

Fokusthema: Bereit fürs digitale Zeitalter

Surprise! Digital Transformation is not only about tech
How we can prepare for the future working environment

mit Hermina Kooyman und Adriana Seclaman

20. Mai 2021



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Surprise!

Digital transformation is not only about tech.

How we can prepare for the future working environment?

MSM Webinar by Adriana Seclaman and Hermina Kooyman



1. General info
2. Digital Transformation:
 - a) What is Digital Transformation?
 - b) 5 Biggest Challenges and adjustments in the working environment
 - c) How are companies adjusting?
3. Future important skills
4. MSM's approach to preparing students for the digital era
5. Practical info about the MSM
6. Q+A

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1. General Information



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ACCREDITED
ATHEA
EUROPE

IACBE
Accredited

**ASSOCIATION
OF AMBAs**
ACCREDITED

nvao
accredited programme

ACBSP
ACCREDITED

**eduniversal
BUSINESS SCHOOLS
RANKING**

**ce3
TIER
ONE
EUROPEAN
MBA AWARD
2017**

Some MSM Facts



- One of the **oldest business schools** in NL
 - Founded in Delft – 1952
- MBA, MM, Executive Education
- Internationally, **multi-accredited**
 - NVAO (NL), AMBA (UK), ATHEA (EU), ACBSP (US), IACBE (US)
- MBA + Master in Management (MM) **Ranked well:**
 - #1 MBA in the Netherlands (2021 – *Eduniversal*)
 - #9 MBA in Western Europe (2021 - *Eduniversal*)
 - “Tier One” (2020 - *CEO Magazine*)
 - #18 in the Top 200 International Management Masters (2021 – *Eduniversal*)
 - #2 International Management Master in the Netherlands (2021 - *Eduniversal*)



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2. Digital Transformation



The 4th Industrial Revolution



1770

- Hand to machine
- Water and steam power
- Farms to factories



1870

- Industrialization
- Assembly lines and mass production
- Electricity



1970

- Computers
- Electronics
- Blue collar automation



The 4th Industrial Revolution

- 1st Wave (1985 – 1999) Building the Internet
- 2nd Wave (2000 – 2015) App Economy and Mobile Revolution
- 3rd Wave (2016 –...) Internet of Everything





Digi... digitization vs digitalization vs digital transformation

Digitization: Converting information and documents from analog to digital formats.

Digitalization: Integrating digital technologies into existing business processes.

Digital transformation: A business-wide initiative to integrate intelligent technology into all areas of the business to achieve better outcomes and optimized performance and business processes. It marks a radical rethinking of how an organization uses technology, people and processes to fundamentally change business performance (Westerman, 2014)

Digital Transformation is fundamentally **not about technology** but **about strategy and new way of thinking** (Rogers, 2016)



