

Syllabus
BIS 6221 Customer Experience Management (E)
 Dr.-Ing. Axel Poestges
 Winter Semester 2022 / 2023

Level	Master
Credits	3
Student Contact Hours	Whenever you think that it is necessary
Workload	50 hours, 20 hours within class and 30 hours for self-study
Prerequisites	Basic knowledge in Information Management, Basic knowledge in Customer Centricity, Basic knowledge in Digital Transformation & Digitalization Advanced knowledge in Business Process Management, Basic knowledge in Business Model Management, Advanced knowledge in Marketing, Sales and Service Basic knowledge in financial management and controlling
Time	Thursday, 15:30 – 18:45
Room	Room W1.3.05
Start Date	06.10.2022
Lecturer	Name Poestges, Axel, Dr.-Ing.
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	Virtual Office
	Office Hours
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Summary:

The lecture 'Customer Experience Management' will enable students to recognize and design those variables of a value chain connected to markets and target groups that are crucial to business success in a digitally driven enterprise. The content of the lecture is completely based on practical case studies and projects. Tools and methodologies will be presented in a way that the students can use 'take aways' with a clear focus on practicability and benefit. After visiting the lecture 'Customer Experience Management' the students shall have the most important prerequisites to successfully perform operational and planning management functions in a company of the new type 'Digital Enterprise'.

Outline of the Course:

- global customer communication, information management for global markets, customer journey, touch points, digital transformation, digitalization
 - phases, characteristics und variables, industry specifics, influence paths, Customer Experience Management (CXM)
 - CXM-phase model, CXM-parameters, CXM-tools, and usability of existing IT infrastructure
 - downstream global information, analogue representation like technical documentation, digital representation like web pages, upstream global Information
 - social listening platforms, social media analytics, use cases and success stories
 - CXM maturity analysis
 - global enterprises, transforming a globalization strategy, business model innovation
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- **mode of operation:** preprocessing, presence, post processing, work in groups, work on projects, work on use cases
 - **appraisal:** projects 30%, presentation 30%, cooperation and discussions 30%, presence 10%
 - **goals:** understand the challenges and business success factors of Customer Experience Management for different kinds of industries,
develop the ability to align strategy and operation for customer experience management,
understand models, concepts, methodologies and tools for implementing a management system for customer experience,
understand how to use social media analytics,
understand, interpret and proactively make use of the customer journey analytics,
understand the financial and strategic impacts of an enterprise wide customer experience management
 - **teaching objects:** ppt-slides, case studies, teamwork, presentations, videos
 - **content:** Managing customer communication & customer experiences, Customer journey, Influences of digital transformation and digitalization Social listening platforms and social media analytics,

Customer interaction profiling,
Industry & product specifics,
Information technology for managing information on a global scale (WCMS, SCMS etc.),
Tools for social media analytics social listening,
big data,
customer projects, success stories, use cases, business cases

Teaching Philosophy:

The course is primarily designed as a lecture. Because of the extended use of examples, assessments and customer use cases a frequent discussion and interaction with the students is unavoidable. Based upon detailed explanation of the Customer Experience Management basics and the business relevance as well as the focus of the course is clearly put on practical CXM-applications. The slides and additional material will be distributed upfront via e-learning platform.

Learning Objectives:

By the end of the course, the students shall...

- ...know what customer experience management (CXM) is all about and that it is an important weapon to maintain a competitive position in any global business.
- ...be able to analyze the industry specific challenges of customer experience management (CXM) and make the appropriate choice of methodologies and tools.
- ... be able to map an industry specific customer journey status with the resulting feedback from social listening platforms and make appropriate decisions for marketing and sales operations.
- ...understand the strategic intent of customer experience management (CXM) and be able to manage the links between business model and operational requirements.
- ...be able to set up a proper business case for a typical CXM-project.
- ...use adequate assessment-methods to analyze and interpret the financial, strategic and business value of implementing customer experience management (CXM).
- ...understand and be able to evaluate the industry specific requirements of CXM.
- ... must be able to understand the transformation impact of digital technologies on customers' interaction and communication and how to manage the consequences.

