 40% REDUCTION ON THE THIRD PROGRAMME

Upon your enrolment on the third programme, you will benefit from a 40% reduction fee.

The total fee for the INSEAD Online Certificate: Leading in a Transforming World will be 3,900 Euros.



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