

# Module 4 Digital Operations

## Dates

26 - 27 October 2018

Friday 13:30 – 16:30

Saturday 09:30 – 16:30

## Fees

Diploma programme: included

Short course: 1.375 €

In this module, you will learn how a digitalisation strategy can be effectively implemented in operations and supply chain processes. This learning will draw from a framework that links market positioning with operational capabilities, ensuring that performance objectives are cascaded into and reinforced by operational configurations. You will also develop skills for leading digitalisation initiatives in operational contexts.

## Contents

### Key Benefits

- ↗ Learn the characteristics of effective "Industrie 4.0" implementations
- ↗ Understand how to use digital technologies in order to innovate operations and supply chain
- ↗ Explore how you can implement digital innovations in operations and supply chains

### Competing based on "Industrie 4.0" Operations and Supply Chains

You will evaluate cases of "Industrie 4.0" implementations in order to characterise the effectiveness of digital strategy implementations in operations and supply chains. We adopt the lens of the unifying Operations Strategy Matrix framework to analyse coherence, correspondence, and consistency of "Industrie 4.0" implementations. You will gain skills to understand whether (or not) implementations can provide firms with a competitive edge.

### Linking Digital Strategy to Shopfloor Operations and Employees

Now you will develop skills on the process of operations strategy implementation, that is, formation and implementation. We will study cases that reflect a top-down approach on strategy implementation. In turn, you will also learn how a digitalisation strategy can be reinforced, or even shaped, by tapping into frontline employees' process knowledge and creativity. This reflects a bottom-up approach on digitalisation strategy and "Industrie 4.0" formation and implementation. Based on cross-case comparisons, you will learn when you should use a top-down or a bottom-approach (or both).

### Leading Innovative Projects under Uncertainty and Ambiguity

In this session, we will discuss the management of novel digitalisation projects in an environment dominated by operational processes. We will discover the crucial mindset differences embedded in innovative digitalisation initiatives and operational processes, and what that implies for managing these simultaneously. Together we will develop a framework that links techniques to radical and incremental innovation contexts with different levels of uncertainty and ambiguity.



*"This unique programme allowed me to enhance my skillset by providing me with the tools and knowledge necessary to convert data into strategy and recognise new and evolving digital trends. This enabled me to successfully support my organisation in order for us to be ahead of the digital evolution."*

**Borja Martínez Pérez, Asset Integrity & Risk Engineer**