

Achieving Digital Transformation through Marketing: Global Business Cases**Madouche Rym*¹**¹ University of Algiers 3, Part time lecturer, rymmadouche@gmail.com*Received: 24/11/2025**Accepted: 27/12/2025***Abstract:**

Digital transformation has become a major concern and a strategic issue for all companies, regardless of their size or industry, as it affects the organization as a whole. Indeed, digital technologies have revolutionized the way business is conducted, and this disruption is expected to gain even more momentum with the rise of connected devices.

The purpose of this research is to provide a comprehensive perspective on digital transformation through the lens of marketing. To this end, we will present the six key pillars of digital transformation, the role of marketing within this process, and the essential skills required of marketers in the digital era.

This research will also examine the evolution and trends of this digital wave, demonstrating the successful digitalization approaches adopted by companies, and presenting several examples of global companies that have successfully achieved their digital transformation.

Keywords: Digital, digital transformation, digital marketing, digitalisation.**Jel Classification Codes:** O33, M15, M21, M31

1. Introduction

Over the past two decades, digital transformation has emerged as a major strategic issue for companies worldwide. Beyond the mere adoption of technological tools, it entails a profound redesign of processes, business models, and organizational culture. In this context, marketing occupies a central position, as it constitutes the primary channel through which the company interacts with its environment—particularly customers, partners, and society at large.

The evolution of consumer behavior, the rise of digital platforms, and the widespread availability of data have fundamentally reshaped the way companies design, deliver, and adapt their offerings. This shift compels organizations to reconsider the role of marketing within their overall digital transformation strategy.

It is within this context that we examine the skills and capabilities required for companies to succeed in their digital transformation. The guiding question of this paper is: **How does marketing contribute to the success of digital transformation?** And how do global firms succeed in using marketing as a key lever in this transformation?

This study therefore aims to highlight the various opportunities offered by digital technologies to firms facing multiple challenges brought about by the digital revolution. We will address the following points:

1. Definition of digital transformation
2. The six pillars of digital transformation
3. The role of marketing in digital transformation
4. Key competencies and strategies for marketers in the digital age
5. Successful digitalization approaches for companies
6. Global examples of digital transformation

2. Definition of Digital Transformation

Numerous definitions of digital transformation can be found in the literature. The concept results from the convergence of computing, personal, and business environments, and captures the transformative effect of new digital technologies such as Social, Mobile, Analytics, Cloud, and the Internet of Things (SMACIT) (S. Ziyadin & others, 2020).

Digital transformation (DT) is a broad term used to describe the changes affecting corporate activities, processes, and competencies brought about by digital technologies. One of the earliest formal definitions of the term appears in the work of Fors and Stolterman, who describe DT as **“the changes that digital technology causes or influences in all aspects of human life”**. According to the authors, DT leads to **“a world increasingly experienced with, through, and by information technology”** (Fadoua Khanboubi, 2018).

Digital transformation is distinctive in that it is more comprehensive: it can completely reshape a company’s business model or an entire value chain within a sector by reconfiguring its products, processes, and customer experiences, while maintaining a balance between costs and the benefits offered to consumers or industrial buyers. It can thus be regarded both as a threat and an opportunity :

- The rapid pace of change induced by digital technologies has a disruptive impact on business practices, threatening existing business models;
- Digital technologies also offer new opportunities for creating business models across a wide range of industries (Fethi Ferhane & others, 2017).

Digital transformation can therefore be understood as a shift in mindset and in the way internal processes are approached. To be successful, all members of a team—from the CEO to the most junior employee—must be involved in this new way of working. Otherwise, digital transformation efforts are unlikely to succeed.

3. The Six Pillars of Digital Transformation

The growing interest in digital transformation is now ubiquitous, although it is often addressed superficially. However, certain visionary organizations have fully grasped its critical importance for their future. Because each organization is unique, it is essential to conceptualize a structured approach to the different dimensions of transformation. Given the complexity of this shift, a clear and collectively shared plan is required.

