Digital Excellence

Post-Graduate
Certificate Program
For CxOs of Digital Transformation
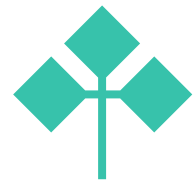
ESMT Berlin

Post-Graduate Certificate
Proving Your Digital Leadership

41 North Business School in cooperation with ESMT Berlin offers the Digital Excellence Post-Graduate Certificate focusing in the areas of strategy & innovation & technology. The academically designed program supports enhancing participants professional development and reshapes their leadership skillset in digitalization.

25%

Of the world economy will be digital by 2020

SOURCE: DIGITAL ECONOMIC VALUE INDEX

5Mn

Net loss jobs by 2020 due to emerging technologies

SOURCE: WORLD ECONOMIC FORUM

41. FORTY ONE • NORTH
A CURRENT BUSINESS SCHOOL

41 North Business School in partnership with ESMT Berlin -a triple accredited business school- focuses on the current business needs such as **managing technology, strategy and innovation** with post-graduate certificate programs in Istanbul.

ESMT ranked 18th
in Financial Times European Business Schools Ranking

ESMT ranked 1st
in Germany in Financial Times Executive Education Ranking

ESMT ranked 13th
in Financial Times Worldwide Executive Education Ranking

Digital disruption affects business across all sectors.

Deniz Saral, PhD
Founding Dean, 41 North Business School

Today's business leaders must navigate market terrains that have been radically transformed by disruptive technologies.

Digital disruption affects businesses across all sectors. Corporate decision-makers have the choice whether they only take the role as followers to preserve their existing business lines in the digital age, or whether they want to become innovators, shaping industry trends and conquering new digital markets.

Digital Excellence Program at 41North, in partnership with ESMT Berlin, incorporate the latest teaching methods, which integrate lectures, case discussions, simulations, action-based learning, creative interventions, group work, and discussions. Since peer-to-peer dialogue is an integral part of our high-impact learning process, participants with similar experiences and interests are selected for each program to ensure maximum group synergies and exchange. Combining business and technology experts in one program, you will be inspired to find new business solutions using the most globally applicable innovative technologies.

More important to go back to knowledge.

DR. NORBERT SACK
Dean of Executive Education, ESMT Berlin

ESMT Berlin is delighted to collaborate with 41 North on the Digital Excellence Program. We were founded only 16 years ago, and our executive education is ranked as among the top 15 in the world by the Financial Times. We are eager to support 41 North in taking a similar path and becoming a premier business school, for the region and on a global scale.

In our executive education programs, we follow the three principles of being caring, daring, and rigorous. We connect the individual interests of participants with the needs of their organizations. By constantly questioning and reviewing how and what we teach, we provide impact that is based on state-of-the-art research.

In the Digital Excellence Program, we implement these principles. We want to listen to our participants, we want to challenge them by presenting and using innovative methods and tools, and we want to introduce them to the latest scientific insights.

Turkey is an exciting country. It has always connected East and West and bridged continents and cultures. In this same vein, 41 North can become a bridge between different philosophies, different cultures, and different people to create a common language and understanding.

We at ESMT are extraordinarily excited to deliver the Digital Excellence Program together with 41 North and to help enhance the growth and development of a new and unique institution.

" Digital Excellence *Post-Graduate Certificate Program*

Program Type
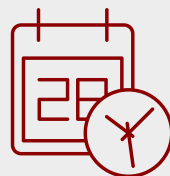Modular Certificate Program

Language
English

Location
Istanbul

Frequency
Twice a year

Duration:
6 Modules
(each module is
available separately)

Price
Each Module   : € 1500
All Modules   : € 1200 x 6 = € 7200

Digital Excellence Post-Graduate
Certificate Program

Modul 1	Modul 2	Modul 3
Innovation as a Corporate Model – Building a Digital Strategy	Ideation Workshop Being Agile and Entrepreneurial	Data Driven Organizations
Modul 4	**Modul 5**	**Modul 6**
Being a Leader in A Digital World	Understanding, Analyzing and Applying New Technologies in Existing and New Business Models	Bringing Technology to Market and Delivering on Digital

Why Should You Consider
This Program?

