Specialization in Digital Business - course descriptions

Digital Business Strategy
Mobile Business & Trends
Shaping the impact of Disruptive Technologies
Building an Online Business
Digital Marketing
The Social Web and the Customer
Conversations with the New Consumer
Managing the Innovation Process
Challenges and Opportunities for the Media Industry
Distribution Strategies for Technology Products
DIGITAL BUSINESS STRATEGY

COURSE DESCRIPTION

The course is designed to help students understand the basic business rules and challenges of the different industries that are configuring the space of competition that is being created in the middle of the telecommunications, electronics and media industries. We will explore some of its best examples and use proprietary methodology to understand its interactions and challenges for the future.

The convergence process is changing how we produce culture and the way we interact with companies and institutions. Understanding these processes and the fundamental challenges they represent to service providers is the chief aim of this course, which covers issues ranging from the influence of user generated innovation to the evolution of the concept of distribution of digital goods.

During the course we will cover different concepts from technology, strategy, marketing, innovation and evolution of culture, which will help us develop a framework in which economic structures, customers and companies can at least understand what is happening and try to respond better to future trends.

Yes, some of the cases are old. They will be used as an illustration on how we the industry has been working... so we can build upon those concepts to better understand how it works now. This is a “current events” course, which means that we will be applying our frameworks to the latest news. It also means that there will be no right or wrong answers, or a section on “what did they do” for the cases... Just like real life.
MOBILE BUSINESS & TRENDS

COURSE DESCRIPTION

Today's mobile industry environment is mature, global and highly competitive. It is a dynamic industry that spans thousands of companies, large and small, from handset manufacturers to carriers, or other technology providers.

There has been a shift in the business model due to the convergence with the digital business. Technology innovation and product life cycles are shorter, user preferences are changing; new players are changing the rules of the game…

This course's objective is gain in-depth understanding of today's trends, challenges, drivers and key players in order to be prepared to operate on the mobile industry.
SHAPING THE IMPACT OF DISRUPTIVE TECHNOLOGIES

COURSE DESCRIPTION

This subject is focused on emerging trends originated in the information and communication technologies (ICT) sector. It aims to develop a future vision, by identifying and analysing the evolution of technologies, business structures, innovation models and potential disruptions in the middle term, so as to better understand the way ICT impacts on economy, helps shape society as a whole and the lives of individuals in particular. As a result, during the course relevant information will be presented on sector structure, drivers, barriers and future scenarios, main applications of ICTs, as well as some of the tools to conduct prospective studies.
BUILDING AN ONLINE BUSINESS

COURSE DESCRIPTION

Internet does no longer remind us of a bubble burst. It has quietly become daily business for most companies. There is no denial of its current social and economic importance but, however, few traditional companies have excelled at monetizing their web presence and making the most out of it.

Beyond information search, the Holy Grail becomes Internet presence ROI and profitability. Throughout 20 sessions, the program is intended to be a practical guide to those who wants Internet to become another sales channel and turn any Net investment into a profit.

Through practical examples and real business cases we will be analyzing companies of all sizes that have succeeded in organizing their business around Internet, going through their accomplishments and failures, while we comprehensively cover all critical areas of an ecommerce strategy.

Is you or your company interested in selling online? If so, keep reading.
DIGITAL MARKETING

COURSE DESCRIPTION

While the rest of advertising channels decrease, such as television with the new Digital Earth TV, or traditional press with the arissal of new free newspapers, digital advertising is the fastest growing commercialization channel ever, doubling its size each of the last years.

Within the short and extremely fast-evolving history of Digital Advertising certain tools have failed where others have made it. Besides some of the old tools survive technology changes and evolve into new ones. For the e-advertising professionals, it is essential to master all the tools that ever existed, no matter if they succeeded or not, in order to be able to look into the future with enough criteria.

Nowadays, there are lots of e-advertising tools such as e-mailing, rich media ads, search engine marketing, etc., but not all of them work for all industries and marketing areas; which are the most suitable for each sector and company?

The key for success is to combine traditional and new online advertising tools, by developing an e-Marketing Plan which reinforces the firm’s marketing strategy. Students will learn how to achieve this goal by mastering the main tools within the following areas:

- Markets e-Research
- Product e-Marketing
- e-Branding
- e-Pricing
- e-Communication
- e-Promotions
- e-Advertising
- Trade e-Marketing
- e-Commerce
- Marketing e-Audit
COURSE DESCRIPTION

The course tries to develop a sense and sensibility for the importance of the social web and the new interaction models in the modern conception and evolution of business as a whole. The course examines how the evolution of technology has dramatically shaped several well known industries and to what extent can we expect to experience similar processes in other areas. In order to prepare ourselves for the coming new environments, several tools are used and explained: weblogs, online media, RSS aggregators, microblogging, online repositories, social networks and other related tools. This is NOT a technology course at all: the idea is to prepare today's executive to absorb, digest and understand the rapid flow of information (not restricted to technical information), and to draw conclusions about the impact of such technologies on themselves as individuals, and also in companies and in the society as a whole. The use of information as a competitive tool has become one of the most dramatic catalysts of change in our days. But achieving competitive advantage is not just about having the technology: it also takes attitudinal changes, extensive redefinition of roles and functions, training, etc. This course tries to develop a culture of attention towards information systems and technologies by looking and discussing real examples and cases across different industries. The first three sessions will try to serve as an eye-opener, whilst the remaining sessions will be more “formal” and try to provide some mental structures for understanding and rationalizing the effects of the social web in both companies and individuals. Concepts such as social media marketing, community management, and the power shift associated with the growing popularity of such technologies will be extensively discussed throughout the course.
CONVERSATIONS WITH THE NEW CONSUMER

