ARTIFICIAL INTELLIGENCE: STRATEGIES FOR LEADING BUSINESS TRANSFORMATION

AI AND BUSINESS SUPPORT FUNCTIONS

AI APPLICATIONS IN SELECT INDUSTRIES

AI AND OPERATIONS MANAGEMENT

AI APPLICATIONS IN AUTONOMOUS VEHICLES AND TRANSPORTATION

AI AND CUSTOMER EXPERIENCE MANAGEMENT

TRANSFORMING YOUR BUSINESS WITH AI: STRATEGY AND CAPABILITIES

THE AI REVOLUTION: TRENDS, TOOLS, AND APPLICATIONS

TRANSFORMING YOUR BUSINESS WITH AI: ORGANIZATION AND SOCIETY

Northwestern | Kellogg

EXECUTIVE EDUCATION
Artificial Intelligence (AI) has moved into the mainstream, driven by advances in cloud computing, big data, open source software, and improved algorithms. AI technologies are fundamentally altering how we work, live, and manage businesses. The Artificial Intelligence: Strategies for Leading Business Transformation program from Kellogg Executive Education will help business leaders, innovators, and investors harness the power of AI to create customer value and competitive advantage.

Most online programs on AI focus on the technologies, tools, and algorithms behind AI. This program is different. While you will learn the technical foundations of AI, the focus of this program is on the use cases for AI across the enterprise value chain and within specific industries. The program will stretch your thinking and broaden your perspectives with a practical, behind-the-scenes look at how established companies as well as startups are putting AI to work to create value and disrupt industries. Through a diverse set of case studies, original frameworks, and hands-on exercises, you will gain actionable insights on how you can implement an AI strategy that creates value for your company and positions you for advancement in your career.

Who is this program for?

- C-level executives, division presidents, and vice presidents tasked with charting AI initiatives for their organization
- Senior managers and executives charged with advancing the organization’s transformation initiatives using data, analytics and AI
- Functional leaders looking to understand implications of AI on specific business functions and industries
- Mid-career professionals looking to stay current with the AI revolution
- Investors in venture capital, private equity, or hedge funds looking to understand investment opportunities created by AI

“Why now? AI is at an inflection point based on a perfect storm of four inter-related trends that are intersecting: cloud computing, big data, open source, and improved algorithms.”

-Mohanbir Sawhney
KEY TAKEAWAYS

In this program, you will:

- Understand how AI is being used in practice to manage customer experiences, operations, and business support functions based on more than 50 use cases from a variety of companies and industries.
- Learn about AI applications across 20+ industries with modules dedicated to three that are leaders in AI led business transformation: Autonomous Vehicles, Financial Services, and Healthcare.
- Leverage proprietary AI frameworks such as the AI Radar, the AI Canvas, and the AI Capability Maturity Model – developed specifically for this program – to drive your AI strategy.
- Learn from real-world examples such as Microsoft, Oracle, Netflix, Airbnb, Danske Bank, Infosys, Teradata, Reliance Jio, Fruit of the Loom and many other companies based on the personal consulting experience of the faculty.
- Learn how to transform your business through AI—from strategy and capabilities to organization and implementation.

Proprietary Frameworks

As a business leader, you will apply purpose-built frameworks to identify, define, and prioritize AI strategies for your business unit, function, or organization.

The AI Radar
LEARNING JOURNEY

Over the course of eight in-depth modules, you will learn to harness the power of AI to solve real business problems – across the entire enterprise value chain.

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PROGRAM MODULES

In this online program by Kellogg Executive Education, you will gain a comprehensive perspective on how AI is being used in practice across organizations, across enterprise functions, as well as in a wide array of industries. In addition, you will learn how to implement an AI initiative and to address challenges related to responsible and trusted AI.

Module 1

The AI Revolution: Trends, Tools, and Applications

Learn why AI is at an inflection point. Understand the fundamentals of AI, Machine Learning, and Deep Learning, and the key players in the AI ecosystem. Explore the process for framing an AI initiative with the AI Canvas and the 7-Step process for framing an AI initiative.

Module 2

AI and Customer Experience Management

Understand the Customer Experience DNA (CxDNA) framework to identify use cases for AI across the customer journey. Learn how AI is being used to create demand, to enable sales, and to drive customer service. Analyze customer segments, conversion rate optimization, and customer churn using the KNIME analytics platform.