The digital transformation matrix developed by the HUB Institute provides a holistic view of the six main pillars and the five key stages of the transformation process. These pillars include: (DERRAR ARSLAN, 2024).

- Leadership
- Culture and organizational design
- Technology
- Data mastery
- Marketing and customer experience
- Performance measurement

3.1 First Pillar: Leadership & Management

As in the military, it is up to the generals to define the strategy and decide when to launch the assault. Although this pillar is clearly the top priority and a prerequisite for any profound transformation, top management profiles are often more of a hindrance than a driving force. Past successes offer no guarantee for the future. On the contrary, *“the person who was the star of the previous era is often the last to adapt to change, the last to embrace the logic of a transition point, and tends to fall harder than most.”*

In today’s context of accelerated digital transition, leadership and management challenges are exacerbated within large organizations. Executives, often trained under outdated models and inclined toward conventional approaches, struggle to adapt to new digital realities.

This resistance to change hinders innovation and jeopardizes organizational sustainability. Age and hierarchical status may also pose obstacles to innovation. Leaders nearing retirement or seeking executive positions elsewhere are often reluctant to take risks or invest in projects deemed bold. This aversion to change limits an organization’s ability to evolve in a rapidly shifting environment. Yet companies that neglect innovation risk falling behind in a constantly evolving economic landscape.

Digital disruption, a global phenomenon, does not spare organizations that cling too tightly to traditional methods. It is therefore crucial for companies to foster a culture of innovation and adaptability by listening carefully to customer needs and staying alert to market developments. Leaders must be willing to step out of their comfort zones and question established models. Moreover, it is essential for companies to stay informed about the latest

technological advancements and emerging trends, particularly by participating in innovation-focused events and conferences.

3.2 Second Pillar: Culture & Organization

Digital transformation, which places strong emphasis on culture and organizational design, represents an essential dimension of the overall process. Before turning to technology, it is vital to consider human resources as the foundation of any organization. Employees' skills, motivations, and alignment with corporate objectives are decisive factors in the success of transformation initiatives. Unfortunately, human resource management—often centered on legal aspects—has not always taken into account the impact of the digital revolution.

It is therefore essential to recognize the central role of HR in driving digital transformation effectively. Within this framework, auditing corporate culture is a key success factor. In the United States, corporate culture is widely acknowledged as a crucial driver behind the success of innovative organizations such as Google, Facebook, and Airbnb. Culture acts as a binding force, ensuring coherence and relevance in actions aligned with corporate goals. Understanding and cultivating corporate culture is therefore essential, as it directly influences employee engagement, organizational attractiveness, and profitability.

Defining a new corporate culture is a complex but necessary process. It involves creating a shared vision and guiding principles to shape employee behavior, as well as transparently communicating this vision to ensure organization-wide alignment. Measuring progress and continually adjusting the culture are also crucial steps for ensuring its long-term effectiveness.

A corporate culture oriented toward digitalization and innovation relies on several fundamental values, including alignment, ambition, innovation, customer orientation, agility, and generous values such as transparency and collaboration. It is important to recognize that each company is unique and that its culture must be adapted to its specific needs while drawing inspiration from best practices implemented by innovative digital players.

Ultimately, digital transformation goes far beyond adopting new technologies. It requires a holistic approach integrating human, cultural, and organizational dimensions. By understanding and cultivating their corporate culture, organizations can better position their employees to succeed in an ever-evolving digital environment.

3.3 Third Pillar: Technology

Technological advancements have undergone a significant transformation in recent years, leading to a redefinition of the imperatives governing IT systems within large organizations. These companies often face legacy infrastructures built on outdated languages and architectures, which weigh heavily on their internal and external agility and efficiency. This burden, commonly referred to as “legacy,” requires urgent revision in order to unlock the organization's potential and meet the evolving demands of the market.

In this context, it is crucial to reassess the role of the Information Systems Department (ISD) and transform it into a driver of technological innovation aligned with business objectives. The ISD can no longer remain an isolated entity; it must become a lever for progress, open to new opportunities offered by Cloud solutions, APIs, and SaaS software. This shift toward a more flexible and forward-looking approach is essential to ensure organizational stability, security, and competitiveness.

