



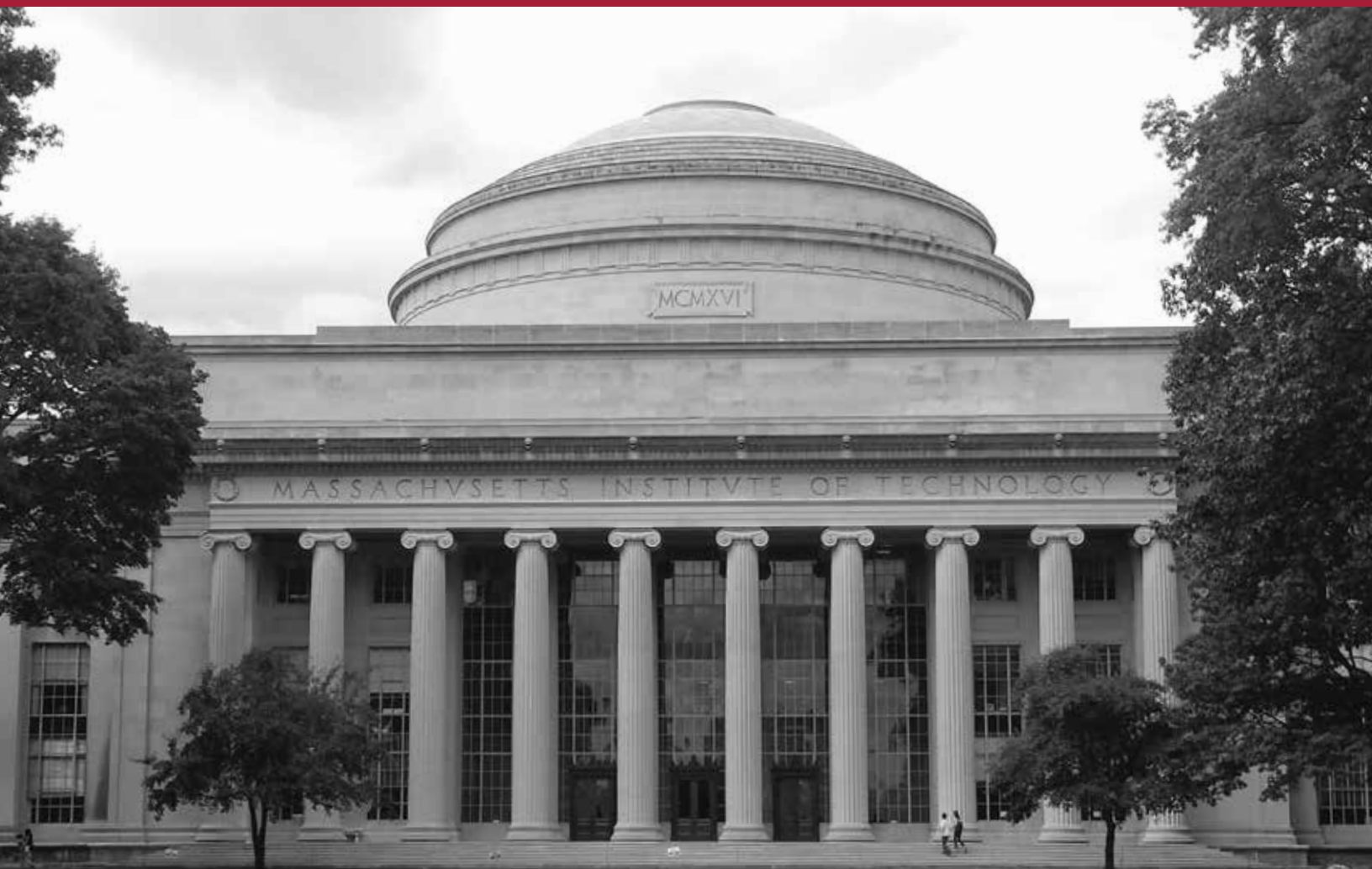
EMERITUS
INSTITUTE OF MANAGEMENT

In collaboration with

MIT MANAGEMENT
EXECUTIVE EDUCATION

DIGITAL TRANSFORMATION:

Platform Strategies for Success



OVERVIEW

Today's most valuable companies are incredibly successful in building and managing platforms — digitized, open, and participative business models that create commercially connected ecosystems of producers and consumers. Through these networks and markets, companies like Google, Airbnb, Uber, etc. are changing the structure of major industries and transforming businesses.

