Overview

Every organization, regardless of its industry and offering is now an information company. From relationships with external partners and customers to internal operations, digital technologies have changed how information is transmitted and processed. Consequently, every job function within every firm and industry is vulnerable to some manner of digital disruption.

Data and technology are at the core of digital transformation, but these factors alone are not sufficient to make the leap towards staying relevant. It’s also about people and their capabilities. There’s no question that competing in a digitally-centric world requires different skill sets. As a leader, you need to find the right balance of skills to maintain your core business operations while also innovating for the future. This includes future-proofing your own skills as a leader in the digital age.

UC Berkeley Executive Education’s Digital Transformation online program takes leaders through a two-month journey that equips them to:

- **Identify opportunities to address specific problems within the firm and frame them in a way where a digital solution can be optimal**
- **Manage the organizational transformations, in the form of people and processes, required to enable**
- **Navigate the legal and ethical considerations that surround digital business practices, such as privacy and data protection**
Who is this program for?

This online program is designed for mid-to senior-level managers who need a strategy to lead their business unit or firm through a sea of massive disruption. Leaders who strive to be more proactive in implementing new ideas, staying ahead of the competition, and aligning their people, data, and technology are prime candidates. Participants may be leaders of a functional department, head of a business unit or region, or have general management responsibilities. Since all industries are vulnerable to some manner of disruption, participants from all industries can benefit from this hands-on experience. The program culminates with a capstone project where participants create an action plan for a challenge at a level that is appropriate for their role or responsibility.
**Participant Profile**

You'll be in good company on your digital transformation journey. Past participants come from a wide range of industries, job functions, and management levels.

**Work Experience**

- **1-5 yrs**: 5%
- **6-10 yrs**: 14%
- **11-15 yrs**: 19%
- **16-20 yrs**: 18%
- **>26 yrs**: 14%

**Representative Companies**

Participants include representatives from companies such as:

- Roche
- HSBC
- HP Inc
- General Electric
- Halys Digital
- Visa Inc
- Microsoft
- Deloitte Consulting
- EY
- Toyota Motor Corporation
- PricewaterhouseCoopers
- Fujitsu Korea Limited

**Participant Titles Include:**

- CEOs & Managing Directors
- Enterprise IT Directors
- IT Program Managers
- EVP - Digital Solutions
- CIOs
- Digital Leaders
- IT Managers
- Technical Architects
- Directors of Business Intelligence
- Technology Infrastructure Managers
- Digital Transformation Directors
- Information Systems Coordinators

Participant Testimonials

“The program is filled with lots of examples from different industries and covers every layer involved in Digital Transformation: Data, People and Technology”

-Miguel Ortega, Director Management Consulting

“I have to say the overall balance between short videos, case studies, assignments, discussions and webinars was good. Great overview on Digital Transformation and good use of examples.”

-Clelia Lancelot, Portfolio Lead Director

“All topics were good. Discussions on organizational alignment and importance of data quality was enlightening. It was interesting to learn how an organization can move forward through digital transformation.”

-Lolita Tan, IMS head
In addition to the practical knowledge that you’ll gain from the video lectures, you’ll learn from live webinars with faculty, peer discussions, case studies, assignments, and quizzes. At the end of the online program, you will complete a capstone project, addressing a real-world challenge you face in your organization. Program leaders provide guidance and feedback that make this a highly practical use of your time.

Your Learning Journey

Digital Transformation

- **INTRODUCTION AND OVERVIEW**
- **THE ROLE OF DATA**
- **OPPORTUNITIES FOR DIGITAL TRANSFORMATION**
- **THE PROCESS OF DIGITAL TRANSFORMATION**
- **PEOPLE AND THE ORGANIZATION**
- **TECHNOLOGY AND POLICY**
- **DIGITAL BUSINESS MODELS**
- **CONCLUSION AND ACTION PLAN**
Industry Examples

Across all industries, digital technologies have changed how information is transmitted and processed. Every organization is effectively an information company, and every industry is vulnerable to some degree of disruption. Learn from these examples:

**Healthcare**
Optimize hospital patient flow in an emergency department.

**Banking**
Conduct network analyses to find the high-value customers and leverage those relationships.

**Advertising**
Use A/B testing to determine the effectiveness of advertising—how much exposure is enough to convert?

**Retail**
Optimize an in-store shopping order using “shopper engineering” from Instacart and predict what item the shopper will add to cart next.

