

Customer Experience Management (E)

BIS 6221

MIS1 + MACFA1 + 3 + IMEP1

Winter Semester 2020 / 2021

Biweekly hours:	4 (each 45 minutes)
ECTS-Credits:	3
Workload:	50 hours , 20 hours within class and 30 hours for self-study
Time:	Thursday , 15:30 – 18:45
Location:	Room W1.5.04
Begin:	Thursday, October 15, 2020
End:	Thursday, January 21, 2021
Level:	Advanced
Prerequisites:	Basic knowledge in Information Management, Basic knowledge in Digital Transformation, 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

Brief Description of the course:

- **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 methods:** lectures, case studies, teamwork, presentations, videos
- **content:** Managing customer communication & customer experiences,
Customer journey,
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

Recommended literature:

- **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

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.

Course contributions to Master of Information Systems programs' common learning goals:

Learning Goal 1: Responsible leadership in organizational contexts			
1.1	1.2	1.3	1.4
Knowledge of common management principles (KMK: Knowledge enlargement / enrichment)	Ability to apply common management principles (KMK: instrumental competency)	Critical reflection of common management principles (KMK: systemic competency)	Competency to decide and act responsibly
Being able to recognize the requirements of a cross-functional strategy implementation.	Understand the link between a CXM strategy and the affected areas of the business model.	Align CXM strategy and business model areas.	Strengthening of the ability to analyze implementable business strategies which are part of a globalization approach.

Learning Goal 2: Creative problem-solving skills in a complex business environment			
2.1	2.2	2.3	2.4
Ability to recognize and classify problems as well as set boundaries to them (KMK: instrumental competency)	Ability to solve problems <i>(KMK: instrumental competency)</i>	Ability to find creative solutions for a problem <i>(KMK: systemic competency)</i>	Ability to communicate and explain problem solutions <i>(KMK: communicative competency)</i>
<u>Students will understand...</u> - the role and importance of customer experience management for any type of company acting in a competitive environment - the role of business model - and management system building blocks and their importance for any customer centered organization - to identify and handle problems in the relation to customers	<u>Students will learn to...</u> - apply the CXM-framework successfully - map the customer journey and industry specialties - work with the CXM maturity model and the CXM readiness assessment - develop and implement a CXM-strategy - analyze customer projects in order to apply a generic CXM-problem solving approach	<u>Students are able to...</u> - analyze business situations systematically and develop solution proposals with a focus on applicability - deploy practice proven tools to evaluate different scenarios for and approaches to CXM - learn a step by step approach to business problems and will tailor a generic methodology to their individual requirements	<u>Students will develop...</u> - their capabilities to identify and describe a business problem systematically - use the different types of competencies in a team to develop an optimal solution proposal to a challenging business problem

Course contributions to MACFA programs' common learning goals:

Learning Goal 2: Systemic, analytical and instrumental / conceptual competencies to solve theoretical and / or practical tasks in controlling, finance management and accounting.		
The MACFA – master graduates are able to apply suitable models and concepts. Doing so, they can penetrate the complexity of specific scientific and practical tasks within controlling, finance management and accounting by applying existing standards.	The graduates are able to professionally apply scientifically proven methodologies.	The graduates are able to recommend clearly defined measures based on their own analytical results. They can give answers to specific questions of research as well as practical tasks.
<u>Students understand the ...</u> - role and importance of customer experience mana-	<u>Students apply ...</u> - the CXM-framework	<u>Students know how to...</u> - evaluate the business opportunities of CXM

<p>gement for globally acting companies</p> <ul style="list-style-type: none"> - role of business model - and management system building blocks and their importance for customer focused operating organizations 	<ul style="list-style-type: none"> - the customer journey mapping methodology - industry specialty impact analysis - the CXM maturity model - the CXM readiness assessment - a CXM-strategy development and implementation model 	<ul style="list-style-type: none"> - transfer approach and results to other CXM projects in order to develop their own method of approach to improve global business opportunities
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Learning Goal 3: <i>Communication and social competencies to convince others from the solutions developed.</i>		
3.1	3.2	3.3
<p>The MACFA-graduates are able to present their solution proposals to listeners in a clear and adequate way.</p>	<p>They consider all relevant formal rail guards for scientific solution proposals.</p>	<p>The graduates present logical and perusable arguments for their solution proposals that are sufficiently proven so that the listeners can be convinced.</p>
<p><u>Students learn how to ...</u></p> <ul style="list-style-type: none"> - use their capabilities to identify and describe a problem systematically. Part of the CXM course is the presentation of own solution proposals based on practical projects that were analyzed during the lectures. Add on a various CXM projects will be discussed in detail during the course. 	<p><u>Students learn how to ...</u></p> <ul style="list-style-type: none"> - identify formal, economic and technological rail guards for CXM projects and how to consider the potential impact on the overall competitive situation of a company. 	<p><u>Students learn how to ...</u></p> <ul style="list-style-type: none"> - develop and present a CXM project. - work with and interpret the results of a CXM readiness assessment in teams. - present small practice-based tasks / projects that have been evaluated in small teams.

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.

Grading:

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 have to be achieved.

Availability of the lecturer:

Dr.-Ing. Axel Poestges
available upon appointment
Phone: 0174 – 322 58 68
Email: axlpst@gmail.com

Preliminary schedule:

Thursday, October 15 15:00 – 18:15 (W1.5.04)	Customer Experience Management (CXM) Basics The CXM-framework, operational links, strategic intent
Thursday, October 29 15:00 – 18:15 (W1.5.04)	CXM and technical aspects, the CXM-relevant building blocks of the enterprise information technology architecture
CXM in a nutshell questionnaire	
Thursday, November 12 15:00 – 18:15 (W1.5.04)	The customer journey, social listening & analytics, mapping industry specialties and customer journey
Thursday, November 26 15:00 – 18:15 (W1.5.04)	The customer experience management maturity model, how to develop a CXM-strategy
Thursday, December 10 15:00 – 18:15 (W1.5.04)	CXM-strategy implementation, success stories of CXM approaches, the CXM- readiness assessment preparation
CXM readiness assessment	
Thursday, January 7 15:00 – 18:15 (W1.5.04)	The CXM- readiness assessment result presentation, practical example of a CXM-framework, questions and answers
Thursday, January 21 15:00 – 18:15 (W1.5.04)	Final Exam