



APPLIES TO ACADEMIC YEAR 2003/2004

GRA 6417 Customer Relationship Management

Program

N/A

Responsible for the course

Fred Selnes

Department

Marketing

Term

According to study plan

ECTS Credits

6

Objective

Customer relationship management (CRM) is a process that manages the interactions between a company and its customers. Through better insight in how customer value is created and appreciated, companies learn to improve which customers to attract, how to attract them at a low cost, retain them, and which customers to develop into more collaborative relationships. The overall objective is to develop a portfolio of customers that maximize profit and competitive advantage. The portfolio of customers is managed through a differentiated value creation to different customers, allocation of resources to the most potential relationships, and through monitoring of behavior and learning about customers and segments. Utilizing customer data and information is a key element in customer relationship management. Most marketers understand the value of collecting customer data, but also realize the challenges of leveraging this knowledge to create intelligent, proactive pathways back to the customer. The objective of the course is to learn how businesses can gain competitive advantage and improve financial performance through crafting and implementing better customer strategies.

Prerequisites

Introductory Marketing Management

Compulsory literature

Brown, Stanley A., Moosha Gulyez. 2002. *Performance-Driven CRM: How to Make Your Customer Relationship Management Vision a Reality*. Chichester: Wiley.

Articles

Recommended literature

Prahalad, C.K., Jon R. Katzenbach, Siriam Chase. 2003. *Harvard Business Review on Customer Relationship Management*. Boston, Mass. Harvard Business School Press. Rust, Roland, Valarie Zeithaml and Katherine N. Lemon. 2000. *Driving customer equity: How customer lifetime value is reshaping corporate strategy*. New York: The Free Press.

Peppers, Don, Martha Rogers. 1998. *Enterprise one to one: Tools for building unbreakable customer relationships in the interactive age*. London: Piatkus.

Berry, Michael. J. A., Gordon Linoff. 2000. *Mastering Data Mining: The Art and Science of Customer Relationship Management*. New York: Wiley.

Course outline

The class will be organized around discussing selected topics illustrated by theoretical articles and cases. The students are expected to be well prepared and highly involved in the discussions. Major topics to be covered include:

- Understanding customer value and crafting a customer strategy
- Customer profitability and key metrics

- Customer categorization and segmentation
- Driving customer behavior – acquisition, retention and cross-selling
- Customer data and datamining
- Organizing a learning orientation
- Customer programs - advertising and promotion campaigns
- Relationship- and loyalty programs
- Automated sales and service
- Dynamic pricing

The assignment for the term paper is to develop a customer relationship management strategy for a selected company or business division. Students will work in groups of three.

Computer-based tools

None

Course structure

The class will be organized around discussing selected topics illustrated by theoretical articles and cases. Students will present a 90% finished term paper in the last week of class.

CASES

You will be assigned four cases during the course. Groups of 2 or 3 students write a 5-10 page write-up for each case. The case write-up is handed in the week before the case is discussed in class.

Evaluation

Your course grade will be based on the following activities and weights:

- 60% - Term Paper
- 20% - Class Participation
- 20% - Case assignments

Evaluation code(s)

GRA 64174 class participation, term paper and case assignments counts for 100 % of the grade in GRA 6417, 6 ECTS credits

Aids at the examination

Makeup exam

At the next ordinary exam.

ACADEMIC INTEGRITY

The Norwegian School of Management is designed to ensure that the principles of academic honesty and integrity are upheld. All students are expected to adhere to this Code. The Norwegian School of Management does not tolerate academic dishonesty. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code.