The six modules of the joint 41 North Business School and ESMT Berlin Digital Excellence Program prepare and equip corporate leaders to disrupt their businesses, develop new strategies, introduce organizational changes and pro-actively seize the opportunities digitalization brings to their markets.

PROGRAMS:
◆ Gives executives a framework to generate new business models, identify key resources, partners, and organizational prerequisites.

◆ Provides the necessary tools to develop a digital strategy.

◆ Gives a structure to thoroughly understand customers' needs, ideate, develop prototypes, and generate solutions.

◆ Participants familiarize themselves with the tools to advance new ideas inside and outside of their companies, and how to turn those ideas into successful businesses.

◆ Participants learn how to apply basic data analytics to test their assumptions and to derive decisions from quantitative insights.

◆ Participants learn about how to lead in a digital environment by building an adequate organizational structure and by using new ways of communication.

◆ Encourages participants to embrace Blockchain, Artificial Intelligence and IOT for process optimization and new business ideas.

◆ Inspires participants how to commercialize new ideas and how to successfully implement digital transformation projects.

Module 1: Innovation as a Corporate Model *Building a Digital Strategy*

Digitalization and globalization have transformed the way how organizations can make use of external ideas, solutions and technologies. Instead of only relying on their internal innovation capabilities, they can explore new kinds of co-operations with accelerators, establish corporate incubators, tap into crowdsourcing, organize hackathons, and enter the open innovation process. Module 1 opens up the spectrum of digital excellence. It introduces decision-makers to new organizational forms of corporate entrepreneurship and is designed as a hands-on workshop for business model generation.

Based on a real-life challenge, the module then introduces Alex Osterwalder's Business Model Canvas and Value Proposition Canvas as hands-on tools to inspire to enter the mindset of a corporate entrepreneur.

Day 1 (ESMT) – Understand and Analyze Existing Business Models:
The Corporate Entrepreneurship Matrix – new forms of innovation; introduction to and application of Osterwalder's Value Proposition and Business Model Canvas; analysis of business models of digital key players (group work)

Day 2 – (41North) Building a digital strategy: Components of a digital strategy;
tools, techniques, and approaches for building a digital strategy; unlocking business value from digital investments; new business models, platforms, and ecosystems; actively managing the investment portfolio in digital industries

KEY TOPICS:
◆ New forms of innovation
◆ Value proposition and business modeling
◆ Components of a digital strategy
◆ Platforms and ecosystems
◆ Managing the investment portfolio

KEY BENEFITS:
◆ Exploring new organizational forms of corporate entrepreneurship
◆ Getting inspired to open the mindset
◆ Tools and methods for building a business model and value proposition
◆ Tools and techniques to develop a digital strategy

TARGET AUDIENCE
◆ Executives from business development, strategy, marketing, and sales who seek to initiate or lead innovation processes, as well as manage new innovation sources and channels within their business.

METHODOLOGY:
◆ Hands-on workshop on real life challenge
◆ Interactive lectures
◆ Benchmarks
◆ Group works

Module 2: Ideation Workshop *Being Agile and Entrepreneurial*

Every innovation starts with a good idea. Design Thinking is a customer-centric, hands-on but structured approach to innovation that has experienced widespread diffusion among companies. In the workshop, participants will get to know each step of the Design Thinking process and will sequentially experience the process facing a real-life ideation challenge. In the second part of the module, participants will have to test their ideas in experiments to make their innovative ideas succeed in the marketplace. Based on the Lean Startup methodology introduced by Eric Ries - Build, Measure, Learn – the module also provides the basis for hypothesis-driven experimentation and validated learning.

