Leading Digital:
Strategy and Management in an era of Digital Disruption

**27 to 29 March 2019
@the University of Edinburgh,
Edinburgh, Scotland**

UNIVERSITY OF EDINBURGH
Business School

About the Organiser

The Australian VET Skills Academy (AVETSA™ in short) is a leading provider of education and training initiatives around the globe. What started off as a vocational education and training focussed institution in 2015, has today grown to partner reputable universities and certifications bodies in offering cutting edge bespoke courses across the world in areas such as technology management, talent development and strategy.

We operate out of Brisbane, Australia. Our reputable partners are selected from the United Kingdom, United States and Australia based on their leading positions in their areas of expertise. Our clients are mainly from Asia Pacific and the Africa regions comprising of corporate leaders, middle management and entrepreneurs.

About the Delivering Partner

The University of Edinburgh Business School has a long and successful tradition of developing effective and responsible leaders at undergraduate, postgraduate and executive levels. Our capability in management and leadership education is recognised through the triple accreditation of our programmes: by AMBA (endorsing post-experience training credentials), EQUIS (the European quality assurance agency for management education) and AACSB (the USA-based quality assurance body).

Our mission is to develop effective and responsible leaders by creating insightful knowledge; and inspiring minds in dialogue with the world around us.

With a strong engagement team and a number of faculty consulting with organisations on real world issues, the University of Edinburgh Business School has built a wealth of experience in delivering solutions for a variety of organisations in Scotland, the UK and internationally.

Our focus on research, teaching and learning, and engagement gives us a unique perspective. We use pioneering research to tackle intractable problems and address the burning questions organisations and governments face today.

With more than 100 academics from 28 nationalities and an alumni community of 14,000 in more than 120 countries, the School is recognised as a connected community for thought leadership on the international business stage.

Programme **Overview**

We live in an era of disruptive technology in a digital economy. The convergence of Mobile Connectivity, Social Media, Enterprise Social, the Cloud, Big Data, Internet of Things, Artificial Intelligence and Automation and the Blockchain, combined with the rapid emergence of a new generation of constantly connected customers/employees, is threatening to reshape markets faster than any force in history.

With a recent report suggesting that four out of ten industry incumbents across a broad spectrum of sectors could be displaced by digital disruption over the next five years, many organisations are on the verge of becoming 'digital dinosaurs' due to their inability to adapt.

No industry, no organisation is immune from the threat of being disrupted. Equally, no individual is immune – 40% of jobs could be replaced by digital technology over the next two decades. Transforming digitally is the number one business challenge facing organisations today. Staying relevant in a digital world is the number one personal challenge we are all currently facing.

As a consequence, a new breed of executive is required: Digital Business Leaders: Leaders who can combine high level business knowledge, experience and understanding with the ability to develop digital transformation strategies fully aligned with and supportive of agreed business goals and objectives. Leaders who possess both the confidence and personal skills to drive digital-led organisational change.

Additionally, the push economy that has long dominated the way we consume products and services has been disrupted by a new pull economy, characterised by platforms such as Uber and Airbnb, where consumers take part in providing and shaping the services provided. The question of value is also a challenging and interesting concept as it moves from just a concept of currency into the realms of both data and trust. The rise of the digital currency Bitcoin, along with its supporting technology Blockchain, offers a radical new model of peer-to-peer trading, which raises questions about our existing economic models, and threatens to undermine long accepted financial power structures. This has precipitated an explosion of new products and thinking around decentralised trading of goods and services.

Key Programme Takeaways

The programme will be delivered as a series of lectures, interactive workshops and application sessions applying the programme materials to your specific business situation.

On Day 1, you will get the opportunity to take part in a Block-Exchange workshop activity. This fast paced activity will open your mind to the future possibilities of value exchange. Later, you will explore the GeoCoin platform, and learn about location based currencies and how they can interact with smart contracts and crypto-currencies.

Days 2 and 3 of the programme will focus on disseminating the best practice strategic and practical advice around becoming a Future Digital Leader, and harnessing the practical skills required for developing, implementing and proactively managing a successful Digital Transformation Strategy in your own organisation.

