



APPLIES TO ACADEMIC YEAR 2009/2010

GRA 6417 Customer Relationship Management

Programme

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

Responsible for the course

Department

Department of Marketing

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

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.

Learning outcome

Knowledge objectives:

- What is customer relationship management?
- What is a CRM system?
- Customer portfolio as a strategic resource
- What is customer strategy?
- Customer satisfaction and customer loyalty
- Financial impact of customer satisfaction
- Customer lifetime value and customer portfolio value
- Customer insight
- Segmentation
- Differentiation of marketing activities
- Customer interaction (service)
- Customer programs (systematic communication)
- Loyalty programs
- Customization of market offers
- Personalization and self-service
- Multichannel
- Customer centric organization

Skill objective:

- Read and understand scholarly journals in the field
- Analyze and structure complex information related to CRM
- Logical thinking around CRM
- Relate theory to practical CRM problems, and vice versa

Attitude objectives:

- Critical reflection and thinking
- Respect for the complexity of CRM decisions and business in general

Prerequisites

Introductory Marketing Management

Compulsory reading

Other:

During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

Scientific and practical oriented articles will constitute the curriculum for the course. In addition there will be a number cases of the HBS type. A list of compulsory readings will be provided on Blackboard or in class.

Recommended reading

Books:

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

Learning process and workload

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.

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/Blackboard or text book.

Examination

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

- 30 % - Term Paper in a group of 2 to 3 students
- 40 % - Case write-ups (groups of max 3 students)
- 30 % - Two hours written exam (individual)

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

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

Exam code(s)

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

Examination support materials

A bilingual dictionary.

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.

<http://www.bi.edu/studenthandbook/examaids>

Re-sit examination

Re-takes are only possible at the next time a course will be held. When the course evaluation has a separate exam code for each part of the evaluation it is possible to retake parts of the evaluation. Otherwise, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee

Additional information**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 academic integrity. If you have any questions about your responsibilities under the honor code, please ask