



APPLIES TO ACADEMIC YEAR 2007/2008

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 Marketing, Specialization Course

Responsible for the course

Fred Selnes

Department

Marketing

Term

According to study plan

ECTS Credits

6

Language of instruction

English

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) activities 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 a number cases of the HBS type.

Recommended literature

Books:

Berry, Michael. J. A., and Gordon Linoff. 2000. Mastering data mining : the art and science of customer relationship management. New York: Wiley

Peppers, Don and Martha Rogers. 2004. Managing customer relationships : a strategic framework. Hoboken, New Jersey : John Wiley & Sons

Rust, Roland T., Katherine N. Lemon & Das Narayandas. 2004. Customer equity management. Upper Saddle River, N.J. : Pearson Education/Prentice Hall

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:

- Customer strategy
- Customer relationship theory

- Customer insight
- Customer segmentation
- Differentiated marketing
- Customer centric organizations

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.

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 class.

Evaluation

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

40% - Term Paper in a group of 3 students

40% - Case write-ups

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 be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

Honor Code

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and 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