**Transportation**
Using indoor location tracking of airline passengers, learn how predictive and prescriptive analytics help understand where passengers go and what services to offer them.
Company Examples

Cambridge Analytica
One of the most notorious data breaches of all time occurred when Cambridge Analytica sold Facebook user data and violated the terms and conditions of the API. Learn the ways that legal and ethical considerations factor into digital business transactions.

Panera Bread
The customer experience was suffering at Panera Bread due to long order and wait times. Being a data-driven company, they studied the problem using customer data and launched an ‘order-ahead’ mobile app, greatly decreasing order and wait times. They also updated the staffing algorithm, achieving operational gains.

PayPal
How does a payment platform become ubiquitous? It requires both buyers and sellers to get on board, presenting the old chicken and the egg conundrum: which comes first? Learn how a one-sided market evolves into a two-sided market where both buyers and sellers derive value.

United Parcel Service (UPS)
Imagine you are tasked with creating the best driving routes to provide the ‘last mile’ of residential delivery service to customers. How can data help you find the optimal routes for your drivers? We’ll pull from descriptive, predictive, and prescriptive analytics techniques to solve this challenge.

Note: All product and company names are trademarks™ or registered® trademarks of their respective holders. Use of them does not imply any affiliation with or endorsement by them.
There’s no question that data and technology are key levers for digital transformation, but it's also about people and organizational alignment. While much of this online program focuses on opportunities for advancing your strategic digital plan, there is also an emphasis on people and the organization.

**Introduction and Overview**
- Orientation
- New marketing landscape

**Opportunities for Digital Transformation**
- Using data to make better decisions
- Applications of machine learning and artificial intelligence
- Improving operational efficiency through prediction and automation

**The Role of Data**
- Data as a catalyst for digital transformation
- Sources of data: surveys, transactions, sensors, location, text, and image/video
- Data storage and infrastructure considerations
- Achieving customer centricity through data integration

**The Process of Digital Transformation**
- Create process flows showing who does what, and when
- Look at processes through a customer-centric lens as source of improvements
Digital Business Models
- Products vs. platforms and multi-sided markets
- Dynamic and personalized pricing
- How subscription models are driving massive growth

People and the Organization
- External: changing customer behavior
- Internal: Organizational alignment for digital transformation
- Define and measure organizational goals

Technology and Policy
- Data usage: legal and ethical considerations, such as data breaches,
- GDPR and California data protection rules
- Algorithmic bias in decision making

Conclusion and Action Plan
- Capstone project: individual opportunity to address a digital transformation
- Recent trends review and what the future holds
Thomas Lee is an Associate Adjunct Professor and Research Scientist in the Haas Operations and Information Technology Management Group at the Haas School of Business. He teaches and conducts research on information and communication technologies to support innovation and new product development. Specifically, he develops and applies text and data mining methods for processing user-generated content. His goal is to discover and select opportunities for product and service innovation. Recent research has mined the text of online customer reviews to induce market structure and mined electronic medical records to redesign emergency department healthcare service processes. He holds Ph.D. and M.S. degrees from MIT’s Engineering Systems Division and B.A. and B.S. degrees in Political Science and Symbolic Systems (Artificial Intelligence) from Stanford University. He has served as a visiting scientist at the Computer Security Division of the National Institute of Standards and Technology, a research engineer at the MITRE Corporation, and as a contractor for DynCorp-Meridian supporting the Defense Advanced Research Projects Agency doing research on Internet privacy and security.

Zsolt Katona is Associate Professor of Marketing at the Haas School of Business, University of California, Berkeley. He is an expert in online marketing strategy and social media. He holds a Ph.D. in computer science from the Eotvos University in his native Hungary and a Ph.D. in marketing from INSEAD, France.

Zsolt’s research focuses on online marketing strategy, networks and social media. He studies how firms can better take advantage of new Internet technologies and how they can integrate them into their marketing mix. His research has appeared in leading scientific journals such as Management Science, Marketing Science, the Journal of Consumer Research, the Journal of Marketing Research, and the Journal of Applied Probability. His research was featured by Bloomberg Business News and the U.S. National Public Radio. He has consulting experience with companies such as Autodesk, IBM, Kelora Systems, Singtel, Telkomsel, and Vodafone.
Sameer B. Srivastava is Associate Professor and Harold Furst Chair in Management Philosophy and Values at UC Berkeley's Haas School of Business and is also affiliated with UC Berkeley Sociology. His research unpacks the complex interrelationships among the culture of social groups, the cognition of individuals within these groups, and the connections that people forge within and across groups.

