



Joint Conference

Interdisziplinäres Gremium Digitale Transformation (IGDT)
Global Innovators' Roundtable (GIR)

Darden School of Business

Driving Successful Digital Transformation: New Mindsets, Cultures, Skills, and Behaviors

19-20 October 2017 • Düsseldorf • Germany

Introduction

The unprecedented convergence of digital technologies – artificial intelligence, increasing computing power, global mobile connectivity, the Industrial Internet of Things, nanotechnology, system autonomy – and the resulting explosion of data – will dramatically transform how companies operate, engage customers, and innovate.

For business leaders the stakes have never been higher. The evolving technologies, and innovative business models they enable, have demonstrated their potential to overturn established companies and transform markets, seemingly overnight. To compete in today's fast-changing, uncertain environment, business leaders must transform their organizations by integrating the new digital technologies and data analytics into every part of their businesses or risk losing out to more nimble and adaptable competitors.

While technology fuels the demand for change, the essence of digital transformation is much broader than technology. To ensure success, business

leaders need to execute concurrent transformations on several levels. They also need to overcome many challenges and internal barriers. It's evident that a new professional leadership model, redefined for the age of digital technologies, is more critical than ever.

Facilitated by Prof. Sankaran Venkataraman ("Venkat") and Prof. Edward D. Hess, roundtable participants will have the opportunity to engage in mutual learning experiences by sharing and exploring views about the four areas—technology, organizational design, leadership and people—where transformation is essential to continued relevance and competitiveness. Since automation is expected to decimate jobs, participants will also discuss the role of business in easing the blow from digital transformation on the society.

There will be no formal presentations. The following sessions will be your sessions. We invite you to engage with others and have candid discussions in an open, collegial, psychologically safe, and confidential environment.

Agenda

Date: Thursday, 19 October, to Friday, 20 October
Location: Hotel Maritim, airport Düsseldorf, and VDI Building, Düsseldorf, Germany
Participants: Eight from GIR and about 15 from IGDT

Thursday, 19 October

4:00 p.m. Arrival and check-in at Hotel Maritim
5:30 p.m. Cocktail reception at the hotel bar and welcome speech by Dir. Appel
6:30 p.m. Departure by bus to the old town of Düsseldorf, a guided city tour, and dinner at the oldest restaurant in town, “brewery zum Schiffchen”
10:30 p.m. Return to the hotel by bus

Friday, 20 October

9:00 a.m. Group meeting in the VDI Building (near Hotel Maritim)
Welcome speech by Dir. Ralph Appel from VDI and by Prof. Edward D. Hess from the Darden School of Business at the University of Virginia

The Global Innovators’ Roundtable discussion facilitated by Darden Professors Sankaran Venkataraman (“Venkat”), MasterCard Professor of Business Administration, Senior Associate Dean for Faculty and Research, and Edward D. Hess, Professor of Business Administration & Batten Executive-in-Residence Chairman Dr. Kurt D. Bettenhausen will be the discussion leader representing IGDT

Session #1: What are the big internal corporate obstacles to optimizing the digital transformation? What are your big technology challenges?

Session #2: What are your big cultural challenges? What are your big people challenges? What are your big leadership challenges? Does digitization pose an ethical challenge?

12:00 p.m. Lunch

Session #3: How have you tried to overcome those challenges? What has worked? What has not worked?

Session #4: The future of work: How will society and business respond to the impact of digital transformation?

4:00 p.m. End of Meeting

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