The ability to leverage digital marketplaces is no longer restricted to Internet upstarts. If your firm can use either information or community to add value to what it sells, then there is potential to create a viable platform for your business— or even a platform revolution in your industry. Those who understand the new business model can begin building tomorrow's platforms in a way that leverages existing assets to create new forms of growth and value.

Digital Transformation: Platform Strategies for Success is a 3-month program that introduces participants to the many ways networked markets are transforming the economy and provides strategies for designing, monetizing, and launching a digital platform.

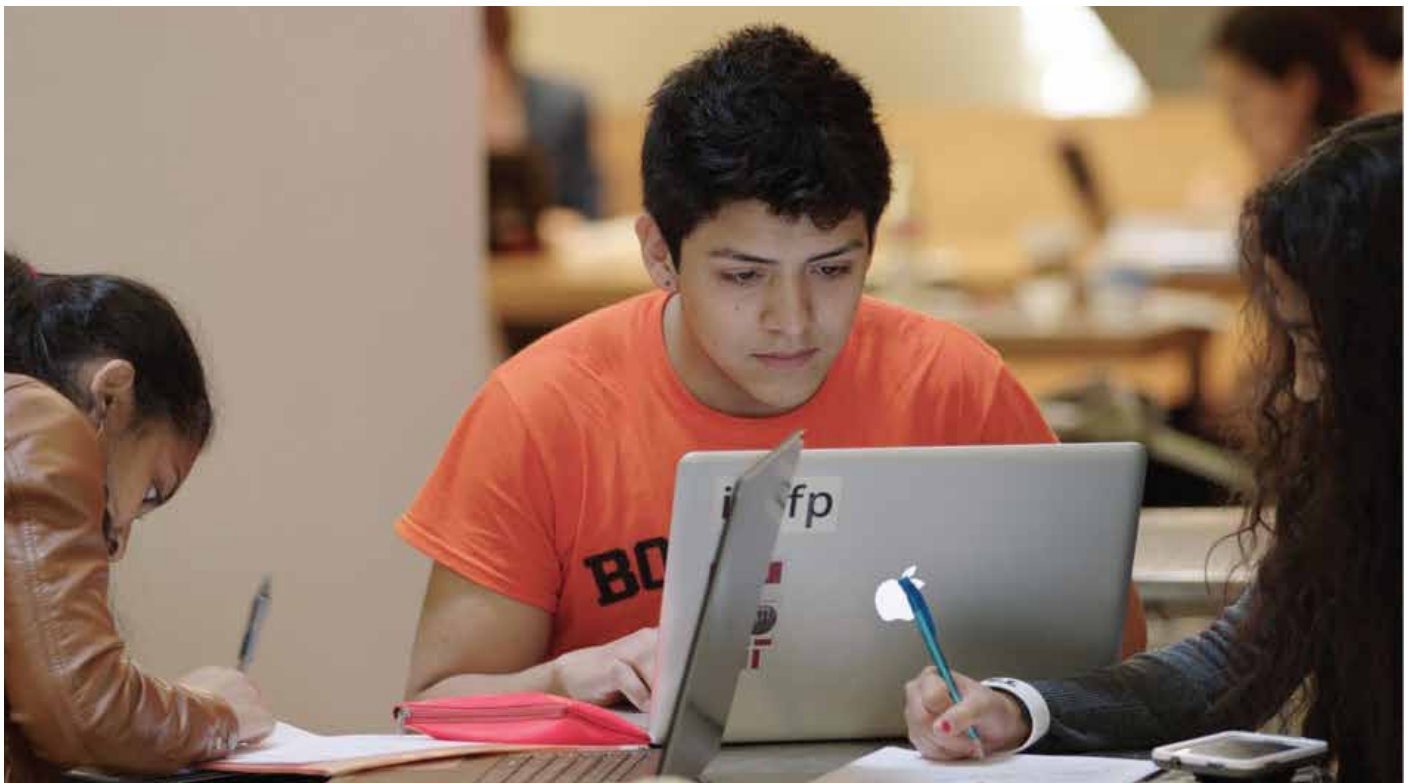
In this course you will learn about the fundamentals of digital transformation, identify why platforms beat products and how can you make your business a platform. You will learn how to launch and grow a digital platform and identify how to leverage open innovation for your platform. This course also equips you with the knowledge on governing your platform, strategically evaluating your competition and provides you with a futuristic view of digital transformation across industries.

Program modules will emphasize practical approaches and draw from social media, healthcare, entrepreneurship, enterprise software, mobile services, and consumer products to provide foundations and definitions. This course will also demonstrate established economic principles from the literature on industrial organization, two-sided network effects, information asymmetry, pricing, and game theory.