In an environment where every company is, in essence, becoming a software company, the role of information technology becomes vital. The financial and human investments required to maintain competitiveness are considerable. To maximize return on

investment, it is indispensable to place a gifted and visionary leader at the head of the ISD, capable of designing innovative and profitable solutions for the organization.

New IT architectures must be designed with an open and interoperable mindset, promoting integration with external solutions and third-party platforms. This interconnectivity—facilitated by APIs and Cloud technologies—is especially crucial in the context of the Internet of Things, where synergy among diverse technologies is essential. To thrive in this constantly changing environment, organizations must adopt an agile approach to technology.

This involves not only adopting agile work methodologies but also fostering a culture of innovation where failure is viewed as a stepping-stone to success and where open innovation is encouraged. By mastering these elements, companies can collaborate more effectively and design the technological solutions that will shape the future of their business.

3.4 Fourth Pillar: Data

Data is often described as the new oil of the digital age, progressively transforming all companies into organizations driven by software, data, and algorithms. The ability to attract and retain talent in this field will thus be a key factor in future competitiveness. To maximize data usage, companies must modernize their existing systems—which are often disparate and obsolete. Identifying, cleaning, unifying, and integrating diverse data sources are essential steps to tackling upcoming challenges and adapting to external tools and partners.

Customer relationship management is a major challenge in data management. By investing in effective CRM tools, companies can target prospects and customers in a more personalized and efficient manner. This requires a clear strategy, significant investment, coordination across departments, and staff adaptation to new roles and work methods.

Furthermore, although the concept of “Big Data” is widely known, it often represents only a later stage in data management. Before leveraging data for large-scale predictions, companies must master smaller datasets—often referred to as “Small Data”—and establish a robust infrastructure to manage them effectively.

The importance of data projects within digital transformation cannot be overstated. Recent studies show that companies able to leverage their data effectively enjoy significant competitive advantages. For example, research by McKinsey & Company revealed that data-driven firms are **23 times more likely to acquire new customers, six times more likely to retain them, and 19 times more likely to be profitable** compared to those that do not (McKinsey & Company, 2020).

These figures highlight the vital importance of data management in achieving successful digital transformation. Moreover, data plays a crucial role in strategic decision-making. By using available data, leaders can identify new business opportunities, anticipate market trends, and optimize operational processes. A Gartner study found that by 2025, **60% of large global enterprises will have implemented data management strategies to support their digital transformation initiatives.**

This trend underscores the growing importance of effective data management in digital transformation. Finally, data projects offer companies the opportunity to strengthen customer relationships by providing personalized products and services. Using advanced

CRM tools, companies can better understand customer needs and preferences, enabling them to deliver customized offerings for each segment. A Harvard Business Review study revealed that companies leveraging data for personalization see a **6% to 10% increase in revenue** (Harvard Business Review, 2019). These results highlight the strategic importance of data management in digital transformation, particularly in enhancing customer experience and generating added value for the company.

3.5 Fifth Pillar: Marketing & Customer Experience

In today's era of constant change, the role of marketing and customer experience in the digital transformation of companies cannot be overlooked. By investing in innovative strategies and incorporating cutting-edge technologies, companies can not only meet the ever-evolving expectations of consumers but also anticipate future trends.

By placing the customer at the center of their efforts, organizations can create memorable and engaging experiences that strengthen their market position. We live in a time marked by continuous societal, economic, cultural, and technological shifts, where consumer expectations evolve at an unprecedented pace. To remain competitive, companies must adopt new strategies—such as social listening—to continuously monitor, understand, and interact with their audiences, detecting new demands and emerging trends.

The expansion of touchpoints and the speed of digital media require agility in marketing content creation. It is essential to think about marketing year-round, producing engaging content daily in various formats (text, photo, video, mobile, social), while accounting for the specificities of each platform.

Beyond content, brands must also focus on service and customer experience. With the rise of artificial intelligence and virtual agents, customers now expect increasingly sophisticated and personalized experiences.

