

Syllabus
BIS6221 Customer Experience Management
Dr.-Ing. Axel Poestges
Winter Semester 2021/22

Level	Master
Credits	3
Student Contact Hours	available upon appointment
Workload	50 hours, 20 hours within class and 30 hours for self-study
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, good understanding of customer centricity
Time	Thursday, 15:00 – 18:15
Room	Room W1.5.04
Start Date	14.10.2021
Lecturer	Name: Dr.-Ing. Axel Poestges
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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
phases, characteristics und variables, industry specifics, influence paths, Customer Experience Management (CXM)
CXM in a nutshell test
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
Final Exam

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 (KMK: instrumental competency)	Ability to find creative solutions for a problem (KMK: systemic competency)	Ability to communicate and explain problem solutions (KMK: communicative competency)
<u>Students will understand...</u> <ul style="list-style-type: none"> - 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> <ul style="list-style-type: none"> - apply the CXM-framework success-fully - 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 to apply a generic CXM-problem solving approach 	<u>Students are able to...</u> <ul style="list-style-type: none"> - 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> <ul style="list-style-type: none"> - 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 can 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 can professionally apply scientifically proven methodologies.	The graduates can 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>	<u>Students apply ...</u> <ul style="list-style-type: none"> - the CXM-framework 	<u>Students know how to...</u> <ul style="list-style-type: none"> - evaluate the business opportunities of CXM

<ul style="list-style-type: none"> - role and importance of customer experience management for globally acting companies - 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 to develop their own method of approach to improve global business opportunities
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Learning Goal 3: Communication and social competencies to convince others from the solutions developed.

3.1	3.2	3.3
<p>The MACFA-graduates can 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.

Literature and Course Materials (recommended)

- 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

Assessments

The grading will be based upon 3 different types of tests during the semester covering all aspects of the course offering practical examples and scenarios.

- Basic understanding check 'CXM in a nutshell' (each student)
- The 'CXM maturity analysis' (teams of 4 students)
- The final exam, 60 minutes duration covering the complete lecture content

To pass, 50 points out of a maximum of 100 points must be achieved.

Schedule

Thursday, October 14 15:00 – 18:15 (room W1.5.04)
Thursday, October 28 15:00 – 18:15 (room W1.5.04)
GIM in a nutshell questionnaire
Thursday, November 11 15:00 – 18:15 (room W1.5.04)
Thursday, November 25 15:00 – 18:15 (room W1.5.04)
Thursday, December 09 15:00 – 18:15 (room W1.5.04)
GIM readiness assessment
Thursday, January 13 15:00 – 18:15 (room W1.5.04)
Thursday, January 27 15:00 – 18:15 (room W1.5.04) Final Exam

Code of Conduct for online Teaching

[Link to the Code of Conduct for online Teaching](#)

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 to the students on the e-learning platform.

Expectations

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 analyse 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 analyse 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.