

**CEMS MIM BLOCK SEMINAR AT VSE PRAGUE**  
**Business model innovation in the context of digital**  
**disruption**  
**Case of HILTI**  
**4/9 – 8/9 2017**

*Venue: nám. W. Churchilla 4, Room RB 209, 2<sup>nd</sup> floor, Rajská Building*

### **General Description**

Companies today are rushing headlong to become more digital. Digitization transforms their value propositions and involves every level of the organization. Digital isn't merely an add-on; it's a way to think differently. For some executives, it's about technology. For others, digital is a new way of engaging with customers. And for others still, it represents an entirely new way of doing business. So how digital capabilities can design and deliver the best possible experience across all parts of the business?

Henry Ford is attributed the quotation, "If I had asked my customers what they wanted they would have said a faster horse." Being market-led implies being led by the consumer — and consumers are bad at communicating their unmet needs for innovative products. An innovator should have understanding of one's customers and their problems via empirical, observational, anecdotal methods or even intuition. In this seminar, we specially focus on the art of deep understanding our customers and suggesting innovations of HILTI business model which would align not only customers but also other stakeholders with the philosophy and values of the company.

To sum it up with this block seminar we would like to focus on two mutually interdependent areas:

1. digital technologies and their impact upon doing business,
2. uncovering unmet needs of different stakeholders.

### **By taking part in this seminar you will be able to:**

1. explain how digitization affects and may affect current business models;
2. recognize the importance of innovating the internal mindset of the company;
3. understand that the new technologies are not here to enhance our current business models and mindsets, but they are here to help us to reconfigure both of them first; only then we could take most of the new technology.
4. structure an in-depth interview and run it in the field.

## BLOCK SEMINAR SCHEDULE

<b>MONDAY, September 4</b>	<b>Hilti Corporate Strategy Insights</b>	<b>Speaker</b>
08:30 a.m. – 09:00 a.m.	Registration (room RB209)	
09:00 a.m. – 10:45 a.m.	<b>HILTI corporate strategy</b>	Jan Radil (HILTI)
10:45 a.m. – 11:15 a.m.	<b>Defining expectations on project deliverables Building Teams, Q&amp;A Session (room RB209)</b>	Ladislav Tyll (VŠE)
11:15 a.m. – 12:15 p.m.	Lunch (Kredenc restaurant)	
12:15 p.m. – 02:00 p.m.	<b>Gathering customers insights (room RB209)</b>	Tomáš Ryška (VŠE)
02:15 p.m. – 02:45 p.m.	Bus to HILTI	
03:00 p.m. – 05:00 p.m.	<b>“Hands on Hilti”</b>	HILTI Team
06:00 p.m. – ???	Socializing with CEMS Club Prague	

<b>TUESDAY, September 5</b>	<b>Business model innovation workshop Disruptive technologies</b>	<b>Speaker</b>
09:15 a.m. – 10:45 a.m.	<b>Digital transformation</b>	TBC (Microsoft)
10:45 a.m. – 11:00 a.m.	Coffee Break	
11:00 a.m. – 12:30 a.m.	<b>Critical Thinking in Business Futurology</b>	Senta Čermáková (Deloitte)
12:30 p.m. – 02:00 p.m.	Lunch (Kredenc restaurant)	
02:15 p.m. – 03:45 p.m.	<b>Business model innovation workshop (Part I)</b>	Ladislav Tyll (VŠE)
03:45 p.m. – 04:00 p.m.	Coffee Break	
04:00 p.m. – 05:30 p.m.	<b>Business model innovation workshop (Part II)</b>	Ladislav Tyll (VŠE)

<b>WEDNESDAY, September 6</b>	<b>HILTI field rides Meeting HILTI specialists Marketing 4.0</b>	<b>Speaker</b>
-----------------------------------	--	----------------

09:00 a.m. – 10:00 a.m.	<b>Hilti Business Models (RB209)</b>	<i>Jiří Jindrák (Hilti)</i>
10:00 a.m. – 10:30 a.m.	<i>Coffee Break</i>	
10:30 a.m. – 12:00 a.m.	<b>Workshops (rooms RB204, RB205, RB206, RB207)</b>	<i>Hilti team</i>
12:00 a.m. – 12:30 p.m.	<b>Q&amp;A (RB209)</b>	
12:30 a.m. – 02:00 p.m.	<i>Lunch (Kredenc restaurant)</i>	
02:00 p.m. – 03:30 p.m.	<b>Marketing 4.0 lecture and workshop (Part I) (RB209)</b>	<i>Petr Šmíd (Google)</i>
03:30 p.m. – 03:45 p.m.	<i>Coffee Break</i>	
04:00 p.m. – 05:30 p.m.	<b>Marketing 4.0 lecture and workshop (Part II) (RB209)</b>	<i>Petr Šmíd (Google)</i>

<b>THURSDAY, September 7</b>	<b>Teamwork on projects</b>
----------------------------------	-----------------------------

02:00 p.m. – 03:30 p.m.	<b>Project consulting by HILTI (via Skype) Project consulting by CEMS representatives (RB209)</b>
08.00 a.m. – 08:00 p.m.	<b>Rooms available for teamwork: RB103, RB104, RB105, RB106, RB107, RB112, RB113, RB114, RB115, RB116, RB204</b>

<b>FRIDAY, September 8</b>	<b>Final Presentations</b>	<b>Speaker</b>
--------------------------------	----------------------------	----------------

10:00 a.m. – 12:00 a.m.	<b>Team presentations</b>	<i>Team 1 - 4</i>
12:00 a.m. – 02:00 p.m.	<i>Lunch (Deštník restaurant)</i>	
02:00 p.m. – 04:00 p.m.	<b>Team presentations</b>	<i>Team 5 - 8</i>
04:00 p.m. – 04:30 p.m.	<b>Block seminar wrap up</b>	<i>Hilti, CEMS team</i>
06:30 p.m. – 09:00 p.m.	<i>Dinner (Hotel majestic) + Best team awards</i>	

## Block Seminar Evaluation

During our closing session on Friday, September 8, students **in teams** will present results of their projects as assigned by Hilti on the very first day of our block seminar.

There are 5 criteria, equally weighted, for the project outcome evaluation:

- 1) clarity,
- 2) adequateness of data and methodology used,
- 3) innovativeness,
- 4) depth of analysis and of critical assessment,
- 5) feasibility.

*We are looking forward to meeting you in Prague and to enjoying our mutual learning experience!*

### **Your organizing VŠE Prague team**

Ladislav Tyll, CEMS Academic Director (mailto: ladislav.tyll@vse.cz)

Klára Vítečková, CEMS Programme Manager (mailto: klara.viteckova@vse.cz)

## Recommended readings and prior to seminar desk research:

1. McKinsey Quarterly 2016 No. 2  
+ following texts  
The next-generation operating model for the digital world  
Mastering the digital advantage in transforming customer experience  
The expanding role of design in creating an end-to-end customer experience
2. Understand different ecosystems like those from Google, Salesforce.com, Alibaba, Multilevel companies (focusing primary on distribution) and automotive industry
3. Search for latest trends in facility management, banking and insurance and franchising systems, shared economy