Module 3

AI and Operations Management

Understand how AI can be used to optimize your assets and operating processes to increase agility, reduce operating costs, enhance quality, and improve safety. Learn about the use cases and Jobs to be Done for AI across 5 stages in the Operations Ecosystem: Sourcing, Making, Storing, Routing, and Delivering products and services.

Module 4

AI and Business Support Functions

Learn how AI is being used to transform key business support functions: Human Resource Management, Financial Management, IT Systems Management, and Risk Management. Study a broad range of use cases including AI-driven candidate screening, AI-driven collections management, AI-driven code development, and AI for fraud prevention.
Module 5

AI Applications in Select Industries

Explore how to “verticalize” AI applications to your industry by creating a vertical blueprint for AI in your business. Apply this verticalization approach to the Healthcare and BFSI industries. Learn from real-world cases and apply assisted intelligence to hospital readmission, bank fraud, and underwriting.

Module 6

AI Applications in Autonomous Vehicles and Transportation

Learn about the evolution of Autonomous Vehicles and the Levels of Autonomy. Understand the "AV Efficient Frontier" framework to define the appropriate level of autonomy for a specific use case. Learn about the use cases of AI for the autonomous transportation of people and cargo by land, sea, and air. Become aware of the ethical and regulatory challenges in commercializing Autonomous Vehicles.

Module 7

Transforming Your Business with AI: Strategy and Capabilities

Synthesize your learning to create an AI strategy for your organization. Understand where to focus your AI use cases by applying the AI Radar to your company. Understand the capabilities your organization needs to build for AI-led business transformation using the AI Capability Maturity model. Learn how enterprises will evolve towards becoming Zero Touch Enterprises.

Module 8

Transforming Your Business with AI: Organization and Society

Learn why business leaders need to drive AI strategy. Understand how to design the optimal AI organization for your company. Learn the roles and skills needed in AI teams and how AI teams can adapt agile methodologies for AI projects. Understand the principles of Responsible AI and how to govern AI projects to drive responsible and ethical outcomes for your business and for society.
AI USE CASES

The program highlights the use cases of AI along two dimensions – enterprise value chain and industries.

**AI Use Cases Across the Enterprise Value Chain**

**MANAGING CUSTOMERS**
Higher revenues and better customer experiences

**MANAGING OPERATIONS**
Optimized production, logistics and maintenance

**MANAGING SUPPORT FUNCTIONS**
Faster, better, cheaper administrative processes

**AI Use Cases Across Industries**

- Transportation
- Healthcare
- Financial Services and Insurance
- Retail
- High-Tech
- Telecommunications
- Utilities, Energy, and Resources
- Manufacturing and Assembly
- Agriculture and Mining
- Consumer Packaged Goods
- Public and Social Services
- Construction and Real Estate
Step into the minds of executives from a diverse set of companies – platform players, Fortune 500 enterprises, and leading startups. Develop an AI playbook full of use cases and strategies that you can put to work in your organization.

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Professor Sawhney is a globally recognized scholar, consultant, and speaker in innovation, modern marketing, and enterprise analytics. He has co-authored seven management books as well as dozens of articles in academic and managerial publications. His most recent book, *The Sentient Enterprise*, was published in October 2017. He has won several awards for his teaching and research, including the 2006 Sidney Levy Award for Teaching Excellence at the Kellogg School, the 2001 Accenture Award for the best paper published in *California Management Review* and the Outstanding Professor of the Year at Kellogg in 1998. He received the Distinguished Alumnus Award from IIM Calcutta in 2011. In 2014, he was ranked 16th on the list of most influential thinkers of Indian origin by the Institute of Competitiveness. He serves on the Board of Directors at Reliance Jio Infocomm and advises several technology startups. He is a Fellow of the Institute of Study for Business Markets (ISBM) at Penn State University and a member of the Advisory Board at Chicago Innovation. Professor Sawhney holds a Ph.D. in Marketing from the Wharton School of the University of Pennsylvania, an MBA from the IIM Calcutta, and a B. Tech. in Electrical Engineering from IIT Delhi.