By the end of this course, participants will be able to:

- Define platform businesses, distinguishing among input suppliers, markets and true platforms, and why these differences matter.
- Recognize and know how to compete in winner-take-all markets, one and two-sided networks, and the context of multi-homing.
- Understand how traditional pricing models break down in the context of platforms, choosing from an array of freemium, bundled, and two-sided pricing.
- Address the barriers that firms face in trying to organize themselves as platform firms.
- Develop strategies for launching new platforms when critical mass is important.
- Articulate the process of making markets.
- Identify the launch strategy for their platform to help them gain traction, and grow their platform by leveraging modularity and APIs.
- Develop recovery strategies in declining platform markets and understand timing in the cannibalization of an old platform by a new one.
- Understand the anti-trust implications of platform strategies and safe harbor defenses.
- Gain insights into the impact and opportunities of adopting platform strategies in different industries.



GLOBALLY CONNECTED CLASSROOM AT EMERITUS

At our founding academic institutions, peer-to-peer learning and application are integral to a student's learning experience. At EMERITUS we have replicated this approach in our "Globally Connected Classroom". While the course frameworks are delivered using interactive video lectures, two-thirds of the learning time is devoted to application of these concepts by collaborative, student teams (which we call "Learning Circles").



Byte Sized
Learning



Simulations, Games
& Role Plays



Grading
& Evaluation



Peer to Peer Learning
& Feedback



Mobile App
Learning



Real World
Application



Global IVY
Education



Cohort Based

COURSE HIGHLIGHTS



80

Interactive
Lectures



5

Case Studies



8

Discussions



6

Assignments



4

Webinars



1

Text Book
(Optional)



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Capstone Project

SYLLABUS

MODULE 1 - Digital Transformation: From Products to Platforms; Network Effects

Pre-Work

- Pre-read - Chapter 1 of Platform Revolution
- Pre-read - After Google Maps added navigation, the value of stand-alone GPS makers fell by as much as 85%

Framework

- Module Introduction & Definitions: Linear Vs Triangular value Chains
- The Product Service Business Model is Broken
- What Changes: Marketing
- What Changes: Finance
- What Changes: Supply Chains
- What Changes: Internal Organization
- What Changes: Innovation

Application

- Individual assignment – Reflective: Can you predict which elements of your business are likely to be transformed by new competitors or new entrants?

MODULE 2 - Digital Transformation Concepts: Markets, Environment, and Structure

Pre-Work

- Pre-read - Chapter 2 – Platform Revolution
- Apple vs. Google: Did Apple Learn Anything from its War with Microsoft?

Frameworks

- Module Introduction
 - Network Effects
 - Business Platform Definitions
 - Distinctive Challenges
- Demand Vs Supply side scale economies
- Tradition Linear Value Chain
- Homing and Switching Costs
- Two sided-networks

Application

- Group Case Study – Intuit Quickbooks: From Product to Platform

MODULE 3 - Designing Your Digital Business Model for Success

Pre-Work

- Pre-read - Chapter 3 and 6 - Platform Revolution
- Pre-read - How to value a free customer?
- Pre-read - Strategies for Two - Sided Markets
- Pre-read - Why does Amazon give away free chapters?

Frameworks

- Pipe Thinking Vs Platform Thinking
- Traditional Supply Chain & Creating a B2C Platform
- So how do you design a platform? - 3 Principles of Platform Design
- How do we optimize the platform value chain?
- How Architecture Can Increase Network Effects
- Minimum Viable Platform - LinkedIn Example
- Monetization
- Platform Flows & 4 ways to Monetize a Platform

Application

- Group Case Study – Brightcove Case

MODULE 4 - Launching and Growing a Digital Platform

Pre-work

- Pre-read - Chapter 5 – Platform Revolution
- Pre-read – Two-sided Platforms
- Pre-read – Article - Google Health, Microsoft Health and WebMD

Framework

- Module Introduction - Paypal story where Persistence Pays
- 8 ways to solve the chicken-or-egg problem:
 - Follow the Rabbit
 - Piggyback Strategy
 - Seeding Strategy
 - The Marquee Strategy
 - Single Side Strategy
 - The Producer Evangelism Strategy
 - Big Bang Strategy
 - Micromarket Strategy
- Network Effects: Consumer First
- Network Effects: Producer first
- Closing the Loop
- Modularity: Introduction
- Modularity: Architecture of Computer Industry
- Modularity: Key to Cloud Computing: APIs

Application

- Individual Assignment – Google Health, Microsoft Health Vault and WebMD

MODULE 5 - Leveraging Open Innovation

Pre-work

- Pre-read - Chapter 7– Platform Revolution
- Pre-read – Makerbot Case Study

Framework

- Open Innovation - Use Internal & External Ideas
- What is Openness and Does Openness Matter?
- Business Platforms – Microeconomies
- Value Capture & Taxation of Platform Ecosystems
- Impact of Openness Decisions
- Google Reasserts Control over Android
- Apple: What to Control and Absorb?

