

# OPERATIONAL EXCELLENCE AND DIGITALIZATION

## International MBA IMBA-EN SEP-2024 S-DBA

Area Operations and Business Analytics

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **LOURDES ALVAREZ DEL AMO**

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Lourdes Álvarez del Amo is a renowned expert in Digitalization, Innovation, and Change Management. She has held several prominent leadership roles, including Vice President at Capgemini Invent, Digital Lead Iberia at Expleo, Chief Digital Officer at Parques Reunidos Group, and Senior Executive at Accenture. Additionally, she serves as an advisor at Rate and Grade, a company dedicated to enhancing customer and employee experiences through digital technologies. Currently, she is the CEO of Peldaño Media Group, Spain's largest Business-to-Business (B2B) media company.

She holds a Master in Information Management, an Executive MBA from IE Business School, and a Master in Digital Marketing from IAB. Lourdes brings extensive experience in leading digital transformation projects across a range of industries, including Telecom, Media, Entertainment, Aerospace, and Defense.

### Office Hours

Office hours will be on request. Please contact at:

By appointment.

## SUBJECT DESCRIPTION

This course is meant to provide you with a practical understanding of different approaches, steps and digital technologies to support operational processes.

## LEARNING OBJECTIVES

By successfully taking this course you will be able to identify the mix of automation, workflow support, or digital decision making support needed to improve a process, given your improvement KPIs (either performance, environment, or employee wellbeing).

## TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

| Learning Activity                                     | Weighting |
|---|-----------|
| Lectures  | 20.0 %    |
| Discussions   | 20.0 %    |
| Exercises in class, Asynchronous sessions, Field Work | 20.0 %    |
| Group work  | 20.0 %    |
| Individual studying                                   | 20.0 %    |
| TOTAL   | 100.0 %   |

## AI POLICY

In today's world, generative artificial intelligence (GenAI) is changing how we work, study and, in general, how we get things done.

However, in the context of this course, the use of GenAI is not permitted, unless it is otherwise stated by the instructor.

The use of GenAI tools would jeopardize the students' ability to acquire fundamental knowledge or skills of this course.

If a student is found to have used AI-generated content for any form of assessment, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

## PROGRAM

### SESSION 1 (LIVE IN-PERSON)

#### Sustainability Topics:

- Environment
- Social Challenge
- Economic Development

#### INTRODUCTION

- Course overview: structure, assignments, grading criteria
- What is process innovation? Definition, Examples and Best Practices
- What are the stages of process innovation?
- Process innovation and Digitalization. How Digitalization supports operational excellence through process innovation.

### SESSIONS 2 - 3 (LIVE IN-PERSON)

**Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

**DIGITAL TRANSFORMATION INNOVATION TOP DOWN (Part I)**

- Mapping the “As Is” – Initial due diligence
- Having the right infrastructure & know how
- Sponsorship and Budget, both mandatory
- General rules for digital transformation

Reading will be provided by professor Lourdes Álvarez

**SESSIONS 4 - 5 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

**DIGITAL TRANSFORMATION INNOVATION TOP DOWN (Part II)**

- Defining digital initiatives
- Prioritizing digital Initiatives
- Creating implementation plan (roadmap) - "To Be"
- Implementation (Methodologies)
- Following up

Reading will be provided by professor Lourdes Álvarez

**SESSIONS 6 - 7 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

**MAKING DIGITAL CHANGE HAPPEN. ING Case**

- Agile digitalization projects
- Overcoming people resistance
- Upskilling and developing people abilities

**SESSIONS 8 - 9 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Social Challenge
- Economic Development

**OPERATIONAL & SUPPLY CHAIN VISIBILITY**

- Business rationale for increasing operational and supply chain visibility
- To whom should a process be visible?
- All that glitters is not gold: Negative aspects of operational visibility
- Digital vs non-digital approaches to increase operational visibility
- Beyond business: how visibility can help sustainability and employee wellbeing

## **SESSIONS 10 - 11 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **DATA ANALYTICS & OPERATIONAL IMPROVEMENT**

Descriptive Analytics  
 Diagnostic Analytics  
 Predictive Analytics  
 Prescriptive Analytics  
 Analytics workshop

## **SESSIONS 12 - 13 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

### **INNOVATION STRATEGY: TOP DOWN, BOTTOM UP AND INNOVATION ECOSYSTEMS**

- Which are the basics to be an innovative company?
- Different approaches (Top Down Vs Bottom Up). Which is the best one
- Who must be in charge of the corporate innovations process?

## **SESSIONS 14 - 15 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

### **TEAM PROJECTS PRESENTATIONS & FINAL EXAM**

- Each of the teams of student will present the result of their Operational Excellence & Digitalization Project, followed by Q&A
- Short break
- Final in-class, closed-books exam

## **EVALUATION CRITERIA**

| <b>criteria</b> | <b>percentage</b> | <b>Learning Objectives</b> | <b>Comments</b> |
|-----------------|-------------------|----------------------------|-----------------|
| Final Exam      | 35 %              |                            |                 |

|                         |      |  |  |
|-------------------------|------|--|--|
| Individual presentation | 0 %  |  |  |
| Group Presentation      | 35 % |  |  |
| Individual work         | 0 %  |  |  |
| Group Work              | 10 % |  |  |
| Class Participation     | 20 % |  |  |
| Intermediate tests      | 0 %  |  |  |
| Other                   | 0 %  |  |  |

### **FAILING GRADE AND REASSESSMENT**

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

### **BEHAVIOR RULES**

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

### **ATTENDANCE POLICY**

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

### **ETHICAL POLICY**

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.