Whether through content, services, or events, the ultimate goal of marketing is to create memorable, engaging, and interactive experiences. To meet these challenges, organizations must invest in new tools and develop new skills to manage omnichannel media buying effectively.

In conclusion, marketing and customer experience are vital components of digital transformation. By adopting innovative strategies and placing the consumer at the heart of their approach, companies can thrive in the ever-changing digital landscape.

3.6 Sixth Pillar: Measurement

Performance measurement is crucial in the context of digital transformation. It is essential to accurately evaluate productivity and effectiveness in order to guide strategic decisions. However, it is vital to remember that not everything that cannot be measured is without value. We must avoid limiting our understanding of the world to what can be quantified and instead consider qualitative and holistic dimensions as well.

A balanced approach that takes into account both quantitative and qualitative metrics provides a more comprehensive view of overall organizational performance.

To manage a business effectively, one must clearly identify objectives and define relevant Key Performance Indicators (KPIs). It is advisable to focus first on the most

meaningful KPIs to measure progress toward strategic goals. Once KPIs are defined, the right tools must be selected to calculate them reliably and accurately. These tools may include data-analysis software, customized dashboards, and performance-management systems.

KPIs are not only useful for tracking internal progress but also for aligning the efforts of all stakeholders. By sharing dashboards containing KPIs, each member of the organization can understand their role in achieving common objectives and adjust their actions accordingly.

Finally, to fully assess performance, it is essential to benchmark against industry standards. This comparison provides valuable insight into the company's competitive position and the areas requiring improvement to remain competitive.

In conclusion, performance measurement is a fundamental component of digital transformation. By adopting a strategic approach and using the right tools and indicators, companies can not only track their progress but also effectively guide their efforts toward achieving strategic objectives, ensuring their success in an ever-evolving business environment.

2. The Role of Marketing in Digital Transformation

Marketing occupies a central position in the digital transformation of companies. By relying on technology, data, and innovation, it helps redefine customer relationships, offerings, and internal operations. Thus, marketing becomes a strategic lever essential for supporting and accelerating the overall digitalization of organizations. Its role in digital transformation is illustrated through the following points (Marco Cioppi, 2023):

4.1 Data Collection and Exploitation (Data-Driven Marketing)

The use of analytics, big data, and machine learning in marketing campaigns enables a better understanding of customers and faster adaptation. For example, *Digital Transformation and Marketing: A Systematic and Thematic Literature Review* highlights the importance of the themes “employees,” “customers,” and “business processes.”

4.2 Personalization and Omnichannel Customer Engagement

Digital marketing enables the creation of personalized customer experiences across both physical and digital channels.

4.3 Innovation in Offerings and Business Models

Marketing no longer merely promotes existing products; it contributes to the co-creation of digital offerings and to the evolution of products/services toward “as-a-service” models.

4.4 Digital Culture and Marketing Competencies

Marketing teams must acquire new skills, including mastery of relevant technologies, agility, and cross-functional collaboration.

4.5 Transformed Marketing Processes and Organization

Marketing must become more agile, integrated, and aligned with IT and other departments, thereby contributing to overall transformation (Kaj Storbacka, 2020).

5. Key Competencies and Strategies for Marketers in the Digital Age:

The digital transformation of companies is underway, and new technologies have become part of everyday life. The traditional manager must therefore evolve into a digital manager—augmented by artificial intelligence. This requires the efficient use of modern digital solutions (Cloud, Big Data, Artificial Intelligence) and the ability to guide teams through this transformation. To lead this shift, managers must themselves become more connected and more collaborative. Below, we summarize the main impacts of digital transformation that are revolutionizing managerial functions (Hadid, 2020):

5.1 A New Model

The “next-generation” manager prioritizes sharing and transparency. Above all, they seek to empower and enable their team members by opening opportunities and guiding them in the right direction. They remain attentive to employee feedback and know how to communicate it to upper management.

5.2 A New Role

Beyond the new model to adopt, the managerial function itself has fundamentally changed with digitalization. The manager must now—first and foremost—be a leader. Since information is now widely shared, the manager is no longer the one who “knows,” but the one who drives the team forward. They act as a facilitator, leading a team striving to achieve its objectives by making optimal use of organizational resources. They bring skills together to create value, guide, and coordinate.