Varun Poddar has 20 years of tech industry experience ranging from Accenture to early stage startups. He has led digital strategy, technology transformation, machine learning, and SaaS implementations in a variety of settings. He has worked with teams across industries including retail, oil and gas, food service, consumer goods, telecommunications, and manufacturing – helping them drive value using technology and data. At Winsight, as head of digital transformation and product innovation, he streamlined legacy technology and data fragmentation, implemented modern cloud platforms, and launched new AI-embedded products. Varun brings together his varied experiences in this Executive Education program as the curriculum architect and subject matter expert. He has worked closely with Mohanbir Sawhney to create AI-specific strategic frameworks and case studies, and to consult with over 50 companies. Varun holds a BS in Industrial Management from Purdue University, an MBA in Marketing and Analytics from the Kellogg School of Management, and a Masters in Engineering Management from the McCormick School of Engineering at Northwestern University. He has also completed advanced certifications in Artificial Intelligence, Data Science, and Agile.
On your journey to learning artificial intelligence strategies for leading business transformation, you’ll be in good company. Past participants come from a wide range of industries, job functions, and management levels.

**Participants by Industry**

- **9%** IT PRODUCTS
- **9%** HEALTHCARE
- **9%** IT SERVICES
- **15%** BANKING & FINANCIAL SERVICES
- **15%** CONSULTING
- **43%** OTHERS*


**Participants by Work Experience**

- **18%** >26 Yrs
- **22%** 21-25 Yrs
- **16%** 11-15 Yrs
- **34%** 16-20 Yrs
- **8%** 6-10 Yrs
- **2%** 1-5 Yrs
Representative Companies

Participants include representatives from companies such as:

- Accenture
- Adobe
- Cisco Systems
- Deloitte
- IBM
- Intel Corporation
- Microsoft
- Oracle Corporation
- PricewaterhouseCoopers
- The Coca-Cola Company
- Unilever
- Western Digital Corporation

Participant Titles Include

- CEOs & Managing Directors
- Chief Marketing Officers
- Senior Brand Director
- Director, Strategy and Innovation
- EVP - Technology and Innovation
- Vice President - Big Data Engineering
- Global Product Manager
- GM & VP of Networking & Communications
- Group Customer Experience Manager
- Chief Data Strategist
- Manager - Strategy Analytics
- Senior Business Growth Consultant
PARTICIPANT TESTIMONIALS

“The overall approach of evaluating every concept via a framework was just too good. The communication and program delivery have been the best experience I have ever had. Every aspect of the program including platform/technical infrastructure exceeded my expectations and this is probably the best online learning experience I have ever had!”

Aashish Goyal, Manager, Business Analysis

“I think Professor Sawney is simply outstanding! The course is exactly what organizations and especially leaders need if they want to stay relevant in the exponentially accelerating digital future.”

Dale Moore, Director, Strategy and Innovation

“It was great being able to apply the multiple frameworks to my business. They helped me bring AI beyond the theory and into reality. A very good use of my time and a thoroughly enjoyable learning experience as well!”

Philippa Penfold, CEO

“The weekly videos from Professor Sawhney were excellent. I was hesitant to go into an online only learning environment based on a poor experience I had while I was obtaining my MBA from another university. The lectures in this course really met my needs. In addition, the live webinars and weekly office hours where you could interact live with the faculty was very beneficial.”

Robert Tatz, Enterprise Architect
CERTIFICATE

Upon successful completion of the program, Kellogg Executive Education grants a verified digital certificate of completion to participants. This program is graded as pass or fail; participants must receive 80% to pass and obtain the certificate of completion.

Note: This online certificate program does not grant academic credit or a degree from Kellogg School of Management.
THE LEARNING EXPERIENCE

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 REAL

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

- Bite-sized learning techniques
- Real-world application
- Peer learning discussions
- Live, interactive teaching
KEEPPING 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
- Moderated peer discussions
- Class materials: articles, cases, resource library
- Application exercises

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 sessions live, 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.

KEEPPING 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 – having 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
- 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 questions about these requirements.
ABOUT EMERITUS

Kellogg Executive Education is collaborating with online education provider EMERITUS to offer a portfolio of high-impact online programs. 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 Kellogg.

EMERITUS’s 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 year, more than 30,000 students from over 150 countries have benefitted professionally from EMERITUS’s courses.

DURATION

2 months, online
4-6 hours/week*

*Note: Excluding optional exercises that will allow participants to dive deeper into specific concepts.

PROGRAM FEES

$2,900
Easily schedule a call with a program advisor to learn more

SCHEDULE A CALL

You can apply for the program here

APPLY

CONNECT WITH A PROGRAM ADVISOR

Email: kellogg@emeritus.org
Phone: +1 847-469-1711