



APPLIES TO ACADEMIC YEAR 2004/2005

## GRA 6417 Customer Relationship Management

### Program

Master of Business and Economics Program, Master of Science in Business, Master of Science in Business (Marketing), Master of Science in Marketing (Marketing), Specialization Course

### Responsible for the course

Fred Selnes

### Department

Marketing

### Term

According to study plan

### ECTS Credits

6

Customer relationship management (CRM) is about developing a customer centric organization that optimizes its customer strategy in order to obtain profit and sustainable competitive advantage. The customer strategy defines objectives and strategic initiatives for protecting and developing the company's customer portfolio. Through better insight in how customer value is created and appreciated, companies learn to improve which customers to attract, how to attract them, retain them, and which customers to develop into more collaborative relationships. The portfolio of customers is managed through differentiated value creation (design) across customer segments, allocation of resources to the most potential customers, and through monitoring of behavior and learning about customers and segments. Utilizing customer data and information is a key element in customer relationship programs. Most marketers understand the value of collecting customer data, but also realize the challenges of leveraging this knowledge to create a more valuable customer portfolio.

### Objective

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

Scientific and practical oriented articles will constitute the curriculum for the course. In addition there will be four cases of the HBS type.

### Recommended literature

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.

Prahalad, C.K., Jon R. Katzenbach, Siriam Chase. 2003. *Harvard Business Review on customer relationship management*. Boston, Mass. Harvard Business School Press.

### 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:

- Defining customer value and customer relationship management
- Customer strategy

- Customer loyalty and profitability
- Customer categorization and segmentation
- Customer loyalty (and retention) programs
- Customer acquisition programs
- Customer relationship development programs
- Customer relationships B2B
- Multi-channel management
- Personalization
- Customer centric organizations
- Customer data and datamining

The assignment for the term paper is to analyze customer relationship management practice for a selected company or business division. Students will work in groups of three. Students will be assigned four cases during the course. Groups of 2 or 3 students write a 8-10 page write-up for each case. The case write-up is handed in the the day before the case is discussed in class. Students will present a 90% finished term paper in the last week of class.

#### **Computer-based tools**

None

#### **Course structure**

The class will be organized around discussing selected topics illustrated by theoretical articles and cases.

#### **Evaluation**

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

40% - Term Paper in a group of up to 3 students

40% - Case assignments and discussions

20% - Two hours written exam

#### **Evaluation code(s)**

GRA 64174 term paper, case assignments and discussions and written exam accounts for 100 % of the grade in GRA 6417, 6 ECTS credits

#### **Aids at the examination**

For the two hours written exam: Bilingual dictionary.

#### **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.