This module will be practical, experiential and interactive, as well as fun and inspirational. Participants will conduct real-life interviews and develop their prototypes in small, interdisciplinary groups to create a maximum diversity of ideas and inspiration.

Day 1 (ESMT Berlin) – Ideation with Design Thinking:
The six steps of the Design Thinking process – Understand, Observe, Point of View, Ideate, Prototype, Test – show participants how to implement this new form of innovation in their own companies; ideate and innovate; work on a concrete new business proposal

Day 2 – (41North) Implementing Design Thinking with the Lean Start-up methodology : The difference between traditional methods and Lean Startup; Lean Startup concepts, principles, and terminology; the Build-Measure-Learn loop to get faster feedback from product experiments; Innovation accounting; the Mission Model Canvas for governments and NGOs, Hacking 4 Defense/ Hacking 4 Ecergy / Hacking 4 Impact.

KEY TOPICS:
◆ Getting familiar with and apply the different tools and methods of the six steps of Design Thinking and Lean start-up
◆ Custocer centric innovation and complex problem solving
◆ Getting out of building
◆ Agile product / service / solution development
◆ Industry specific cases

KEY BENEFITS:
◆ Learning how to implement new forms of innovation in their own companies
◆ Learn to get faster feedback from product experiments
◆ Learn to create safe working environment for innovation teams

TARGET AUDIENCE
◆ Executives who believe their teams have the potential to be more creative and who seriously want to listen to their customers as well as generate new ideas that fulfill their customers' needs. Executives who believe that each step toward a more innovative organization starts with their own initiative, and who want to learn how processes can become leaner and more efficient in their organizational implementation

METHODOLOGY:
◆ Hands-on workshop on real life challenge with
◆ exercises, experiments and interactive elements
◆ Short inputs
◆ Benchmarks
◆ Working in small teams

❖ *Each module is available separately*

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Module 3: Data Driven *Organizations*

This module will be an introduction to evidence-based decision-making. Departing from a hands-on introduction about hypotheses and quantitative assessments, many exercises will familiarize participants with the most frequent tools to allow judgments on the success of innovations. The participants will get to know why managers need Big Data and Big Data needs them. They will dive into the difference between descriptive, predictive, and prescriptive analytics and discuss how to distinguish between good and bad analytics. They will also learn how business experiments affect good managerial decision-making.

The program will equip participants with the tools required to put Big Data to practical use and the necessary insights for leveraging analytics to increase efficiency and productivity, and seize new business opportunities.

Day 1 - (ESMT) Data Analytics for Decision Making: the use of data analytics; metrics – the fundamentals and why every leader should know about analytics; differences between traditional accounting systems and metrics for new business models; deriving relevant indicators for new business models; how data fits in and how data sciences can drive business value; the possibilities deriving from predictions, experimentation and how to visualize data.

Day 2 – (41North) Applying Data Analytics in the Organization: Participants get to know best-practice cases how to build organizational muscle in analytics, how to organize for analytics internally and also how to tackle privacy and ethics. We then apply analytics to the participants' businesses and develop action learning roadmaps.

KEY TOPICS:
◆ Fundamentals of data analytics
◆ Creating business value from data
◆ Organizing for analytics
◆ Application of analytics
◆ Understanding data driven organizations of future
◆ Practicing developing formal hypotheses
◆ Assessing results against formal hypotheses for decision makin

KEY BENEFITS:
◆ Being able to judge on the success of innovation
◆ How to put Big Data to practical use
◆ How to leverage analytics to increase efficiency and productivity
◆ Understanding the importance and challenges of big data.
◆ How to organize around data, develop capability?
◆ How to leverage benchmarks and develop a roadmap around data?
◆ Create an understanding around building a future proof organization.

TARGET AUDIENCE
◆ This program is for executives that would like to understand the role of big data for their own decision making and also for their organization as a whole.