5.3 A New Posture

Vertical authority based on hierarchical structure and employee status is gradually giving way to horizontal authority based on knowledge, competence, and individual reputation. In this context, the manager must rebuild their influence horizontally—communicating effectively, identifying key skills, valuing them, and organizing them.

5.4 New Tools

Thanks to the digital revolution, managers today have access to a wide range of digital tools that allow them to deliver the right message to the right team member at the right time. Whether employees are mobile, remote, or based on different sites, managers must remain in contact by using these tools to interact, ensure regular follow-up, and remain available.

5.5 New Capabilities

Digital technologies provide managers with unprecedented capabilities for overseeing and steering teams. This applies to both organization and activity monitoring. Collaborative applications, project-management tools, and operational or administrative workflows allow managers to set and share priorities and goals, plan tasks in detail, and track progress. At the monitoring level, digital tools generate numerous metrics for evaluation and for identifying dysfunctions. The implementation of quantifiable indicators (productivity, costs, quality, deadlines, etc.) enables real-time activity monitoring and rapid corrective actions when needed.

5.6 A New Responsibility

More than a technological shift, digital transformation is above all a human transformation. It is therefore essential to support all employees throughout a transition in which they are key actors. In this context, the manager plays a fundamental role in engaging their team in this large-scale project and encouraging each employee to fully participate. They must explain the rationale for the changes, reassure employees about their future, and highlight the importance of each individual’s contribution to this transformation.

6. Approach to Successful Corporate Digitalization

Digital transformation is not merely the digitization of the company; it involves redefining and evolving the firm’s activity—within a connected and digital world—around

three fundamental pillars (Lahchame Kasmia, 2021):

- Business model
- Customer experience
- Organization

6.1 Rethinking the Business Model

Digital transformation shakes all the pillars on which a company rests, starting with the business model. The fundamental question it raises for “pre-digital” companies is how to generate revenue and margins in a digital world. Continuing to operate with a business model, an organizational structure, and a distribution method inherited from the previous century makes long-term profitability improbable.

No one speaks of “digital transformation” for start-ups—naturally. These young firms are digital by design: they are born digital, live digitally, and think *digital first*. They build their operations progressively around activities entirely oriented toward digital channels. They adjust and modify their organization almost in real time, continuously refining their offerings by learning from customer behavior—sometimes even pivoting their entire business model in pursuit of a more effective one.

6.2 Adjusting the Customer Experience

Customer experience is the second key lever of digital transformation. Satisfying this experience first requires a deeper understanding of the customer, made possible by digital technologies (tracking, geolocation, etc.). The collection and analysis of data become essential foundations of customer knowledge—an indispensable starting point for improving the experience with the product, the brand, and the overall relationship between the company and the consumer.

Tools such as web analytics and big data technologies—especially the processing of often unstructured data—have become central to digital marketing.

Marketing is increasingly personalized, aiming to make the customer journey as seamless as possible. The famous ZMOT (Zero Moment of Truth) introduced by Google remains relevant. Beyond this, customer knowledge must also consider the various touchpoints connecting the consumer to the brand, product, or service—from mobile phones to physical stores to social media. The core challenge of digital marketing thus lies in deploying a cross-channel system suited to the digital and mobile customer.

6.3 Rethinking the Organization

Any reflection on digital transformation must begin with a preliminary analysis of digital maturity, examined point by point. Integrating digital technologies into every dimension and every department of the company is a critical concern that should guide corporate leaders.

This integration must be supported by a holistic vision—often embodied by the Chief Digital Officer (CDO)—whose primary role is to design and implement the global digital strategy; support managers and teams; define key performance indicators; and implement a measurement framework.

