

Module No.	M 4.7		
Title	Digital Business Development: Trends and Strategies		
Module type	SU		
Language of Instruction	English		
Teaching Methods	Seminar	Frequency	weekly
Semester	2		
CHW	4		
ECTS-Credits	5	Workload*	50 / 40 / 40 / 20
Responsibility for the Course	Prof. Dr. Jessica Slamka		
Lecturer	Prof. Dr. Jessica Slamka & industry experts		
Corresponding Courses	none	Prerequisites	none
Assessment Method	StA	Study aids to be used	none

*Workload in hours: presence in lectures / Preparation and follow-up of lectures / self study / revision for assessments

Intended Learning Outcomes (Skills, Knowledge, Attitude)

Digital business development implies - besides the supply of highly individualized and customized solutions - new dimensions of customer orientation and the creation of new markets. After finishing this module, the students are enabled to (1) develop new customer solution concepts based on resp. enhanced by digital technology considering the relevant market and technology trends as well as the business context (especially the business strategy) and (2) to create corresponding business models, marketing strategies and actions. The students get to know the theoretical, scientific, but also practical methods to generate customer-oriented business models for a given problem. Besides the development of digital products and services, the primary focus lays on integration and application of approaches in a company. The aim of this lecture is to provide the necessary methodologies and competences for this new kind of business development. Moreover, the students work in small groups to develop solution proposals to assigned topics in the context of the course and to present obtained results orally and in writing. This module helps the students to understand the opportunities of and dependencies between new digital technologies and market trends.

Contents

- Initiation and implementation of an internal business development process
- Methods and concepts to generate a digital business model (among others; business model canvas)
- Formulation of business strategies, which are driven by information technology
- Transformation of a business to a digital business
- Understanding of the Lean Start up approach and its principles
- Criteria for evaluating new products and services

Applied Methods in Business Administration

- Models and methods of analysis (research and analysis methods)**
 - market analysis tools, business model generation & analysis & evaluation & validation methods, new product development process models, service design process models
- Quantitative empirical methods (comparative- statistical, mathematical methods, data analysis)**
 - market and investment analysis (incl. KPIs), business modeling, survey, scoring models
- Qualitative interpretative methods (expert interviews, polls, standardised surveys)**
 - case study research and methods, case study analysis, expert interviews

Teaching and learning methods

- Seminar lectures, projects, group work, presentations

Literature

- Antero, M.C., Hedman, J., Henningsson, S., 2013. Evolution of business models: A case study of SAP, in: Proceedings of the 21st European Conference on Information Systems, Utrecht. Presented at the 21st European Conference on Information Systems, pp. 1–12.
- Capgemini Consulting, MIT Sloan Management, 2011. Digital Transformation: A Road-Map for Billion-Dollar Organizations.
- Gandhi, A., Magar, C., Roberts, R., 2014. How technology can drive the next wave of mass customization. McKinsey Quarterly.
- Heimans, J., Timms, H., 2014. Understanding “New Power.” Harvard Business Review 92, 48–56.
- Iansiti, M., Lakhani, K.R., 2014. Digital Ubiquity: How Connections, Sensors, and Data Are Revolutionizing Business. Harvard Business Review 92, 90–99.
- Kane, Gerald C., et al. 2015. Strategy, not technology, drives digital transformation. MIT Sloan Management Review and Deloitte University Press.
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., 2014. Value Proposition Design: How to Create Products and Services Customers Want, Auflage: 1. Auflage. ed. John Wiley & Sons, S.I.
- Porter, M.E., Heppelmann, J.E., 2014. How Smart, Connected Products Are Transforming Competition. Harvard Business Review 92, 64–88.
- Safrudin, N., Rosemann, M., Recker, J.C., Genrich, M., 2014. A typology of business transformations. The 360o Business Transformation Journal 2014, 24–41.
- Turber, S., vom Brocke, J., Gassmann, O., Fleisch, E., 2014. Designing Business Models in the Era of Internet of Things, in: Advancing the Impact of Design Science: Moving from Theory to Practice. Springer, pp. 17–31.
- Veit, P.D.D., Clemons, P.E., Benlian, P.D.A., Buxmann, P.D.P., Hess, P.D.T., Kundisch, P.D.D., Leimeister, P.D.J.M., Loos, P.D.P., Spann, P.D.M., 2014. Business Models. Bus Inf Syst Eng 6, 45–53. doi:10.1007/s12599-013-0308-y
- Weill, P., Woerner, S., 2013. Optimizing Your Digital Business Model. MIT Sloan Management Review.
- Westerman, G., Bonnet, D., McAfee, A., 2014. The Nine Elements of Digital Transformation. MIT Sloan Management Review.
- Introduction of further literature during the course