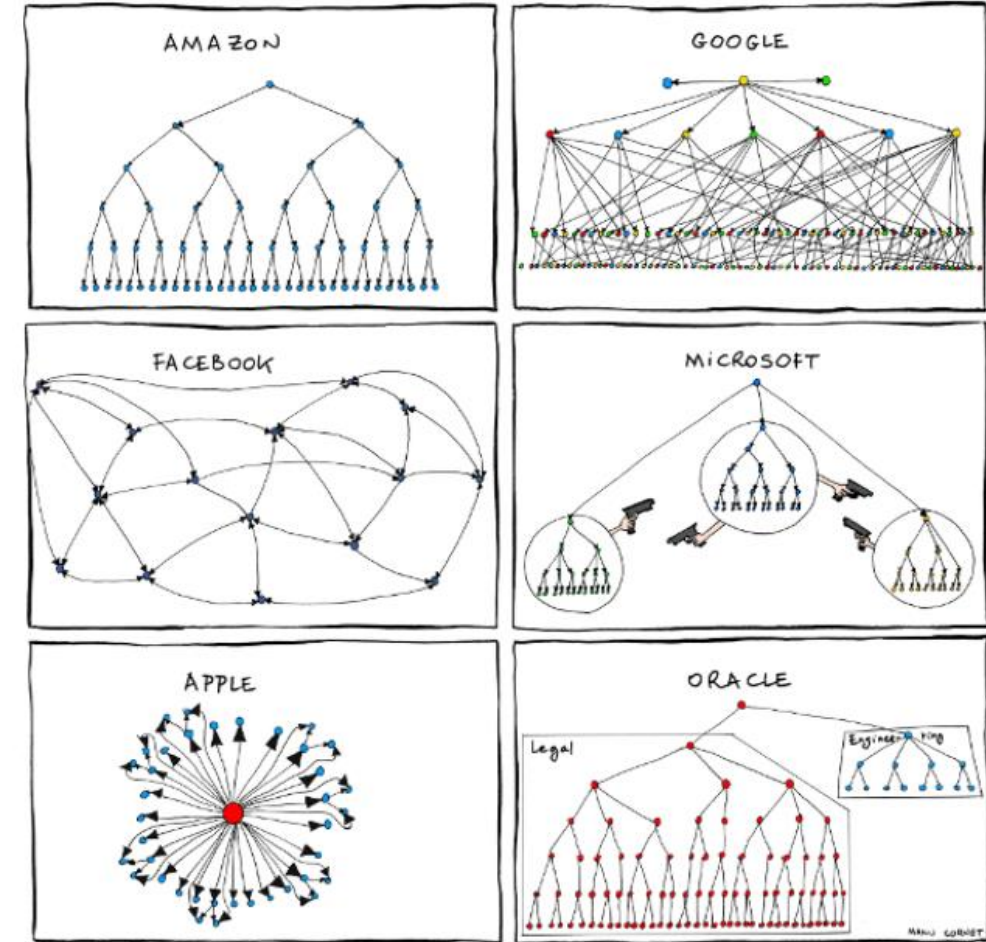
The 5 biggest digital transformation challenges



1. Organizational resistance to change

How to overcome the resistance to change?

- Make change management the center of your digital transformation vision
- Plan for long-term sustainability and demonstrate commitment to change
- Put people first
- Employ digital technologies to manage change initiatives



SOURCE: Manu Comet

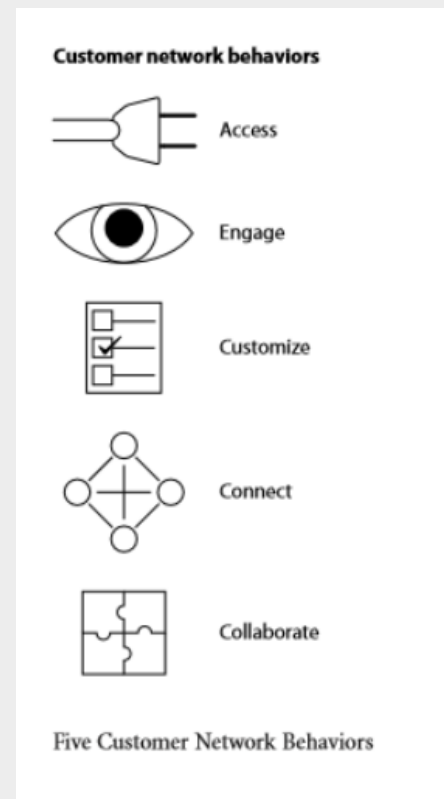
2. Clear vision for a customer-centric culture





2. Clear vision for a customer-centric culture

How do companies build an infrastructure for ongoing, real-time customer engagement?



access digital data, content, and interactions



engage with digital content



customize their experiences



connect with one another



collaborate on projects and goals through open platforms



3. “Test and learn” approach

Successful digital experiences are achieved through **experimentation and iteration**.

What the successful companies are doing?

- Build a Test-and-Learn Culture
- Lead Without Deciding

What the companies are saying?

- Two-thirds of the new ideas tested by **Microsoft** failed to deliver any of their expected benefits.
- Only 10 percent of **Google**’s experiments were successful enough to lead to business changes.
- **Netflix** has estimated that 90 percent of what it tries turns out to be wrong.