The CDO’s role within the executive committee also involves evaluating how digital impacts the core of the company and revisiting the fundamental questions that shape it:

- *What it sells*: its products or services (e.g., from printed books to e-books, from in-person training to e-learning)
- *How it sells*: e-commerce platforms, social media, mobile channels
- *How it sources*: digital marketplaces, crowdsourcing
- *How it produces*: technologies such as 3D printing—soon biotechnology—are reshaping industries
- *To whom it sells*: purchasing behaviors have evolved (e.g., ROPO—Research Online, Purchase Offline; click-and-collect; drive-to-store based on mobile geolocation)
- *How it organizes and manages itself*: digital workplaces, collaborative management models, enterprise social networks

7. Examples of Digital Transformation Around the World

Digital transformation has become a major issue for companies worldwide. Businesses seek to adapt to technological developments and seize digital opportunities in order to remain competitive. Concrete examples illustrate the methods and strategies used to succeed in this transition.

7.1 IKEA

IKEA, the Swedish furniture company, is one of the most illustrative examples of how digital transformation (DX) can reshape a traditional business. Guided by its vision of “creating a better everyday life for the many people,” the company invests heavily in delivering the best possible customer experience (CX).

IKEA faces evolving customer habits: some customers prefer visiting a physical warehouse, while others opt to order online via the IKEA app. To improve convenience, IKEA acquired TaskRabbit, solving the well-known assembly problem—allowing customers to receive the product on day one and have it assembled by an expert the next day.

The COVID-19 pandemic reshaped global lifestyles, increasing consumer engagement with their living spaces. IKEA leveraged this shift to boost sales and accelerate its digital transformation.

To enhance the shopping experience, IKEA introduced augmented reality through its smart-home initiatives, allowing customers to visualize and arrange furniture in their homes before purchasing. The IKEA app enables users to virtually place items in their living spaces in real time, using advanced 3D and AI technologies.

Another noteworthy example of IKEA’s digital transformation is the Space10 project—its research and design laboratory. Additionally, IKEA is developing a car-free urban store in Austria, accessible exclusively by public transportation.

IKEA’s tech-driven campaigns and sustainability-focused content series demonstrate that the brand is a leading digital innovator (Inovency, 2025).

7.2 Nike

Nike—the brand that needs no introduction—is another major example of successful digital transformation, having embraced continuous DX to reinvent both its brand and its supply chain. Nike’s strategy for driving digital transformation stands out from that of its competitors. Its

end-to-end consumer-focused approach allows the company to connect and recommend the right products to its customers. Nike partnered with Amazon to boost online sales and developed concept stores while improving the online and app-based experience.

The Nike Fit app uses augmented reality and artificial intelligence to scan users' feet and determine the perfect fit, engaging customers and helping them identify the right product. A major driver of Nike's digital growth is its SNKRS app, a mobile application offering an exclusive brand experience. SNKRS outperformed all other channels in Q2 2020, contributing to a 38% increase in digital growth.

Nike also redesigned the customer journey—from product discovery to delivery. New investments in RFID technology enable consumers to instantly track their products.

In 2019, Nike acquired Celect for \$110 million to develop algorithms capable of clearly understanding customer preferences. Nike's stock price rose from \$52 in 2017 to nearly \$128 within three years of launching its transformation (Inovency, 2025).

Key takeaway: Using technology to reinvent the customer experience has enabled Nike to achieve remarkable growth.

7.3 LEGO

Founded in 1932, LEGO's iconic bricks are known worldwide. Despite its global success and presence in the collective imagination, the company faced difficult periods throughout its history. After its expansion in the 1970s, sales began to decline gradually from the 1990s onward, reaching near-bankruptcy in 2004. This moment marked a turning point, initiating a restructuring phase and a digital transformation process.

LEGO chose to diversify its business model. From that point on, the company stopped selling only physical toys and began expanding into new digital-focused business lines: films, video games, mobile games, applications, and more.

One major application was the LEGO Digital Designer software, which allows users to design their own constructions. The software generates building instructions and enables users to share their creations with other enthusiasts. Beyond entertainment, LEGO successfully oriented its value proposition toward learning and education.

Initiatives such as LEGO Serious Play—designed to improve innovation and sales performance—and the global First LEGO League competition for secondary-school students worldwide, demonstrate this evolution (YeePLY, 2025).