Target Participants

☐ CEOs and Senior Executives, from both the private and public sectors, tasked with the responsibility of creating responsive organisations in an era of turbulent digital change.

☐ Business Owners wishing to exploit the full potential of digital technology and social media for achieving sustained growth and competitiveness.

☐ Middle Managers responsible for developing and implementing Digital Strategies for their own are of responsibility.

☐ Junior Managers and recent graduates wishing to develop careers as Digital Leaders.

☐ Those already working in digital requiring to update their skills and knowledge.

Programme Outlines

Day 1: Disrupting the blocks of the digital economy

This part of the programme is designed to provoke thinking about new methods of value exchange and you to consider what might happen if money is no longer the mainstay of value exchange.

The workshop provides a light overview of the concepts in a video presentation and uses Lego bricks to make tangible the very intangible aspects of how the Blockchain works. Participants will use the Lego to experiment with peer-to-peer trading and create a tangible blockchain to record their trades in a game-like activity played out in 3 stages. The workshop then culminates with a discussion on innovation and new ideas in this area.

Day 1: GeoCoin and Smart Contracts

GeoCoin has been developed as an explorative platform and ideation tool for location based, ie geo-fenced currencies, that aids in understanding and designing novel infrastructures of smart contracts and cryptocurrencies.

After identifying a context and an 'imaginary' in which social practices are influenced by a business model in which value flows between actors depending upon their actions, participants are asked to plan out the rules for their smart contracts, and to decide how they should deploy GeoCoin smart contracts across their local area.

Day 2: The Digital Landscape

This introductory session encourages participants to evaluate the current and future state of digital disruption in their own industry, the key disruptive technologies involved, and the emerging opportunities and threats for their own organisation. Whilst a range of technologies are introduced, this will not be an IT session – the focus will be on the business and societal impacts of disruptive technologies.

Day 2: External Digital: The use of digital and social media for external sales, marketing, PR and customer experience management.

This session will cover the new 'rules' of sales, marketing and PR in an era of customer empowerment. For example using marketing as a two-way conversation with your customers; inbound/content marketing; the changing nature of B2B marketing, the growing importance of 'social selling'; digital customer experience management, social media customer service and digitally supported SME globalisation. The session will also cover the concept of 'shut up and listen' - developing actionable insights from social media conversations.

Day 3: Internal Digital: The use of technology internally to build Digital Operational Advantage *(DOA)*

Current and emerging digital technologies provide exciting opportunities for organisations to rethink the way they operate, the way they work, breaking free from the limits imposed by outdated systems and management thinking. Participants will explore how embedding technology at the core of everything an organisation does is key to streamline internal processes, improve efficiency, reduce costs, and allows the organisation to be become a more agile, fast-moving data driven business, that is 'fit-for-purpose' in a digital age.

Day 3: Digital Strategy Development and Implementation

The future is now, and recent research highlights a strong positive correlation between digital leadership (digital maturity) and financial performance - with leading digital companies outperforming others across a range of financial criteria.

Participants will get a chance to investigate three key factors that differentiate leading digital organisations: strategy, implementation and digital leadership. This session will help participants to examine the key issues involved in developing, implementing and successfully leading a digital transformation strategy in their own organisations.

The Facilitators

Dr Jim Hamill, Director, Future Digital Leaders

With over 35 years of international management experience, Jim is widely recognised as a leading expert on international business, marketing, digital disruption, social sedia and digital business strategy.

He has successfully delivered on a broad range of consultancy assignments around the world, with clients ranging from SMEs to multinational organisations such as the World Bank, United Nations Centre on Transnational Corporations, Economist Intelligence Unit, International Labor Office, Russian Foundation for SME Development, Malta Tourism Authority, the European Union, Scottish Enterprise, Visit Scotland, National Trust, Glasgow City Council, First Group and many others.

