



**MIT CISR Summer Session 2023:
Capturing Value for Digital Success**
Monday–Wednesday, June 12–14, 2023

Monday, June 12: Value from Digital

8:00 – 8:30 AM Check-in & Continental Breakfast

8:30 – 9:00 AM **Introduction**
Stephanie Woerner, Austin Van Groningen

9:00 – 11:00 AM **What's Your Digital Business Model: Making money in the digital economy**
Stephane Woerner
Digital transformation is not about technology—it's about change. And it is not whether that change will come, but a question of when and how. In the new digital economy, many enterprises won't succeed by merely tweaking the management practices that led to past success. To thrive in a digitized universe, businesses of all sizes will need to reinvent themselves and substantially change their organizations. Yet leaders often lack a common language to assess the degree of threat that digital disruption poses to their business, and—more importantly—the language to create a compelling vision for their enterprise's success.

11:00 – 11:30 AM **Morning Break**

11:30 AM – 12:30 PM **Future Ready: Four pathways to capturing digital value**
Peter Weill
In preparing for the future, many large, established enterprises are embarking on a digital transformation journey—often without any sense of where they are going. However, the goal isn't digital transformation but rather digitally enabled business transformation—using digital capabilities to transform a traditional enterprise into a top performer in the digital economy. Leadership's role is to determine which pathway(s) to pursue—and how aggressively to move—to capture digital value. In this session, we will introduce the four viable pathways for transformation and examine their pros and cons for building new capabilities and capturing value from digital. We will discuss the four types of organizational explosions that companies need to manage as they transform.

12:30 – 1:30 PM **Lunch**

1:30 – 2:30 PM **Future Ready: Four pathways to capturing digital value**
(continued)



2:30 – 3:00 PM **Afternoon Break**

3:00 – 4:30 PM **Becoming Future Ready with Digital Innovation**

Nils Fonstad

Increasingly, the steps that organizations take to become Future Ready are digital innovation initiatives. Yet most organizations are struggling to prioritize investments and realize meaningful business value from them. This session will draw on eight years of research findings to describe and discuss how firms avoid wasting resources and achieve strategic objectives more effectively and efficiently from a portfolio of digital innovation initiatives.

4:30 – 5:00 PM **Working Group Session**

In this session, you will have the opportunity to work with a MIT CISR framework and apply it to your own enterprise.

5:00 – 5:10 PM **Feedback**

5:15 – 6:45 PM **Networking Reception**



Tuesday, June 13: Value from Data and Employees

8:30 – 9:00 AM **Continental Breakfast**

9:00 AM – **Fueling Dynamic Capabilities using Liquid Data Assets**

12:00 PM *Barbara Wixom*

Data liquidity is defined as the ease of data asset reuse and recombination. Companies increase data liquidity by building out their data monetization capabilities; data monetization is the conversion of data into financial returns. MIT CISR research has identified three data monetization approaches: improving with data, wrapping products with data-fueled features and experiences, and selling information solutions. This session describes a data monetization capability framework that can be used to assess a company's data liquidity ability, drawing on an analysis of the Healthcare IQ vignette.

There will be a 1/2 hour break during this session.

12:00 – 1:00 PM **Lunch**

1:00 – 2:30 PM **The Economic Implications of Generative AI**

John J. Horton

The recent commercial debut of ChatGPT and other large language models has created a lot of excitement around the possibilities of generative artificial intelligence (AI) as well as a lot of handwringing. In this session Prof. Horton will describe common categories of AI and explore why companies are especially enthusiastic about generative AI. He will then discuss what the adoption of generative AI technologies might mean for companies and the overall labor market and how the use of generative AI is related to the company's IT investments.

2:30 – 3:00 PM **Afternoon Break**

3:00 – 4:30 PM **Designing a Transformative Employee Experience**

Nick van der Meulen

MIT CISR research has shown that, given the right environment, a conventional workforce can achieve unconventional results. This session goes into detail how digital transformations can enable or constrain employees, and how to design an employee experience that improves customer satisfaction, enhances innovation, and raises profitability.



4:30 – 5:15 PM **Working Group Session**

In this session, you will have the opportunity to work with a MIT CISR framework and apply it to your own enterprise.

5:15 – 5:25 PM **Feedback**

5:30 – 7:30 PM **MIT Campus Walking Tour**

Nils Fonstad



Wednesday, June 14: Value from Partnering

8:30 – 9:00 AM **Continental Breakfast**

9:00 – 10:30 AM **Domains: Developing an Outside-in Focus**

Stephanie Woerner, Ina Sebastian

Despite becoming more customer-centric, companies in most industries, including banking, automotive and utilities, still operate with an inside-out mindset for their digital offerings. But these companies leave value on the table, because customers gravitate toward those companies that can meet their needs for daily life, home, mobility, or their business. We call these needs domains. They require an outside-in focus on creating value from digital because they span industries, but the shift is worth it. Domain-oriented companies perform better on revenue growth and profitability. This session will describe what it takes to become a domain oriented company, including their capabilities to engage with customers and partners in new ways.

10:30 – 11:00 AM **Morning Break**

11:00 AM – **Leapfrogging Competitors by Growing with xTechs**

12:00 PM *Alan Thorogood*

Large enterprises are collaborating with small digital companies to achieve growth. This session will share learnings from multiple case studies, including one of Bendigo and Adelaide Bank and identify what is needed to make these partnerships successful.

12:00 – 1:00 PM **Lunch**

1:00 – 1:30 PM **Presentation of Certificates & Group Photo**

1:30 – 3:30 PM **Reorganizing for Digital: Four drivers to solve the organizational Rubik's Cube**

Peter Weill

MIT CISR research has identified four ways to unlock new value from digital including the organizational surgery needed. Firms in the top quartile of effectiveness of organizational surgery had both higher margins and revenue growth than their competitors. These firms found solutions to their organization's Rubik's Cube challenge—to achieve customer responsiveness, sharing services, reusing modular capability, and commercializing new services.

4:00 – 5:00 PM **Participant Framework Presentations**

5:00 – 5:15 PM **Wrap-up & Feedback**