

Syllabus
BIS6221 Customer Experience Management
Dr.-Ing. Axel Poestges / Prof. Dr. Peter Weiß
Winter Semester 2023 / 2024

Level	Master	
Credits	3	
Student Contact Hours	2 academic hours: (2 x 45 minutes) / per week	
Workload	90 hours, 30 hours within class and 60 hours for self-study and term project	
Prerequisites	Basic knowledge in Computer Science and Information Systems	
Time	Thursday, 13:45 – 15:15	
Room	Room W1.2.03	
Start Date	Thu, 12.10.2023	
Lecturer	Name	Prof. Dr. Peter Weiß
	Office	W2.2.25
	Virtual Office	MS Teams
	Office Hours	Wednesday, 11:30-13:00 Please use my booking system to reserve a free timeslot: see TBA (new booking system and procedure explained during introductory lecture)
	Phone	+49 723 128 6691
	Email	peter.weiss@hs-pforzheim.de (preferred mode of communication) (Further details: here)

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	
After completion of the program the students will be able...		After completion of the course the students will be able...	Presentation	Term Paper
			50%	50%
			Individual	Individual
1 Responsible Leadership in Organizational Contexts				
1.1	... to know and to argue relevant leadership principles.	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 centricity.	X	X
1.2	... to demonstrate their ability to apply relevant leadership principles.	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	... to demonstrate their critical reflection of relevant leadership principles.	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
1.4	... to demonstrate competence to act responsibly.	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	... to identify, to demarcate, and to classify problems.	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	... to analyze problems independently.	Students will be able to strengthen the ability to analyze implementable business strategies which are part of general customer centricity, 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	... to solve problems creatively and implement appropriate solutions in practice.	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	... to clarify subject-specific problems.	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 Research skills and their Practical Application				
3.1	... to know relevant methods and can argue them in a professional context.	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	X	X

		CXM-strategy and analyze customer projects in order to apply a generic CXM-problem solving approach.		
3.2	... to competently apply relevant research methods.	Students will understand that a CXM strategy is closely linked to the analysis of big data and that the evaluation of the different benefits of implementing a CXM-project will always require an in-depth analysis in order to come to appropriate decisions.	X	X
3.3	... to demonstrate the ability to develop new knowledge and procedures, integrate knowledge from different areas to expand knowledge in the field.	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	... to demonstrate specialised IT-specific expert knowledge and expertise to design and realize specific solutions or architectures within complex structures.	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	... to demonstrate their ability to apply appropriate specialised problem-solving methods to IT-specific tasks.	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	... to demonstrate their ability to identify causal problems for IT-specific tasks in complex process structures and to solve them aligned to professional standards.	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
- **Boureanu, L.** (2016): From Customer Service to Customer Experience: The Drivers, Risks and Opportunities of Digital Transformation

Assessment

The students will realize and master a technology case (term project). To get credits for the course it is necessary that the student has to complete all the individual assignments (completed term project including the individual presentation (PPT) and discussion in class).

Development and preparation of CXM case (including documentation (term paper))	50%
Presentation and discussion of case study	50%
Total	100%

Further details are overseen and concretized during the first sessions in the class room, including assessment criteria. Important criteria are presented and will be clarified during the first lectures.

Schedule

The time schedule and contents shown is still tentative and will be detailed during the first lecture and session, although it provides adequately a first impression about the structure and contents of the course.

Week 1	Introductory session Introduction to course objectives and course contents/ learning material; organization and structure of course Assignment of term projects and individual / group work (access and availability of study material)
Week 2	Customer Experience Management (CXM) Basics CXM-frameworks, concepts, methods, tools, operational links, strategies
Week 3	Current State of Play / Trends The customer journey , social listening & analytics, mapping industry specialties and customer journey The customer experience management maturity model, how to develop a CXM-strategy, digital Transformation / Digitalization CXM-strategy implementation, success stories of CXM approaches, the CXM- readiness assessment preparation
Week 4	Presentation of Case #1: Term Project
Week 5	Presentation of Case #2: Term Project
Week 6	Presentation of Case #3: Term Project
Week 7	Presentation of Case #4: Term Project
Week 8	Presentation of Case #5: Term Project
Week 9	Presentation of Case #6: Term Project
Week 10	Presentation of Case #7: Term Project
Week 11	Presentation of Case #8: Term Project
Week 12	Presentation of Case #9: Term Project

Week 13	Presentation of Case #10: Term Project
Week 14	Industry Case #1
Week 15	Industry Case #2
Week 16	Capstone session / Concluding session
Week 17	Capstone Session Poster presentation (Term Project) Feedback session and Wrap up

Academic Integrity and Student Responsibility

Students are encouraged to discuss the course, including issues raised by the assignments. However, the solutions to assignments should be individual original work unless otherwise specified. If an assignment makes you realize you don't understand the material, ask a fellow student a question designed to improve your understanding, not one designed to get the assignment done.

Any substantive contribution to your work by another person or taken from a publication has to be properly acknowledged in writing and signalled in your contribution (presentation, term paper, discussion). This also applies to an internet source. Failure to do so is plagiarism and will necessitate disciplinary action. Typically, you get not credits for the whole course although you provided other output.

The same standards regarding plagiarism apply to team projects as to the work of individuals, except that the author is now the entire team rather than an individual. Anything taken from a source outside the team should be properly cited (see the School's guidelines).

One additional issue that arises from the team authorship of reports is that all team members must stand behind all reports bearing their names. All team members have quality assurance responsibility for the entire project. If there is irreconcilable disagreement within the team it is necessary to indicate as much in the reports; this can be in the form of a "minority opinion" or "dissenting opinion" section where appropriate. In general, each member of the group will receive the same grade on an assignment. However, there may be times when one or more members of a group will "free ride" on the work of other members. The grades of such free riders will be substantially reduced if consistent evidence of free riding is found.

Teaching Philosophy

The lecturer will do anything to support your individual learning process. If you have problems or questions, please speak up in class or contact me personally or send an e-mail or see me at my office. If you have problems with your progress in the course or with a teammate or your team, please see me as early as possible. The longer you wait the fewer options I will have to intervene and to help you.

Student responsibilities and class behaviour

- Read the course syllabus
- Respect each other
- Take responsibility for your action
- Demonstrate professional attitude and professionalism
- Be open and fair
- Act with honesty

- Trust each other
- Demonstrate civility
- Arrive to class on time and do not leave early
- Please let me know in advance if you miss a class
- Demonstrate and respect divergent opinions