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals:

Program Intended Learning Outcomes	Course Intended Learning Outcomes	Assessment Methods		
		Term Paper	Project Work	Written Exam
After completion of the program the students will be able...	After completion of the course the students will be able...	10 %	40 %	50 %
		Individual	Collective	Individual
1. Responsible leadership in organizational contexts				
1.1 Students are acquainted with numerous relevant management principles. They are able to explain and discuss them discerningly.	Students will learn to identify the requirements of a cross-functional strategy implementation and to understand the link between a CXM strategy and the affected areas of the business model as well as to strengthen the ability to analyze implementable business strategies which are affecting customer centrality.		X	X
1.2 Students are able to apply management principles within an organizational context.	Students will learn to recognize the requirements of a cross-functional strategy implementation and the resulting organizational consequences and to understand why loyal customers are the most important prerequisite for a sustainably successful company, as well as an organization with clear customer orientation.		X	X
1.3 Students are able to reflect discerningly and critically on diverse management principles within an organizational context.	By trying to explain CXM as a unique enterprise-wide strategy with a broad range of implementation methodologies reaching from blueprint rollout over start small end big up to big bang projects, students will be able to evaluate the different management approaches and the common methodologies.	X	X	X
1.4 Students comprehend the challenges of ethics and sustainability for responsible business operations and are able to deal with them.	Understanding CXM as strategy is closely linked to managing big data and evaluating of the different benefits of implementing a CXM-project. Doing so it will always require an in-depth analysis of various business model impacts in order to come to appropriate decisions. Social responsibility and business ethics are part of these aspects.		X	X
2. Creative problem solving skills in a complex business environment				
2.1 Students are able to recognize and define problems as well as assess their importance.	During the lecture there will be in depth discussions of successful and less successful CXM-projects. Students will have the opportunity to learn more about CXM-specific problems and their strategic importance.		X	X
2.2 Students are able to analyze complex in-company and inter-company problems and challenges from different perspectives and/or within an international context.	Students will be able to strengthen the ability to analyze implementable business strategies which are part of general customer centrality, and they will understand CXM as success-critical element of a company's position in local as well as global markets.		X	X
2.3 Students are independently able to develop creative solutions to complex in-company and inter-company problems and challenges.	Students will learn to systematically apply the CXM-framework, the customer journey mapping methodology, industry specialty impact analysis tools, the CXM maturity model, the CXM readiness assessment, and a CXM-strategy development and implementation model and so get basic information on organizational impacts on CXM.		X	X
2.4 Students are successfully able to clarify complex problems and solutions to both experts and laymen.	Students will have to solve real CXM-business problems taken from practice when working on the CXM-maturity assessment. Presentation of the proposed solution is an important part of this phase of the lecture.		X	X
3.1 Students are acquainted with research methods relevant to engineering and management as well as their advantages and disadvantages.	Student will have the opportunity to apply the CXM-framework successfully, map the customer journey and industry specialties, work with the CXM maturity model, learn how to develop and implement a CXM-strategy and analyze customer projects in order to apply a generic CXM-problem solving approach.		X	X
3.2 Students are successfully able to	Students will understand that a CXM strategy is closely linked to the analysis of big data and that the evaluation		X	X

apply research methods relevant to engineering and management.	of the different benefits of implementing a CXM-project will always require an in-depth analysis in order to come to appropriate decisions.			
3.3 Students are able to implement relevant research methods in such a way as to deliver reliable and innovative results.	Students will be able to explain why CXM is a unique enterprise-wide strategy with a broad range of analytical and operational methodologies. Students will be able to evaluate the different approaches and the common methodologies.		X	X
4. Design skills for specific IT management solutions or IT technology management architectures within complex process Structures.				
4.1 Expert Knowledge in IT	Students will understand that CXM is more a strategic orientation and does not require a lot of dedicated IT applications. However, CXM has a lot of informational links to other applications like enterprise feedback management, interaction- and communication-channel-management etc. and therefore requires an in depth understanding of an enterprise application architecture.		X	X
4.2 Application Transfer of Problem-Solving Methods for IT-specific Problems	Students will learn to analyze business situations systematically and develop solution proposals with a clear focus on applicability, deployment of practice proven tools to evaluate different scenarios and project-approaches to CXM. Students will learn a step-by-step approach to business problems and will learn how to tailor a generic methodology to their individual business requirements. Especially the digital impact is an important aspect.		X	X
4.3 Critical Analysis and Problem Solving for IT-specific Problems	Students will have to understand that CXM is strongly influenced by digital transformation, digitalization and by deploying relevant digital technologies. CXM must be implemented in line with social, human, technological and environmental guidelines.		X	X

Teaching and Learning Approach:

The course is designed as a lecture together with the extended use of examples, assessments and customer use cases. This concept will guarantee frequent discussions and interactions with the students. Based upon detailed explanation of the Customer Experience Management idea and the business relevance, the focus of the course is clearly put on practical use of a generic CXM toolset. The slides and additional material will be distributed to the students via e-learning platform.