4. Gathering and use of customer data





4. Gathering and use of customer data

The root of digital success is **customer data**.

- Embedding data skill sets
- Bridging Silos
- Sharing data with partners
- Cybersecurity, privacy and customer attitudes



5. Reinventing the business model





5. Reinventing the business model

The 5 broad archetypes of business model reinvention driven by digital technology:

- reinventing industries
- substituting products
- creating new digital businesses
- reconfiguring value delivery models
- rethinking value propositions



Don't start with the technology!

- 1. Start with how you can deliver greater value to customers**
- 2. Learn how other industries have solved similar problems**
- 3. Then exploit the possibilities offered by digital technology**



How are companies adjusting and innovating for a successful digital transformation?

What do they do?

- Use digital technologies to **drive the businesses forward**
- Use digital technologies to **transform the way they do business**
- Use **technology better than their competitors** do and gain huge benefits
- Digital technology is **not only in visible customer interactions**, but also in **less visible internal operations**

But how do they make it?

- Build **digital advantage** over **time** through different paths.
- Must do **more than just invest in digital capabilities**
- Have a **digital vision** and focus on the **leadership capabilities** to get the most from their digital activities

It's not just [WHAT] - digital capabilities they invest in by rethinking and improving business process, customer engagements and business models,
but it's [HOW] - leadership capabilities do they lead change to envision and drive transformation .

The background of the slide is a photograph of a modern bridge with a large, illuminated arch at sunset. The sky is filled with orange and yellow clouds, and the bridge's arch is lit up with a warm glow. Silhouettes of people are visible walking across the bridge. In the foreground, there is a cobblestone path and a metal railing overlooking a body of water, with the city skyline visible in the distance.

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3. Future Important Skills

The Growing Importance of Soft Skills:

1. Soft Skills = “most important and most difficult to hire” (Nilsson, 2018)
2. 57% of employers believe soft skills = more valuable than hard skills (Petrone, 2018).
3. 67% of larger organizations struggle to find the right talent (Manpower, 2018).
4. 33% of the skills important in 2020 were not yet important in 2018 (World Economic Forum, 2016).





- 65% of children starting primary education today will work in jobs that have not been created yet (World Economic Forum, 2016).
- By 2025, 50% of the work will be done by machines
- 2 contradictory trends for future jobs:
 - increase in technical jobs and at the same time,
 - the development of “human-centric” jobs (Perisic, 2018).
- job functions expected to become increasingly important include:
 - sales and marketing
 - education and training,
 - business and financial management, and
 - engineering.

- Digital knowledge = increasingly important for employers -> leads to unavoidable upskilling and reskilling
- By 2023, 54%+ of the workforce will “require a significant re-and upskilling” (World Economic Forum, 2018).
- Each employee will require up to 101 days of reskilling.

THE UPSKILLING IMPERATIVE



Sources: 22nd Annual Global CEO Survey, PwC, 2019; *The Upskilling Crisis*, West Monroe Partners and the Human Capital Media Research and Advisory Group, 2019.

Most important soft skills for the future



- Skills mentioned most frequently for the future:

1. Creativity
2. Complex problem solving
3. Active learning, Innovative and entrepreneurial
4. Adaptability, flexibility and resilience
5. Emotional intelligence: compassion and empathy
6. Communication, persuasion and negotiation skills
7. Critical thinking
8. Social Intelligence: social relationships, networking, service-oriented