METHODOLOGY:
◆ Interactive lectures
◆ Short exercises
◆ Group work and developing learning roadmap
◆ Benchmarks

❖ *Each module is available separately*

Module 4: Understanding Leadership *and Being a Leader in a Digital World*

What are the prerequisites of true digital leadership? Module 4 departs from the classical tools of change management and explores the new role that corporate executives have to take in the digital world. Which kind of organizational structures suits best for new digital business models? How can we reach the best outcome of products and services? Which kind of collaboration has the most positive effect on productivity and desired outcome? Which kind of leadership do we need to set the right guardrails for our teams?

Leading organizations and implementing organizational change in the digital age requires vision, flexibility and empathy. During this module, participants will be challenged in group discussions and caselets, and they have to sketch a personal action plan.

Day 1 – (ESMT): Understanding leadership in a digital world: Leading organizational ambidexterity; developing an organizational towards digital literacy; attributes of entrepreneurial leaders and communalities with traditional business leaders; how to frame the business context to adopt a more entrepreneurial process; how to build and lead high-performance teams to foster innovation

Day 2 - (41North) – Understanding why we initiate digital transformation, the role of leader as a change agent. Digitalization of functional roles, and changing capabilities of future workforce. Being a leader in a digital world: Communication techniques and tools for implementing organizational change; creation of a personal action plan

KEY TOPICS:
◆ The new role of executives in a digital world
◆ Introduction to the model of ambidextrous organizations
◆ Building and leading high-performance teams
◆ Communication tactics for adaptive change
◆ Integrated digitalization, cultural change as a key enabler
◆ Capability needs to be an impactful leader of future

KEY BENEFITS:
◆ Being able to design an appropriate organizational structure
◆ Building up teams for efficient collaboration
◆ Tools and techniques for change communication
◆ Building a personal digital agenda

TARGET AUDIENCE
◆ This module is specifically designed for executives that would lead, motivate and enable their teams in increasingly complex environments and would like to have their buy-in for necessary change processes within their companies.

METHODOLOGY:
◆ Interactive lectures
◆ Short exercises and role plays
◆ Group work and peer consultation
◆ Action plan
◆ Tech it ! Serious Game

❖ *Each module is available separately*

Module 5: Understanding, Analyzing and Applying New Technologies *in Existing and New Business Models*

New technologies and platforms are disrupting markets – either by peer-to-peer trading and smart contracts via decentralized ledger technologies such as Blockchain, or by machine learning and Artificial Intelligence (AI). For achieving digital excellence, participants will become aware of the potential benefits these new technologies can bring to their businesses. However, they will also be sensitized that cybersecurity and digital threats become more omnipresent than ever before.

In an interactive format, participants will get acquainted with the history and technology of the Blockchain, and in group work they will explore how business models use the technology in new products, services and for internal process optimization. Likewise, the core functionality of AI will be experienced in a hands-on tutorial (no prior programming skills needed), and major business applications and current short-comings of the technology will be discussed. The first day is complemented by a webinar on cybersecurity with an associate of ESMT's Digital Society Institute.

Day 1 (ESMT) – Understanding and Analyzing Existing Business Models: Blockchain – history, functionalities and its prospects; value creation and business models of Blockchain platforms; application workshop to experience blockchain technology; webinar on cyberstrategy and its implications for businesses

Day 2 (41North) – Artificial Intelligence in Business Applications and Platforms: How neural networks and machine learning revolutionize business practices; technologies (cognitive computing, chatbots, computer vision, neural networks); optimizing processes and products with AI; ecosystems and platforms, aligning architecture, governance, and strategy; how to start and run a successful platform business, explaining ways to identify prime markets and monetize networks; security, regulation, and consumer trust as pre-requisites for building a platform

KEY TOPICS:
♦ Introduction to blockchain
♦ Application of blockchain technologies
♦ Cybersecurity
♦ AI, neural networks and machine learning Ecosystems and platforms
♦ Quick introduction to ecosystems, platforms and applications of IOT, Cloud , Quantum Compute, Robotics, machine learning   and other future technologies
♦ Literature