7.4 L'Oréal

Even a century-old beauty company like L'Oréal has successfully adapted to the digital world without losing its core identity. Beyond innovating across its vast product range, the French company has leveraged digital opportunities to create new touchpoints with its customers.

Developing mobile applications has been a key part of its digital transformation strategy. For example, the *Virtually Makeup App* allows users to preview how makeup will look on them through augmented reality. A similar approach is seen in the *Style My Hair* app, which lets users test different hair colors before visiting a salon.

L'Oréal's La Roche-Posay brand also launched a wearable technology initiative. *My UV Patch* (2016) measured sun exposure, followed by *UV Sense* in 2018—an ultra-compact, battery-free wearable capable of measuring ultraviolet radiation. The device works in conjunction with an app that tells users when to seek shade or reapply sunscreen (Yeeply, 2025).

7.5 DHL

DHL's digital transformation journey offers an inspiring example of how a logistics company can leverage digital technologies to enhance operations and customer experience. The company implemented a comprehensive digital strategy focused on process automation, improved supply-chain visibility, and enhanced customer engagement through digital channels.

DHL introduced digital innovations such as blockchain technology for supply-chain transparency, AI-powered chatbots for customer service, and augmented reality tools for warehouse operations. The company also developed a digital platform enabling customers to track shipments in real time and access various logistics services.

By embracing digital transformation, DHL has streamlined its operations, reduced costs, and improved overall customer experience within the logistics industry (Kerningcode, 2025).

7.6 Philips

Philips' digital transformation journey provides a compelling example of how a company can reinvent itself through digital innovation. The company transitioned from a consumer electronics manufacturer to a global leader in health technology by implementing a comprehensive digital transformation strategy.

Philips invested heavily in developing advanced medical imaging equipment, patient monitoring systems, and digital health platforms. The company leveraged AI, IoT, and cloud computing to create connected health solutions enabling better diagnosis, treatment, and patient care.

Philips also developed digital tools and platforms to enhance collaboration among healthcare providers and improve the overall patient experience (Kerningcode, 2025).

7.7 Starbucks

Digital marketing has replaced traditional analog marketing, offering business opportunities with higher conversion rates. It relies on analyzing behavioral data to deliver a personalized customer experience.

Starbucks is a prime example of successful digitalization, built on a simple principle: simplify purchasing and foster loyalty by using new technologies effectively. By leveraging customer data through its mobile app and loyalty program, the company identified significant potential for improving the customer experience and generating more leads.

Commercial and logistics teams now work together using customer-data analytics to maximize results.

The four pillars of Starbucks' strategy within its application are:

- A reward system
- Personalized experience
- Simplified ordering
- Easy payment

These pillars allowed Starbucks to become a leading example of digital marketing conversion success, with **90 million weekly transactions** across its **25,000 stores worldwide**.

Thanks to the data collected, the company adjusts store supplies, manages inventory, and optimizes marketing communication—providing a personalized experience to customers. This strategy benefits the company in terms of time and cost savings, and benefits customers through personalized offerings (Bota, 2025).

8. Conclusion

Digital transformation is far more than a technological phenomenon; it represents a profound cultural, organizational, and strategic revolution for contemporary companies. Within this process, marketing plays a pivotal role, acting as the dynamic link between the company and its ecosystem. It not only integrates digital tools into value creation but also guides the necessary shift in mindsets and practices across the organization.

The analysis of the various dimensions of digital transformation—from redesigning processes to acquiring new competencies—shows that success depends primarily on the company's ability to align technology, strategy, and human factors. Digital marketing, by harnessing the power of data, platforms, and personalization, becomes a key lever of agility and competitive differentiation.

The global examples of successful transformations demonstrate that companies placing customers, innovation, and digital culture at the heart of their strategy are those best positioned to fully capitalize on digital opportunities. Today, the digital revolution affects all companies. They must learn to integrate digital culture into their managerial practices to compete with faster and more cost-efficient rivals. Digital transformation is no longer viewed as a cost but as a genuine driver of growth.

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