Digital Transformation =

Digital Leadership

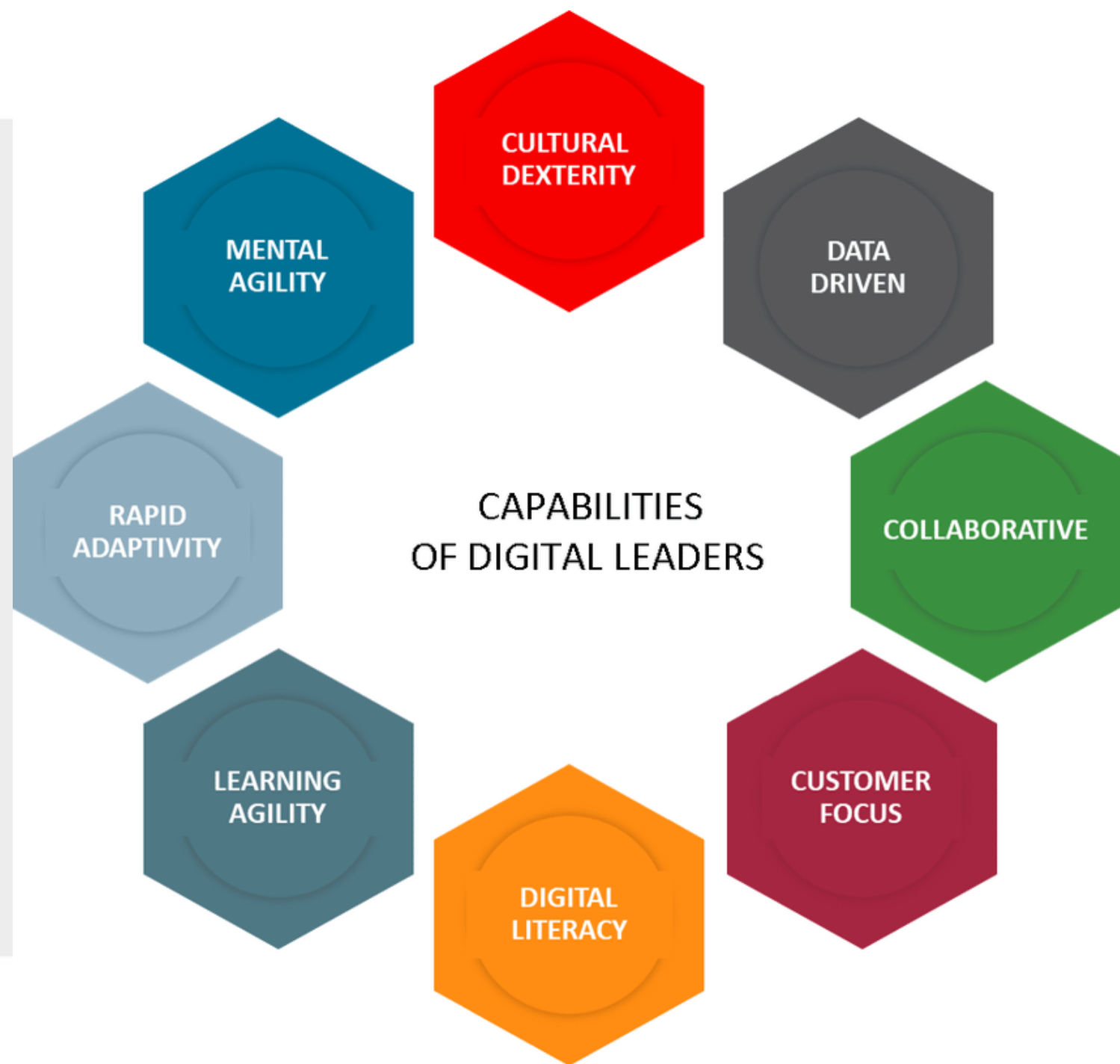
+

Digital Capabilities



+





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4. MSM's approach to preparing students for the digital era



MSM - Local star shining globally

Class profile Full-Time MBA: +/- 30 students. +/- 20 nationalities

Class profile Master in Management: +/- 30 students. +/- 18 nationalities



Teaching Philosophy

- Learn by doing
- Case-based learning
- Hands-on

For each course, students will either **experience**:

- Relevant company visit
- Expert-level guest lecture
- Simulation game



Course	MBA
Finance	
Accounting for Managers	
Digital Transformation	
Entrepreneurship	
Research Methods	
Decision-Making Tools	
Marketing in a Global Context	
Global Supply Chain Management	
Economics for Managers	
Global Corporate Strategy	
Change Management	
Leadership & Organizational Behavior	
Managing Cultural Diversity	
Corporate Responsibility and Ethics	