KEY BENEFITS:
♦ Becoming aware of the potential benefits new technologies like blockchain, machine learning and AI, IoT and platforms can bring to businesses
♦ Sensitizing that cybersecurity and digital threats become more imminent than ever before
♦ Prerequisites to build a platform Understanding future technologies and trends
♦ Have a deeper understanding of what AI is and how it is relevant to their job / life
♦ Have a high-level AI agenda for themselves or their organization
♦ Know where to look at if they want to go deeper in the subject

TARGET AUDIENCE
♦ This program is designed for executives from all functions that would not only like to get a better overview of existing new technologies, but also understand how they might be used for in their organizations.

METHODOLOGY:
♦ Interactive lectures
♦ Short exercises and quizzes
♦ Hands-on tutorial
♦ Gamification elements
♦ Group work
♦ Developing own ideas for applying new technologies in the organization

❖ Each module is available separately

Module 6: Bringing Technology to Market *and Delivering on Digital*

Responding to the demands of the global business world, the last module will provide participants with the right understanding, concepts, and tools for improving revenue generation. During the module, we will have a deeper look into how to tailor services and product offerings to profit from developments. Additionally, we will provide the necessary tools to generate competitive market strategies and establish the means for their implementation.

The second part of the module deals with successfully implementing digital transformation projects. Participants will gain a clear understanding of how organizations can maximize returns from their digital investments. Additionally, they learn tools and techniques that allow the realization of real benefits.

Day 1 (ESMT) – Bringing Technology to Market: Tackling low-cost competition in global markets, developing innovative business models, turning complex services into a profitable business, and understanding cost traps in business models 4.0

Day 2 (41North) – Delivering on Digital: understanding how digital investments create real business value, how to lead digital transformation initiatives by mapping organizational changes against expected benefits, investment objectives, and business drivers, analyzing stakeholders, identifying and overcoming obstacles; discussing how to take action by assigning roles, building business cases and designing projects

KEY TOPICS:
♦ Tackling low cost competition
♦ Strategic options: no frills, premium goods and complex service solutions
♦ Cost traps in innovative business models
♦ Stakeholder analysis
♦ Digital investments and its implications,
♦ How to lead digital transformation in organizations
♦ Holistic approach to transform organizations
♦ Digital investments and its implications, setting right KPIs

KEY BENEFITS:
♦ right understanding, concepts, and tools for improving revenue generation
♦ Clear understanding of how organizations can maximize returns from their digital investments
♦ Tools and techniques that allow the realization of real benefits.

TARGET AUDIENCE
♦ This program is designed for executives that would like to bring new technologies to market and would also like to understand potential pitfalls and strategies for global markets. Also executives that would like to implement digital strategies will strongly benefit from the program.

METHODOLOGY:
♦ Interactive lectures
♦ Group work and peer consultation
♦ Case studies
♦ Benchmarks and best-practices

❖ Each module is available separately

Where?

41 NORTH BUSINESS SCHOOL-LEARNING HUB

Our classes take place in Ferko Signature Business Center, located in the heart of Istanbul's business district in Levent and are equipped with a high-end of technological infrastructure.

Click here to explore 41 North Business School in 360

Ferko Signature Building
Büyükdere Cad. 175, 34394 Levent
Istanbul, Turkey

Build Your Digital Career @41 North
Become a digital transformation expert in just 12 days of programs

You can build your digital capability in strategy, leadership, business models, ecosystems, industry 4.0 platforms and technologies.

You will be bringing technology to market with developing personal agendas, benchmarks, case studies, interactive lectures and gamification.

FORTY ONE • NORTH
A CURRENT BUSINESS SCHOOL

A Stand Alone
Unique Business School
in İstanbul

Address

41 NORTH BUSINESS SCHOOL
Learning Hub
Ferko Signature
Büyükdere Caddesi 175 - B4
34394 Levent, İstanbul, TR

Phone

Phone:+90 212 932 82 12

Online

www.41north.com.tr
formore@41north.com.tr

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