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Application

- Group Case Study – Makerbot Case

MODULE 6 - Governing Your Digital Platform

Pre-work

- Pre-read - Chapter 8– Platform Revolution
- Pre-read – SAP Case

Framework

- Why Govern Platforms?
- What do we mean by “Governance”?
- How do you Govern Well? What are the tools?
- Platform Regulatory Tools
- Platform Governance Tools

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Application

- Group Case Study – SAP Case

MODULE 7 - Strategy and Competition in the Digital Age

Pre-work

- Pre-read - Chapter 10 – Platform Revolution
- Pre-read – Eden McCallum Case

Framework

- Why Platforms Beat Products
- What Changes: Strategy
- Why Platform Strategy Differs
- Why Are The Old Competitors Not The New Competitors
- Network Effects & Inverting the Firm Changes

Application

- Group Case Study – Eden McCallum Case

MODULE 8 - Digital Transformation Across Industries: A Futuristic View

Framework

- Platform disruption in the Media Industry
- Platform Future in the Professional Services Industry
- Platform Future in the Education Industry
- Platform Future in the Finance Industry
- Platform Future in the Healthcare Industry
- Platform Future in the Energy Industry
- Platform Future in Government

BENEFITS TO THE LEARNER



Intellectual Capital

- Global IVY Education
- Rigorous and experiential curriculum
- World-renowned faculty
- Globally Connected Classroom:
Peer to Peer Learning Circles
- Action Learning: Learning by Doing



Brand Capital

- Certificate from EMERITUS in collaboration
with MIT Sloan School of Management



Social Capital

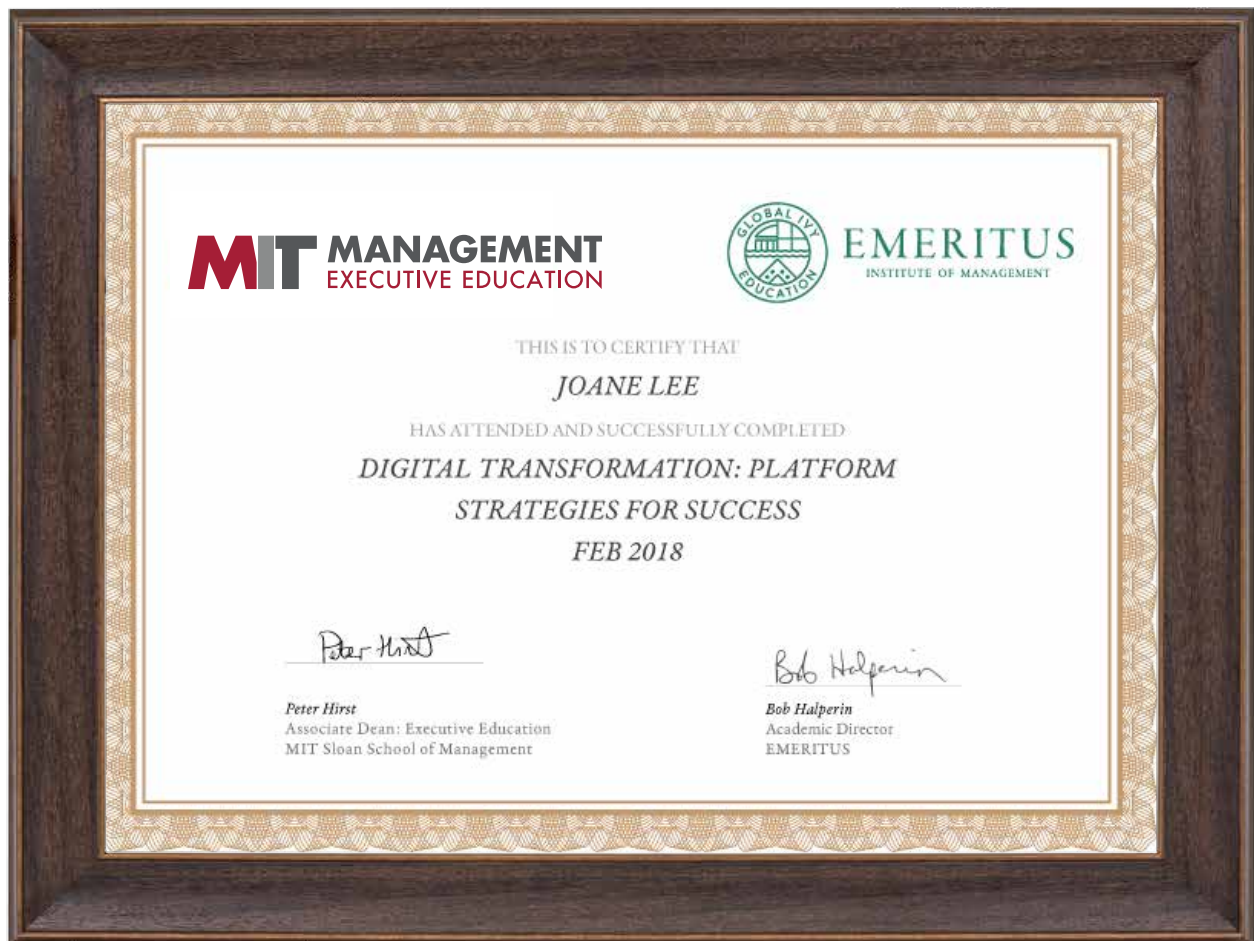
- Build new networks through peer
interaction
- Benefit from diverse class profiles