COURSE DESCRIPTION

This course reviews along twelve sessions how the media spectrum has shifted as a result of the emergence of Internet and interactive media, and how this has brought along substantial changes in consumer communication and interaction, opening a whole new range of business models and opportunities. This drives to practical implications on how to take better advantage from a business and marketing perspective from these new technologies and communication channels.

For that purpose, the course concentrates on the distinctive aspects from these new channels, which main feature is "the conversation", as opposed to one-way traditional media, emphasizing how technology has made possible to users' unlimited access to multiple information, communication and commerce resources "anywhere, anytime". Although what this means is dynamic and constantly evolving, the course provides both an understanding of the critical elements in this landscape as well as practical implications for managers and entrepreneurs.

On one side, it reviews insights on how to identify and capture digital business opportunities taking advantage of new technologies and its usage by end consumers. Technology is therefore considered not as an end on itself but like a means which enables the creation of successful product user experiences which may become the basis for management's ultimate objective: develop successful customer relationships driving to superior business results.

The course reviews recent success and failure stories in the launching and evolution of multiple media and products based on new technologies catering to the end consumer (from PDAs to smartphones, from dotcoms to social networks, from reality shows to online video, from SMS to Twitter...). Attention is provided not only to its rise and fall and later evolvement cycles, but also to the distinctive features of each opportunity and business model. The students will also be encouraged to review recent product and company developments and apply the frameworks and concepts reviewed. The course will focus also on the role of transformation of digital media.

On the other side, the course dives into specific implications and tools to allow managers, entrepreneurs and marketers to get maximum advantage from digital media for their business.

With a practical perspective, students will use practical approaches to define and execute basic digital strategies towards their consumers. This includes examples sharing case studies ranging from consumer brand to small businesses, to be complemented with the students own practical experience with real life assignments.

The course may be enriched by occasional guest invitations in the specific areas reviewed.
MANAGING THE INNOVATION PROCESS

COURSE DESCRIPTION

In recent years, the potential for innovation has improved dramatically: knowledge transfer happens faster, distance is less relevant, markets and capabilities are increasingly global. Despite these trends, or perhaps as a result of these trends, organizations continue to struggle to manage innovation effectively. The goal of this course is to provide frameworks to help understand the elements that influence innovation and processes to assist in the management of innovation.
CHALLENGES AND OPPORTUNITIES FOR THE MEDIA INDUSTRY

COURSE DESCRIPTION

The world of Entertainment and Media Industries is today under a fascinating revolution. Convergence of sectors has implied that many telecommunication companies entered in the content creation business; software developers began selling gaming consoles; production companies are buying distribution channels; and new distribution channels are being created. Not only the impact of Internet, but the digital revolution and the Content Creation 2.0 where everybody can communicate easily via audiovisual content, is changing the world.

In this course we will try to get a clear picture of the market, the different industries and companies playing this game, and the ones that could come. Understanding the value chain and the basic concepts of strategy and business analysis, we will look for the trends and the feasible evolutions of the markets due to the forces that drive them. From a technological point of view, but also from a business perspective, at the end of the course we will understand how is the situation today in the Media and Entertainment Industries, and how the digital forces are reshaping and challenging them.

“The best way to predict the future is to create it”

Dr Alan Kay
DISTRIBUTION STRATEGIES FOR TECHNOLOGY PRODUCTS

COURSE DESCRIPTION

All the Telco and information leaders of the world have their eyes fixed on the strategic movements they need to do in order to transform themselves into global ICT (Information and Communication Technologies) operators.

They aspire to skip from their Telco operators’ current position or from their powerful hardware platforms manufacturers’ current position to a superior level on the customer perception from which they could capture the markets’ new opportunity areas. They need to evolve from their current competitive advantages (their communications networks “ownership”, their hardware excellence, their service know-how, etc.) and achieve complementariness missing competences to build a differential offering much better positioned. They know that if they are not able to “own” the customer in a more global way they will be in danger of being desintermediated.

No matter how big these operators currently are, they are very conscious that this jump cannot be done alone. Even if they technically could do it, is quite doubtful they could do it at the right speed. To arrive where they want to be they will need partners, in the broadest sense of the term.

Both from these operators’ internal perspective both from these partners’ one, is very important to understand the partnership field possibilities, its implications and impacts.

The course expects that students become familiar with the fundamentals of the interests game between partners, their strategic choices, their main tactics tools and their management.

Likewise, the course expects to build in the students mind a useful partnership application methodology knowing how to answer with good sense and solid criteria the questions that themselves must to prompt in the market.