Much of his work is set in organizational contexts, where he uses computational methods to examine how culture, cognition, and networks independently and jointly relate to career outcomes. His work has been published in scholarly journals such as American Journal of Sociology, American Sociological Review, Management Science, and Organization Science. It has been covered in media outlets such as Fortune, The Wall Street Journal, Financial Times, - Sameer teaches a popular MBA elective course, Power and Politics in Organizations, and co-directs the Berkeley-Stanford Computational Culture Lab. In a prior career, Sameer was a partner at a global management consultancy (Monitor Group; now Monitor Deloitte). He holds AB, AM, MBA, and PhD degrees from Harvard University.
Certificate

Get recognized! Upon successful completion of the program, UC Berkeley Executive Education grants a verified digital certificate of completion to participants. This program is graded as a pass or fail; participants must receive 80 percent to pass and obtain the certificate of completion.

Note: After successful completion of the program, your verified digital certificate will be emailed to you in the name you used when registering for the program. All certificate images are for illustrative purposes only and may be subject to change at the discretion of UC Berkeley Executive Education.

This program counts toward a Certificate of Business Excellence

CURRICULUM DAYS
Two Days

PILLAR(S)
Strategy & Management and Entrepreneurship & Innovation

A UC Berkeley Certificate of Business Excellence gives individuals the opportunity to create a personal plan of study structured by our four academic pillars. Participants will earn a mark of distinction with certification from a world-class university, and enjoy the flexibility of completing the program in up to three years.

LEARN MORE
The Learning Experience

Keeping it Real

Our programs are designed to meet the needs of individual learning styles, while also leveraging the power of peer learning. This is achieved through a user-friendly learning platform that enables participants to easily navigate the program content to achieve learning objectives.

Keeping it Convenient

Access to program content is flexible and available through multiple devices, allowing working professionals to easily manage schedules and learn remotely—anytime, anywhere. Participants enrolled in the program obtain access to learning materials in a modular approach, with new content released weekly. Program modules include a variety of teaching instruments, such as:

- Video lectures
- Discussions
- Class materials: articles, cases
- Quizzes
- Surveys
- Assignments

To further personalize the program modules, live teaching sessions are scheduled during the program, often with Q&A. For participants who are unable to attend these live sessions, a recording is made available so nothing is missed. Our industry-leading learning platform allows participants to create a profile, connect and collaborate with peers, and interact with academic/industry experts such as program leaders and teaching assistants. Assignments are often linked to participants’ real-world situations, making concepts inherently practical.

Our pedagogical approach is designed to bring concepts to life, including:

- Byte-sized learning techniques
- Real world application
- Peer learning discussions
- Simulations
- Live, interactive teaching
Keeping it Interesting

Our globally connected classrooms enable participants to seamlessly interact with their peers to complete group assignments and stay on track toward program completion—with culturally enriching encounters along the way.

Program Requirements

To access our programs, participants will need the following:

• Valid email address
• Computing device connected to the internet: PC/laptop, tablet, or smartphone
• Class materials: articles, cases
• The latest version of their preferred browser to access our learning platform
• Microsoft Office and PDF viewer to access content such as documents, spreadsheets, presentations, PDF files, and transcripts

Other Requirements

Programs may necessitate the usage of various software, tools, and applications. Participants will be informed about these additional requirements at the registration stage or when the program begins. Our program advisors are also available to respond to any queries about these requirements.
STARTS ON
June 25, 2020

ENDS ON
August 26, 2020

DURATION
2 months, online
4-6 hours per week

PROGRAM FEES
$2,600

About Emeritus
UC Berkeley Executive Education is collaborating with online education provider EMERITUS to offer a portfolio of high-impact online programs. These programs leverage UC Berkeley Executive Education’s thought leadership in management practice developed over years of research, teaching, and practice. By working with EMERITUS, we are able to broaden access beyond our on-campus offerings in a collaborative and engaging format that stays true to the quality of University of California, Berkeley. EMERITUS’ approach to learning is based on a cohort-based design to maximize peer-to-peer sharing and includes live teaching with world-class faculty and hands-on project-based learning. In the last one year, more than 30,000 students from over 150 countries have benefitted professionally from EMERITUS’s courses.
CONNECT WITH A PROGRAM ADVISOR

✉ Email: berkeley@emeritus.org
📞 Phone: +1 315-982-5094
            +1 315-277-2746