Career Capital

- Professional Acceleration through
our enriched leadership toolkit
- Learn while you earn
- Get noticed. Get ahead.

CERTIFICATE



Upon successful completion of the program, participants will be awarded a digital certificate by EMERITUS Institute of Management, in collaboration with MIT Sloan.

COURSE FACULTY



Professor Geoffrey Parker

Professor of Engineering, Thayer School of Engineering at Dartmouth
Visiting Scholar and Research Fellow,
MIT Initiative on the Digital Economy (IDE)

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Geoffrey Parker is Professor of Engineering at the Thayer School of Engineering at Dartmouth and a Visiting Scholar and Research Fellow at MIT's Initiative for the Digital Economy.

Parker has made significant contributions to the field of network economics and strategy as co-developer of the theory of "two-sided" markets. His current research includes studies of distributed innovation, business platform strategy, and technical/economic systems to integrate renewable energy. Parker's research has been funded by grants from the National Science Foundation, the Department of Energy, and multiple corporations. He serves or has served as associate editor at multiple journals and as a National Science Foundation panelist. Parker is a frequent speaker at academic conferences and industry events and advises

senior leaders on their organization's platform strategies. Parker is the co-author of *Platform Revolution: How Networked Markets Are Transforming the Economy--And How to Make Them Work for You*, with Marshall W. Van Alstyne and Sangeet Paul Choudary.

He received a B.S. in electrical engineering and computer science from Princeton University, M.S. in electrical engineering (Technology and Policy Program) from the Massachusetts Institute of Technology (MIT), and Ph.D. in management science from MIT.

DURATION AND COURSE FEE

Fees \$US 1400

3 Months

**Course fee is exclusive of GST applicable to Singapore residents*

ABOUT MIT SLOAN SCHOOL OF MANAGEMENT



The MIT Sloan School of Management, based in Cambridge, Massachusetts, is one of the world's leading business schools and has a network of over 20,000 alumni across 90 countries. Ranking #3 Most Satisfied B - School Graduates (Forbes, 2015), MIT Sloan has an extensive global reach across countries, universities and organizations. It is a part of the Massachusetts Institute of Technology which has to its credit 84 Nobel Laureates, 45 Rhodes Scholars, 38 MacArthur Fellows and 34 astronauts. MIT's motto is 'Mens et Manus', which literally means 'Mind and Hand', reflecting the educational belief of MIT's founders – education for practical application.

CONTACT US



CONNECT WITH A PROGRAM ADVISOR

Asia Pacific: admissions.apac@emeritus.org

Europe, Middle East & Africa: admissions.emea@emeritus.org

North America & South America: admissions.americas@emeritus.org



FOR SPECIFIC QUERIES

Media Inquiries: media@emeritus.org

Corporate Queries: gabriel.lee@emeritus.org

Partnerships: gabriel.lee@emeritus.org



VISIT US

EMERITUS Institute of Management

78 Shenton Way,

#20-02 Singapore – 079120

Call +65 68714051

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