

MIT Industrial Liaison Program Faculty Knowledgebase Report

Digital Transformation #3 of 6

May 19, 2020 11:00 am - 1:00 pm

11:00am - 12:00pm

Pathways to Digital Transformation
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Stephanie Woerner is a Research Scientist at the Center for Information Systems Research (CISR) at the MIT Sloan School of Management. Stephanie is an expert on how companies use technology and data to create more effective business models and her research centers on how companies manage organizational change caused by the digitization of the economy. In 2016, she was a subject matter expert on enterprise digitization for the Wall Street Journal CEO Council Conference. She has a passion for measuring hard-to-assess digital factors such as connectivity and customer experience, and linking them to firm performance. Recent articles (with Peter Weill) include "Thriving in an Increasingly Digital Ecosystem," and "Is Your Company Ready for a Digital Future?", in *Sloan Management Review*. Stephanie is the coauthor, with Peter, of *What's Your Digital Business Model? Six questions to help you build the next generation enterprise*, (Harvard Business Review Press, 2018).

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In preparing for the future, many large, established enterprises are embarking on a digital business transformation journey — often without any sense of where they are going. However, the goal isn't digital transformation but rather business transformation — using digital capabilities to transform a traditional enterprise into a top performer in the digital economy. And leadership's role is to determine which pathway to pursue — and how aggressively to move. In this session, we will go over four viable pathways for transformation and examine their pros and cons, and look at the four types of organizational explosions that companies need to manage as they transform.

12:00pm - 1:00pm

Leadership in the Digital Age: Sustainable Recovery as Enabler for Business Transformation

John Carrier

Senior Lecturer, System Dynamics, [MIT Sloan School of Management](#)



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John Carrier is a senior lecturer in the System Dynamics Group at the MIT Sloan School of Management and Managing Director of 532 Partners. His expertise is in shaping the dynamics of operating environments to improve productivity, quality, safety, and morale simultaneously. He has helped companies save hundreds of millions of dollars by helping them find and eradicate the hidden systems lurking inside every operation. His current focus is to help prepare companies to compete in the new environment of Industry 4.0.

He has educated over five hundred top-level leaders in the MIT Sloan Executive Education program in Oil & Gas, petrochemicals, mining, and healthcare. When not teaching, he spends most of his time in the operating environment, working directly with the front line to deliver measurable results in less than sixty days.

Dr. Carrier holds a B.S. in Chemical Engineering from the University of Michigan, a Ph.D. in Control Systems from MIT, and an MBA from the Harvard Business School.

The Digital Age is ushering in a new era of complete supply chain transparency in real time at near-zero cost. In order to realize the benefits, it requires that the company can rapidly re-organize itself, make better decisions, and act quickly based on this "excess" of information. We will discuss how leading organizations are taking advantage of digital to reconfigure itself within the supply chain to more closely track fluctuations in demand and transient supply chain bottlenecks. We will also discuss how Leaders can most effectively leverage Digital to accelerate the company's problem-solving capabilities (O-O-D-A) to resiliently respond to the current crisis using a *systematic framework* that will provide the organization with increased capabilities that will be retained after the crisis subsides. Most important, we will provide a novel framework for using digital technology as an enabler to align people, processes, and culture resulting in true business transformation.