Dissertation Seminar
THE FUTURE OF INDUSTRIES

Academic Year: **2019/2020**   *Semester:* **1st**

Instructor(s): **André Pinho**   *Max. Number of Students:* **11**

<u>*Seminar Description*</u>*:*
Digital photography for Kodak and Polaroid. Smartphones for Nokia, Blackberry and Motorola. Home delivery of content for Blockbuster. Media streaming for Tivo. Software solutions for IBM. Cheaper electronics for Hitachi, Toshiba and Compaq. Fuel conscientiousness for Hummer and Concorde. Health conscientiousness for Hostess.

The common thread? A major disruptor – a new competitor, business model or market trend – was introduced in an industry and companies were unable to or too slow in responding to it.

There's no denying that disruption across industries is happening increasingly faster. Companies are responding to this with a wide array of actions: adapting their business models, reinventing their practices or identity, becoming increasingly agile in pivoting, betting on long-term trends, among others. However distinct the solution, a key success factor for any company is its speed to insight – efficiently identifying the relevant disruptors to their own industry, quickly figuring out where they'll carry impact and to what extent, and developing measures that'll either seize emerging opportunities or respond to impending threats.

This seminar is ideal for Students who wish to develop their capability to identify disruptors, assess their impact on business models and stakeholders, and postulate how an industry will be reshaped as a result. As a reference, Strategy students might propose how media distribution will look like once Netflix (and the likes) and OTT players have taken the lead in this industry; Marketing students might assess how the healthcare, retail, finance, entertainment industries will be structured given full leverage of 'the market of one' (i.e. 'true' mass personalization); Entrepreneurship students might propose how healthcare will be structured once biotech start-ups have delivered on their current potential; Finance students might depict the payments or banking industries once cryptocurrency is further developed.

It can, therefore, be carried out in one of two types:
- Industry research – analysis of an industry's dynamics, competitive landscape and emerging trends; identification of a relevant disruptor with significant impact; inference of that industry's future state, once the disruptor has carried out its effect. Includes review of academic concepts relating to the industry, disruptor and inference methodology;
- Teaching case – in-depth analysis of a company that is being significantly impacted by an industry disruptor; analysis of that industry's dynamics, competitive landscape and emerging trends; proposition a 'plan of attack' for the company going forward, given the inference of that industry's future state. Includes the review of related academic concepts and delivery of case teaching notes.

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Seminar Content:

This seminar encompasses a mix of instructor-led sessions, group discussions and individual sessions – thus ensuring proper individual feedback as well as efficient knowledge and idea sharing between Students.

- Instructor-led sessions: in earlier sessions meant to provide an overview of the concepts, data analysis principles and interpretation, and dissertation writing skills; in later sessions, meant to provide Students with insights and tools that will enable them to further their dissertation;
- Group discussions: meant to be a forum where Students report their choice of topic, share acquired insights with fellow Students and get feedback on progress and ideas;
- Individual sessions: meant for Students to get individualized advisory on their dissertation proposal and progress, and receive comments and suggestions from the advisor.

Group sessions will focus on the following themes:
- Industry fundamentals: dynamics, competitive landscape and emerging trends;
- Identifying disruptors and assessing their potential impact;
- Hypothesizing an industry's future state given the disruptor's effect.

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Seminar Objectives:

1. Enable Students to get a good grasp on how an industry – and its stakeholders – works, what can impact it, and how that impact can drive future change;
2. Foster discussion and exchange of ideas in strategic, marketing & operational topics, with a particular focus on stakeholder identification and management;
3. Train Students to distill insights from company, industry and market cases;
4. Prepare Students on how to write a final dissertation document that adheres to guidelines and provides a valuable contribution to a business practice.

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Bibliography / Recommended Textbook(s) / Additional Readings:

Topic-specific:
Christensen, C. M., Anthony, S. D., Roth, E. A., & Kaufman, R. (2005). Seeing what's next: Using the theories of innovation to predict industry change. *Performance Improvement, 44(4), 50-51.*

Hacklin, F. (2007). Management of convergence in innovation: strategies and capabilities for value creation beyond blurring industry boundaries. *Springer Science & Business Media.*

Barreto, I. (2010). Dynamic capabilities: A review of past research and an agenda for the future. *Journal of management, 36(1), 256-280.*

Industry-specific:
Franco, P. P. (2018). Digital Retail and How Customer-Centric Technology is Reshaping the Industry: IT-Enabled Digital Disruption. *In Digital Multimedia: Concepts, Methodologies, Tools, and Applications (pp. 1560-1580). IGI Global.*

Awad, A., Trenfield, S. J., Goyanes, A., Gaisford, S., & Basit, A. W. (2018). Reshaping drug development using 3D printing. *Drug discovery today, 23(8), 1547-1555.*

Dula, C., & Chuen, D. L. K. (2018). Reshaping the Financial Order. *In Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1 (pp. 1-18). Academic Press*.

Skjærseth, J. B., & Skodvin, T. (2018). Climate change and the oil industry: Common problem, varying strategies.

Jedlowski, A. (2016). Regulating mobility, reshaping accessibility: Nollywood and the piracy scapegoat. *Copyright Africa: How Intellectual Properties, Media and Markets Transform Immaterial Cultural Goods, 292-310*.

Moavenzadeh, J. (2015, October). The 4th Industrial Revolution: Reshaping the Future of Production. *In World Economic Forum*.

Others to be defined during the course.

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Biography:

André Pinho is currently the Innovation Officer at CLSBE, and an independent consultant carrying out strategic, management and operational projects for SMEs in Portugal. He has over 9 years of strategic consulting experience across multiple industries and functions, having worked for E.ON Inhouse Consulting as a Project Manager, A.T. Kearney as an Associate and Brisa as an Internal Consultant.
He holds an MBA degree from INSEAD, a Master's degree in Strategy & Entrepreneurship from CLSBE and an Executive Master's degree in Corporate Finance from INDEG.

Instructor profile: https://www.linkedin.com/in/andrepinho87/

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Contact(s) and Office Hours:

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Schedule:

Attendance policy: attendance in all scheduled sessions is mandatory.
Attending students are to actively participate in topics being discussed, thus contributing to a knowledge and idea sharing atmosphere amidst the group.

Session #1 (4th September, 17h00-18h30)
Topics: Industry fundamentals: dynamics, competitive landscape and emerging trends
Session mode: Group, classroom

Assignment 1*:* Dissertation proposal and key topics to address
Deadline: 11th September EOB, submission via e-mail

Session #2 (18th September, 17h00-18h30)
Topics: Identifying disruptors and assessing their potential impact
Session mode: Group, classroom

Session #3 (24th September, 17h00-18h30)
Topics: Hypothesizing an industry's future state given the disruptor's effect
Session mode: Group, classroom

Assignment 2*:* Literature review / review of related academic concepts; Methodology / scope of analysis (e.g. which industries, variables and stakeholders to include)
Deadline: 18th October EOB, submission via e-mail

Session #4 (23rd October, schedule TBD)
Topics: Individual feedback on dissertation
Session mode: Individual, office or skype/remote

Session #5 (6th November, 17h00-18h30)
Topics: Hypothesizing an industry's future state given the disruptor's effect (c'ted)
Session mode: Group, classroom

Assignment 3*:* Analysis and findings
Deadline: 22nd November EOB, submission via e-mail

Session #6 (27th November, schedule TBD)
Topics: Individual feedback on dissertation
Session mode: Individual, office or skype/remote

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Deadlines:

The full list of dates and deadlines can be consulted here.