

## Data-Driven Customer Experience Transformation

ENGIN667		3 Credits
Professor	Mohamed Zaki	
Assitant	-	

### COURSE DESCRIPTION

Keep pace with fast-moving customer experience (CX) trends with this course for professionals in customer and user experience, marketing and digital transformation roles.

Drawing on industry insights and proven frameworks honed through extensive research and consulting with companies worldwide, the eight-week course will help you rethink traditional CX practices and design experiences that not only meet but exceed customer expectations.

### I.- COURSE LEARNING OBJECTIVES

You'll learn how organisations can use Artificial Intelligence (AI) to analyse customer experiences, build customer loyalty and develop new data-driven business models. By exploring different technologies and real-world industry examples, you'll discover how to create highly personalised, integrated and consistent experiences at every stage of the customer journey across multiple channels (digital, physical and social).

Whether you're aiming to optimise your current strategy or develop new data-driven approaches, this course provides the skills to stay competitive in an increasingly experience-centric marketplace. By the end of the course, you'll have the confidence to turn data into powerful CX strategies that will help to spark innovation and deliver long-term success for your organisation.

1. Industrial trends and challenges of developing the next generations of services in the digital age	
2. Discover innovation in customer experience at the intersection of the digital, physical and social realms.	
3. Identify challenges connected with integrating digital, physical, and social realms	
4. Design customer journey, emotions, and touchpoints	
5. Identify data sources and analytics to manage and monitor customer experiences	
6. Structure a delighted customer experience	

7. Generate insights from data analytics to manage customer loyalty and Engagement	
8. Develop data-driven business models (DDBM) and digital service offerings	

II.- CONTENTS		
Topic	Content	Mandatory Reading
1	Industrial trends and challenges of developing the next generations of services and customer experience in the digital age	Zaki, Mohamed, (2019), "Digital Transformation: Harnessing Digital Technologies for the Next Generation of Services" <i>Journal of Services Marketing</i> , 33 (4), 429-435.
2	Explore innovation in customer experience at the intersection of the digital, physical and social realms	Bolton, R. N., McColl-Kennedy, J. R., Cheung, L., Gallan, A., Orsingher, C., Witell, L., & Zaki, M. (2018). Customer experience challenges: bringing together digital, physical and social realms. <i>Journal of Service Management</i> , 29 (5), 776-808.
3	Identify the challenges of integrating digital, physical, and social realms	Bolton, R. N., McColl-Kennedy, J. R., Cheung, L., Gallan, A., Orsingher, C., Witell, L., & Zaki, M. (2018). Customer experience challenges: bringing together digital, physical and social realms. <i>Journal of Service Management</i> , 29 (5), 776-808.
4	Design customer journey, emotions, and touchpoints	McColl-Kennedy, J. R., Zaki, M., Lemon, K. N., Urmetzer, F. & Neely, A. (2019). "Gaining customer experience insights that matter", <i>Journal of Service Research</i> , 21(1), 8-26.
5	Customer Delight	Parasuraman, A; Ball, Joan; Aksoy, Lerzan; Keiningham, Timothy; Zaki, Mohamed (2020), "More than a Feeling?: Toward A Theory of Customer Delight", <i>Journal of Service Management</i> .
6	Customer Loyalty and Measurement	<ul style="list-style-type: none"> <li>Holmlund, Maria, Vaerenbergh, Yves Van; Ciuchita, Robert; Raval, Annika; Sarantopoulos, Panagiotis; Villarroel Ordenes, Francisco; Zaki, Mohamed (2020), "Customer Experience Management in the Age of Big Data Analytics: A Strategic Framework", <i>Journal of Business Research</i>.</li> <li>Mohamed Zaki, Janet R. McColl-Kennedy and Andy Neely (2021), Using AI to Track How Customers Feel — In Real Time <a href="https://hbr.org/2021/05/using-ai-to-track-how-customers-feel-in-real-time">https://hbr.org/2021/05/using-ai-to-track-how-customers-feel-in-real-time</a></li> </ul>

<b>7</b>	Data- Driven Business Models	Hartmann, Philipp Max, Mohamed Zaki, Niels Feldmann, and Andy Neely (2016), "Capturing Value from Big Data - A Taxonomy of Data-Driven Business Models Used by Start-Up Firms," <i>International Journal of Operations &amp; Production Management</i> , 36 (10), 1382-1406.

### III.- METHODOLOGY, EVALUATION AND BASIC REGULATIONS

#### 3.1.- Methodology:

1. Teaching: The course adopts a dynamic, interactive, and applied methodology designed to equip participants with both conceptual frameworks and practical tools for transforming customer experience (CX) through data-driven strategies.
2. Discussions: The course places a strong emphasis on peer learning through structured discussions. Each topic will include guided debates and critical reflections to connect theoretical insights to participants' own organisational contexts.
3. Group Exercises and Practical Application: Hands-on group activities are central to the learning experience. Participants will work in teams on practical exercises:
  - Designing a data-enhanced customer journey across digital, physical and social
  - Identifying data collection and CX measurement
  - Creating a data-driven service business model

#### 3.2.- Evaluation:

Participant evaluation will be based primarily on active attendance and meaningful engagement in class discussions. Contribution to group exercises and reflections during case analysis will also form part of the assessment, encouraging collaborative learning and practical application of the course

#### 3.3.- Basic Regulation

1. Students must have at least 75% attendance in the course to pass it.
2. Classes will be on the days and times indicated by the program management.
3. For each class, students must have read and studied the corresponding bibliography in advance.
4. The grading of all evaluations will be done with a grade from 1 to 7.
5. The professor reserves the right to add, delete or replace bibliography during the course of the

program if he/she deems it appropriate for the proper progress of the subject.

6. The unjustified absence of a student from a requirement will be graded 1.
7. It is important to emphasize that each student must assume his or her own responsibility in completing the program, especially in relation to:
  - a. Be up to date on the development of the subject and the various instructions given by both the teacher and the course coordination. For example, absence from a class session does not exempt you from the academic obligations established that day.
  - b. Ensure faithful compliance with the dates and deadlines established for the different evaluation activities. Once set and known, they will not be modified.
  - c. Obtain the support material indicated for the chair when applicable.
8. All works presented during the program will only have value to the extent that their author is able to explain and support them personally. Deliveries that contradict the above are not accepted. Any medical justification corresponding to non-attendance to a requirement must be presented through the regular channels established by the University.
9. Any form of copying and/or plagiarism is penalized and if this situation is identified, the respective [disciplinary procedure](#) will be followed.

## IV.- BIBLIOGRAPHY

### Mandatory Readings

- Zaki, Mohamed, (2019), "Digital Transformation: Harnessing Digital Technologies for the Next Generation of Services" *Journal of Services Marketing*, 33 (4), 429-435.
- Bolton, R. N., McColl-Kennedy, J. R., Cheung, L., Gallan, A., Orsingher, C., Witell, L., & Zaki, M. (2018). Customer experience challenges: bringing together digital, physical and social realms. *Journal of Service Management*, 29 (5), 776-808.
- Mohamed Zaki, Janet R. McColl-Kennedy and Andy Neely (2021), Using AI to Track How Customers Feel — In Real Time <https://hbr.org/2021/05/using-ai-to-track-how-customers-feel-in-real-time>
- Hartmann, Philipp Max, Mohamed Zaki, Niels Feldmann, and Andy Neely (2016), "Capturing Value from Big Data - A Taxonomy of Data-Driven Business Models Used by Start-Up Firms," *International Journal of Operations & Production Management*, 36 (10), 1382-1406.

\*Syllabus subject to changes