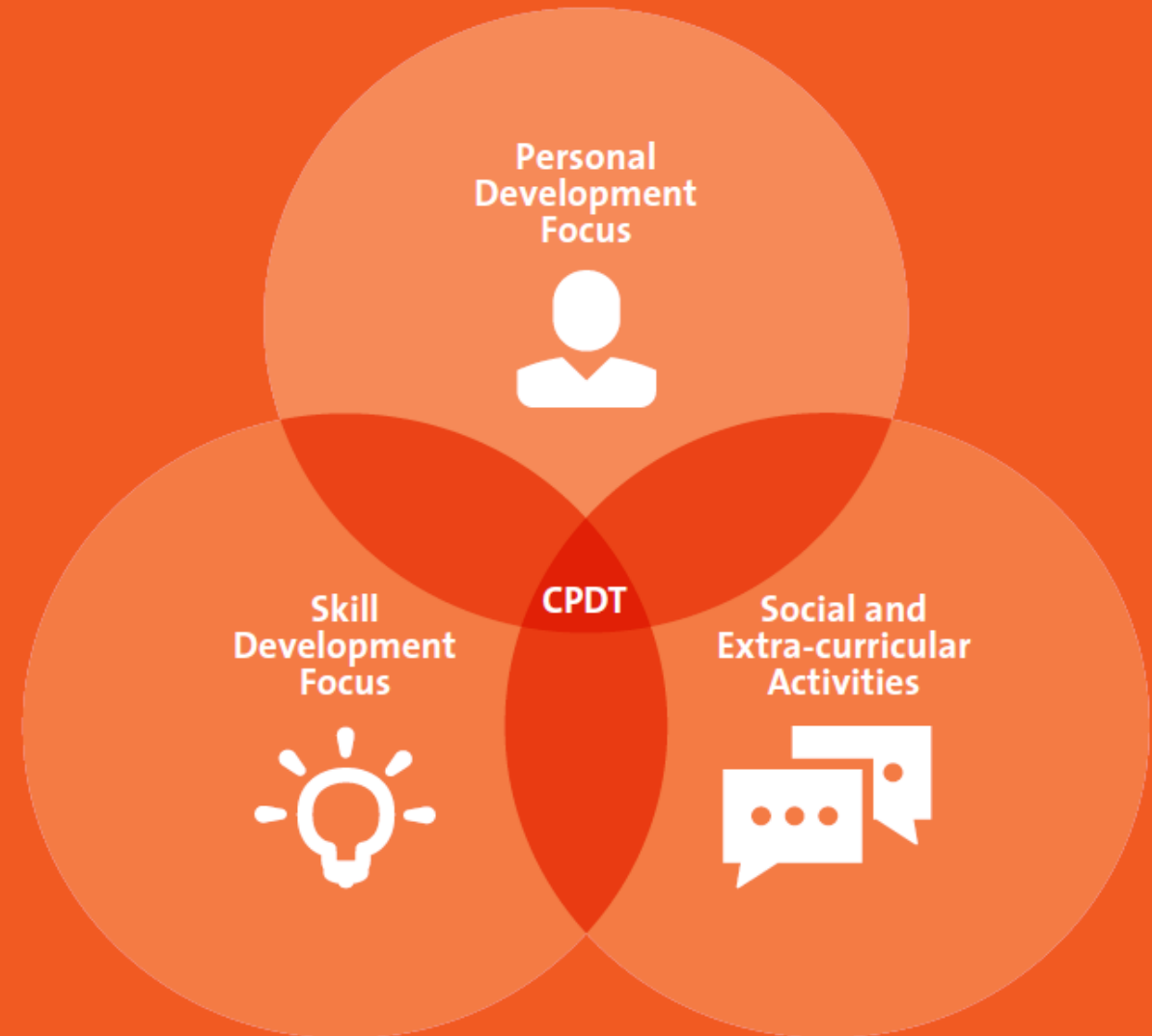
Main MBA courses also found in MM curriculum:

- Finance
- Economics
- Accounting
- Managing Cultural Diversity
- Entrepreneurship
- Strategy
- Marketing
- Digital Transformation
- Decision Making Tools/ Data Analytics

Course	MM
Managing Cultural Diversity	
Data Analytics	
Economics for Managers	
Accounting for Managers	
Human Resource Management	
Finance	
Organizational Behavior	
Marketing Management	
Management Science	
Entrepreneurship and Innovation	
Strategy and Planning	
Digital Transformation of Business	

Career and Personal Development Track

- Activities prepare you for the job market
- Extra-curricular
- Skill Development:
 - *CV/ Motivation letter, Interview techniques, Networking etc.*
- Personal Development:
 - *Career planning, Psychometric testing, Improvisation skills etc*
- Social Development:
 - *Themed Movie Nights, Debate Nights, Sustainable Development Week etc*
- Job-searching support:
 - *Mock interview, CV review, Corporate Week, Job Platforms, etc*



- Sensitivity to **cultural awareness** + ability to work in **multicultural teams** = expected to be **2 of the most important skills** for the future work force.
- MSM programs = very culturally diverse and international cohorts
- Students undergo a team-building workshop to help prepare them for future group works
- All MSM courses include a group work element



Student competitions:

- Focus on relevant “hot” topics: IoT + SDGs
- Expose MSM students to companies linked to these topics
- Experience hands-on learning
- Challenge themselves in other domains + against other students/ schools
- Improve their “pitching” skills



Networking events with:

- Corporate partners
- Companies
- Alumni
- Expat center
- Other students

Helps students with:

- Understanding local business mindsets
- Exposure - Job searching
- Self-confidence
- Networking skills – practice makes perfect!



In Summary : The **MSM** programs can help prepare you:

- **Curriculum focus** -> digitalization, entrepreneurship, soft skills => focused on needs of the market
- **Hands on learning** -> Company Visits, Simulation Games, Student Competitions, Case Studies
- **Thesis**: encourages creative problem solving
- **Individual Assignments** -> encourage active learning
- **Group assignments** -> teaches effective team-work and training of others
- **International cohort** increases sensitivity to cultural awareness
- **Self-Awareness** + soft skill development -> better team management
- Strong **presentation and communication** skills
- **Pressure cooker** -> teaches time and stress management
- **CPDT** -> practical tips and workshops, networking.



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5. Practical Information





**MBA 2021:
32500 €**



**Master in
Management
2021:
16000 €**

Several Scholarships available for:
Maximum discount = 50%

- Early Bird Discount
- Deans Development Fund
- European Fund
- **Other:** (awarded on 15 June)
 - Academic Excellence
 - Women Ambassadorship
 - SDG Changemaker Scholarship

More details can be found on our website:

www.msm.nl



- Go to: **campus.msm.nl**
- Items needed:
 - CV (NB! For MM -> **Maximum work experience: 3-4 years**)
 - Previous Bachelor Diploma and Transcript
 - Proof of English (IETLS, TOEFL, Previous studies, Native etc.)
 - ID/ Passport
 - Professional Recommendation
 - PERSONALIZED Motivation Letter
- Submit application: Application Fee: €95
-
- Interview
-
- Once admitted: GMAT/ GRE or Levelling Courses





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6. Questions and Answers



MSM is on YouTube, Facebook,
Twitter, LinkedIn, Instagram,

Connect and spread the word!

You Tube



Linked in



Dein nächstes Webinar

Gehören meine Daten noch mir?

Wie dich Blockchain-Technologie bei deiner Datensouveränität unterstützen kann

Referent: Oliver Naegele | Gründer von Blockchain HELIX

Wann: 25. Mai, 18 Uhr

Anmelden kannst du dich über unser Kundenportal unter „Meine Termine“!

Weitere Termine
findest du im
Kundenportal!