



APPLIES TO ACADEMIC YEAR 2006/2007

GRA 6417 Customer Relationship Management

Program

Master of Science in Business and Economics, Master of Science in Business and Economics (Marketing), Master of Science in Management, 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

Other:

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

Books:

Berry, Michael. J. A., and Gordon Linoff. 2004. Data mining techniques: For marketing, sales, and customer relationship management. 2nd ed. Indianapolis: Wiley
Peppers, Don and Martha Rogers. 1998. Enterprise one to one: tools for building unbreakable customer relationships in the interactive age. London: Piatkus.
Prahalad, C.K., Jon R. Katzenbach, Siriam Chase. 2002. 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

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

All parts of the evaluation need to be passed in order to get a grade in the course.

Evaluation code(s)

GRA 64174 accounts for 100% of the final grade in the course GRA 6417.

Aids at the examination

For the two hours written exam: Bilingual dictionary.

Makeup exam

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must me re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

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.

Honor Code

Academic honesty and trust are important to all of us as individuals, and they are encouraged and promoted by the honor system. This is a most significant university tradition. The honor system is the responsibility of students. As faculty, we share the commitment to the ideals of the honor system.

At no time should notes or papers or personal consultations based on previous semesters of this course be used. As part of the honor code papers handed in as part of the course is, at the discretion of the professor, scanned for plagiarism. We are using Safe Assignment in Black Board for this purpose. Any violation of the honor code will be dealt with in accordance with BI's procedures on cheating.

These issues are a serious matter to everyone associated with the program. They are at the heart of the Honor Code and academy integrity. If you have any questions about your responsibilities under the honor code, please ask.