Driving Digital Transformation in Operations

ECTS : 6

Enseignant responsable : Marie Noele SCHWARTZMANN

Langue du cours : Français

Volume horaire : 36

Description du contenu de l'enseignement :

In today's service-based economy, operational excellence increasingly depends on the ability to leverage digital technologies. Digital operations now play a central role in delivering efficient, scalable, and highquality services across highly human-centric industries such as healthcare, hospitality, education, finance, consulting, and more. Organizations face rising complexity: managing centralized systems, ensuring service continuity across multiple channels, and responding to growing customer expectations - all while navigating inflation, talent shortages, and increasing sustainability requirements (CSR/ESG). In this context, digital transformation is no longer optional; it is a key driver of performance and resilience. Digital tools and platforms enable more agile processes, data-driven decision-making, and the automation of routine tasks - essential for improving both customer experience (UX) and talent retention. These tools allow organizations to deliver seamless, personalized, and efficient services while enhancing cost management, sustainability, and employee satisfaction. This course explores how service-oriented companies can transform their operations through digitalization. We will examine real-world case studies and best practices to understand how to design, implement, and optimize digital operations in complex, people-centric environments.
Objectives:

- Understand the history of the digital world and key terms and definitions;
- Analyze digital customer journeys in service sectors;
- Gain familiarity with integrated service platforms and their role in day-to-day operations;
- Leverage real-time data, KPIs, and dashboards to monitor and optimize performance;
- Apply KPI tracking for effective data-driven decision-making;
- Explore process automation and AI applications in service delivery;
- Embrace automation while balancing technological innovation with human value;
- Integrate digital tools without losing the personal touch essential to service quality.

This course isn't on Moodle. **1** Welcome, introduction, case studies selection and a brief history of the digital world.**2** Master core concepts and definitions of digital operations and marketing (SEO, SEA, content, data quality etc.). **3** Navigate key operational systems (CRM, LMS, SOPs, loyalty programs, etc.) to improve efficiency, consistency, and agility in service delivery. **4** Use real-time data to drive informed operational decisions (KPI's, dashboards, etc.).**5** Discover omnichannel customer journeys across digital and physical touchpoints. **6** Understand the importance of digital communication, e-reputation, social media and influencer strategies on brand visibility (storytelling, digital buzz, etc.). **7** Personalize services using digital tools to boost engagement and retention (KYC, etc.). **8** Balance human and digital experiences: how to integrate digital tools without losing the human touch essential to service quality. **9** Explore the latest trends in digital operations to enhance customer satisfaction and operational efficiency. **10** Wrap-up and conclusion. **11** Rehearsal of final presentations before the external jury. **12 Final Exam in front of a Jury.**

Compétences à acquérir :

- Speak the language of digital operations and marketing: gain proficiency in SEO, SEA, content marketing, and data quality standards;
- Understand the key role of digital operations in services industries: explore how digital tools and systems enhance operational efficiency, service consistency, and agility;
- Use data for operational decision-making: understand how to leverage real-time data, KPIs, and dashboards to monitor and optimize performance;
- Explore omnichannel strategies: online vs. on-site experiences, the customer's seamless journey, and the hotel's operational response;
- Deep dive into operational systems and tools: learn about central channels and big data (CRM, LMS, loyalty programs, SOPs, etc.);
- Social media and influencer marketing strategies: understand their role in branding and attracting targeted customers;
- Know your customer (KYC): use digitalization for personalized marketing and communication, enhancing on-site

experiences, boosting engagement, and supporting retargeting strategies;
- Balance human and digital experiences: how to integrate digital tools without losing the human touch essential to service quality.

By the end of the course, participants will be equipped to understand and support digital transformation initiatives in service operations to achieve operational excellence.

Pré-requis obligatoires

No specific pre-requisite. You just need to enjoy learning and playing at the same time!

Mode de contrôle des connaissances :

The evaluation and grading will be as follows:

- 50% continuous assessment based on your active **participation in class** and your homework;
- 50% **final case study** per group presented in front of a jury (20-30' presentation + 10' Q and A).

The groups and subjects will be chosen at the end of the first course. **Class Participation:** Active class participation makes classes lively and instructive. Come on time and prepared. Participation is based on the quality of comments, not quantity. **The Final Case Study:** 50% group performance and 50% individual performance. Your evaluation criteria: - Equal participation: Everyone is expected to participate equally during the case study discussions - Utilize course knowledge - Creative thinking: Sky's the limit - Realistic plan and/or problem-solving - Explore sustainable ideas and/or solutions - And have fun. The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20. **Attendance** Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade. **Class Participation** Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity. **Exam Policy** Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period. **Communication and Grading** All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

- **Deming, W. E.** The PDCA Cycle (Plan-Do-Check-Act): Continuous Improvement Method. Also known as Deming's Wheel, a foundational model for continuous improvement in operations and quality management**;**
- **Kotler, P.** Marketing Mix and the Evolution of Marketing Stages. Foundational theories explaining how marketing strategy and consumer engagement have evolved over time**;**
- **Lendi, S. (2020).** PsychoMarketing: 22 Laws Your Competitors Wish They Had Known Before You. Selfpublished (Broché). Explores 22 psychological and behavioral principles that drive consumer decisions and marketing effectiveness;
- **Meerman Scott, D.** (2023). The New Rules of Marketing and PR: How to Use Content Marketing, Podcasting, Social Media, AI, Live Video, and Newsjacking to Reach Buyers Directly. Wiley. A comprehensive guide to leveraging digital tools and platforms for modern marketing and communication;
- **Meerman Scott, D., and Scott, R.**(2020). Fanocracy: Turning Fans into Customers and Customers into Fans. Portfolio. Explores how emotional connection and community can transform customer relationships into loyalty and advocacy;
- **Henneberry, R., and Deiss, R.**(2020). Digital Marketing for Dummies. Wiley. A practical, accessible guide to key digital marketing concepts and tools. Filmography / Video Resources**;**
- **Simon Sinek - TEDx Talks:** - Circle of Safety - Trust vs. Performance - Start with Why.

Marie-Noele Schwartzmann: French-born and mother of two lovely monsters, I studied at Dauphine and ESSEC and speak four languages. After starting my career in finance and consulting at Ernst and Young TAS, I quickly transitioned into the services industry - driven by my passion for human capital - and found my home in hospitality, a sector full of people and talent. I served as Vice President of International Operations at Louvre Hotels Group (a French-based hospitality group with 11+ brands across 40+ countries and a subsidiary of Jin Jiang International). There, I oversaw: - Our 22 regional offices (present in 40+ countries, managing 300+ hotels and 4,500 employees); - The Post-Acquisition and Integration department; - International franchise and management contracts; - The Method and Process department. One of my key priorities was improving brand quality and consistency - which meant dedicating time to building and transferring know-how to my multinational colleagues. Another top focus was driving the digitalization of operational services to improve efficiency and optimize resources. I then became Chief Development Officer at Deutsche Hospitality (the German hospitality group owning Steigenberger and Intercity brands, and a subsidiary of H-World, with 120+ hotels in 13 countries and 9 direct reports). As part of the Executive Committee, I was responsible for: - Corporate development worldwide across all 8 brands, from franchise to lease agreements; - The

Feasibility department, assessing long-term risk and profitability of new projects; - The Franchise Operations department, focused on building and transferring know-how to hotels. Today, I am a professional slasher i.e. working and teaching! I am an expert in asset and real estate and hospitality, and an active professor at ESSEC Business School (IMHI Program) and Université Paris Dauphine_PSL (DAI and LSO departments).