Literature and Course Materials:

- **Schmitt, B.H.** (2010): Customer experience management: a revolutionary approach to connecting with your customers
- **Arkadan, F., Macdonald, E., Wilson, H.** (2017): A Systematic Literature Review of Practices in Customer Experience Management
- **Lundaeva, E.** (2018): Customer Experience Management An Essential Factor in Building Customer Loyalty
- **Frey, C.** (2013): Innovating the End-to-End Customer Experience at Apple
- **Arussy, L.** (2010): Customer Experience Strategy. The complete guide from innovation to execution
- **Baker, R. J.** (2008): Measure what matters to customers: using key predictive indicators
- **DiJulius, J.R.** (2008): What's the Secret? To Providing a World-Class Customer Experience
- **Forbes Insights / Rogers, B., Maguire, E.** (2016): Data elevates the Customer Experience
- **Fortini-Campbell, L.** (2001): Hitting the sweet spot: how customer insights can inspire better marketing and advertising
- **Goodman, J. A.** (2009): Strategic Customer Service. Managing the Customer Experience to Increase Positive Word of Mouth, Build Loyalty and Maximize Profits
- **Meyer, C., Schwager, A.** (2007): Understanding Customer Experience. Harvard Business Review
- **Shaw, C.** (2002): Building Great Customer Experiences. Processes, Strategy, Organization, Leadership
- **Shaw, C.** (2014): The DNA of Customer Experience: How emotions drive value

- **Shaw, C., Dibeehi, Q., Walden, S. (2010):** Customer Experience: Future Trends and Insights
- **Smith, S., Wheeler, J. (2002):** Managing the Customer Experience. Turning customers into advocates
- **Yastrow, S. (2010):** Brand harmony: achieving dynamic results by orchestrating your customer's total experience
- **Herbert, L. (2017):** Digital Transformation: Build Your Organization's Future for the Innovation Age
- **Boureau, L. (2016):** From Customer Service to Customer Experience: The Drivers, Risks and Opportunities of Digital Transformation

Assessment:

The grading will be based upon three different pillars.

- **The CXM in a nutshell questionnaire** will allow the students to check their basic understanding of what CXM is all about.
- The application of the **CXM readiness assessment** in the middle of the course will give the opportunity to a apply an analytical CXM tool to a virtual or real company. The teams will prepare a presentation of the results.
- The **final exam** at the end of the course (60 minutes duration covering the complete content of the lecture) will offer several practical customer projects. The students will be asked for an appropriate business evaluation. Every task within the final test will be discussed in detail during the last lectures. To pass, 50 points out of a maximum of 100 points must be achieved.

Preliminary schedule:

Thursday, October 06 15:00 – 18:15 (W1.3.05)	Customer Experience Management (CXM) Basics The CXM-framework, operational links, strategic intent
Thursday, October 20 15:00 – 18:15 (W1.3.05)	CXM and technical aspects, the CXM-relevant building blocks of the enterprise information technology architecture
CXM in a nutshell questionnaire (takes ½ hour)	
Thursday, November 03 15:00 – 18:15 (W1.3.05)	The customer journey, social listening & analytics, mapping industry specialties and customer journey
Thursday, November 17 15:00 – 18:15 (W1.3.05)	The customer experience management maturity model, how to develop a CXM-strategy, digital Transformation / Digitalization
Thursday, December 01 15:00 – 18:15 (W1.3.05)	CXM-strategy implementation, success stories of CXM approaches, the CXM- readiness assessment preparation
CXM readiness assessment (takes 2 hours per team)	
Thursday, December 15 15:00 – 18:15 (W1.3.05)	The CXM- readiness assessment result presentation, practical example of a CXM-framework, questions and answers
Thursday, January 12 15:00 – 18:15 (W1.3.05)	Final Exam