Jim has held Visiting Professorships or delivered Senior Executive Programmes in the US, Singapore, Hong-Kong, Malaysia, China, Norway, Italy, Lithuania, Latvia, France, Iceland, Malta, Russia, the UAE and Oman. He is an author of several books and numerous papers, and is Owner and Director of Digital Future Leaders, a leading digital business and social media consultancy, based in Glasgow but operating globally. He helps to create business leaders 'fit for purpose' in an era characterised by turbulent digital change and Digital Darwinism.

Jim regularly delivers executive education programmes for the University of Edinburgh Business School, and also teaches on our MBA programme on the topics of Digital Leadership and Digital Strategy.

Professor Chris Speed, Chair in Design Informatics, Edinburgh College of Art

Chris Speed is Chair of Design Informatics at the University of Edinburgh where his research focuses upon the Network Society, Digital Art and Technology, and The Internet of Things. Chris has sustained a critical enquiry into how network technology can engage with the fields of art, design and social experience through a variety of international digital art exhibitions, funded research projects, books journals and conferences.

Previously Chris was Principal Investigator (PI) for the TOTeM project investigating social memory within the 'Internet of Things' funded by the Digital Economy, and conducted the related Research in the Wild grant: Internet of Second Hand Things. Other research projects include Community Hacking and exploring parallels between virtual society (Internet) and actual society (communities), and the Sixth Sense Transport Energy project, which explored the implications for the next generation of mobile computing for dynamic personalised travel planning. Chris is also Co-Investigator (Co-I) to the Hub of All Things, New Economic Models for the Internet of Things (Warwick) and Co-I to both the EPSRC Creating trust through digital traceability project (Hull) and Learning Energy Systems project (Edinburgh). He is now leading the EPSRC OxChain Project (£1.3m), ESRC After Money Project (£250k) and is Co-I to the EPSRC PACTMAN Project (£1.3m) and part of the £5m PETRAS IoT UK Hub.

In addition to live research projects with Oxfam, The Royal Bank of Scotland and the New Economics Foundation, Chris is involved in consultancy projects with Tesco Bank, Standard Life/Aberdeen and Adidas to better understand how new digital economies effect business models.

Dr Bettina Nissen, Research Associate, Edinburgh College of Art

Dr Bettina Nissen is a Research Associate in Design Informatics at the University of Edinburgh. With a PhD in Human Computer Interaction from Newcastle University, she has a background in interaction design, digital fabrication and tangible data engagement.

Bettina recently lead the ESRC-funded research project After Money where she developed novel tools introducing underlying principles of blockchain, DLT and smart contract technologies to broader audiences through design-led engagement activities and interactive provocations.

Currently, Bettina is working on further developing her research interests in public engagement and data literacy through material practices as part of the EPSRC-funded research project PACTMAN which investigates new models of consent and trust in data sharing practices across increasingly pervasive technologies and personalized services.

Her project website is: aftermoney.design

Why the University of Edinburgh?

Located at the heart of the University of Edinburgh, which is consistently ranked in the top 50 universities globally; the Business School holds 'triple crown' accreditation, granted by the three main bodies that assure quality of education in this area (AACSB, EQUIS and AMBA).

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With a strong engagement team and a number of faculty consulting with organisations on real world issues, the University of Edinburgh Business School has built a wealth of experience in delivering solutions for a variety of organisations and institutions in Scotland, the UK and internationally.

Our focus on research, teaching and learning, and engagement gives us a unique perspective. We use pioneering research to tackle intractable problems and address the burning questions being faced today. We have been a pioneer in embedding digital leadership at the core of our post-graduate and executive level curriculums.

In addition, the Centre for Design Informatics, within the University, provides a platform in which design and data science can mix. The Centre is interested in the emerging field of human-data interactions and developing ways for design to engage with the complexity of digital economic systems. They draw on Edinburgh's unique combination of strengths in Informatics and Design, to inspire, equip and nurture a new generation of design-informatics researchers, practitioners and entrepreneurs. Informatics provides the theory for, and technologies of, information processing, while design provides the methods to adapt and create products and services.

For further information, please contact:

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