

Customer Relationship Management

Course Outline



CUSTOMER RELATIONSHIP MANAGEMENT
CICM 101
- Course Outline -

Objective	This course defines CRM as the core business strategy that integrates internal processes and functions and external networks to create and deliver value to targeted customers at a profit.
Lecturer(s)	TBA
Times	TBA
Overall Learning Outcomes	<p>Upon completion of this course, students will have achieved the following:</p> <p><u>Knowledge based outcomes:</u></p> <ul style="list-style-type: none"> • An understanding of the concept of customer relationship management. • An understanding of the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented. • An insight into how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organisational goals. • An opportunity to build upon course material for dissertation purposes. <p><u>Skills based outcomes:</u></p> <ul style="list-style-type: none"> • An insight into contemporary issues in customer relationship management. • An ability to conduct industry interviews using primary research. • An understanding of the requirements of writing and referencing a report for assessment, and presenting key points in a concise way. • Greater experience in critical thinking and presentation skills.
Format	This course requires 20 hrs to be completed.
Programme(s)	Certified Customer service or call centre Practitioner

Assessment	<p>The final grade will be calculated as follows:</p> <ul style="list-style-type: none"> • 10% Group presentation • 30% CRM Industry Project in respective country • 60% Assignments <p><u>GROUP PRESENTATION (10%):</u></p>
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	<p>Working in groups of 2, students are asked to critically analyse and present a specified topic. A list of groups will be provided in class, with an assigned chapter. Students are asked to give a presentation on the allocated chapter's main points by critically analysing the text and using extensive industry examples of CRM in practice to further illustrate the points presented.</p> <p>The presentation should be 20 minutes in duration, in PowerPoint format. In addition, they are asked to provide questions with which to guide the discussion among their colleagues which will form the basis for each lecture.</p> <p><u>CRM INDUSTRY PROJECT (30%):</u></p> <p>Working individually, students will identify a business case of their choice, interview the relevant personnel, develop an audit of the company's current CRM activities, write up a case study on the company and outline <u>five feasible recommendations</u> for improving CRM taking into account the theory studied as part of the course.</p> <p>Assignments should be typed, Times New Roman, 12ci and 1.5 line spacing. Assignments should be between 3,000 and 4,000 words in length. A word count should be provided on the title page and Harvard referencing must be used throughout.</p> <p><u>ASSIGNMENTS (60%):</u></p> <p>All candidates are required to complete and submit assignments on time.</p>
Course Readings	<p><u>Required Reading:</u></p> <p>Buttle (2009); <i>Customer Relationship Management: Concepts & Technologies</i> (2nd edition).</p> <p>Chen, I.J. & Popovich, K. (2003), "Understanding customer relationship management (CRM): People, process and technology," <i>Business Process Management Journal</i>, vol. 9(5), pp. 672-688</p> <p>Lovelock, C.H., Patterson, P.G. and Walker, R.H. (2001) - <i>Services Marketing: Australia and New Zealand</i>, Pearson Education Australia, French's Forest.</p> <p>Bernd H. Schmitt.; Bernd H. Schmitt (2003), <i>Customer Experience Management: A Revolutionary Approach to Connecting with Your Customers</i>, Wiley; 1 edition, ISBN 0-471-23774-4</p> <p><u>Recommended Reading:</u></p> <p>In addition, you will be required to read academic journal articles, which will support or address the material in your core textbook.</p>

Reading Schedule:

Students are expected to read all course material assigned. Each week, a group of 2 will be required to lead the class with a presentation summarising the chapter contents.

Date	Discussion / Readings
	Introductory Session – Chapters 1

Outcomes: On completing Week 1 you will understand:

- The four major perspectives on CRM
- A definition of CRM
- The six constituencies having an interest in CRM
- How important CRM issues vary across industries
- Five generic models of CRM
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Week

Chapter 2 + Reading

Week

Outcomes: On completing Week 2 you will understand:

- Attributes of successful relationships
- The meaning and importance of customer lifetime value
- The five different schools of thought that contribute to our understanding of relationships and relationship management

Outcomes: On completing you will understand:

- The five major phases in CRM implementation
- A number of tools and processes that can be applied in each phase of an implementation
- The importance of project and change management throughout the implementation process
- Central role of customer-related databases
- The importance of high quality data to CRM performance
- Issues that need to be considered in developing a customer-related database
- The purpose of a data warehouse and data mart.

Week

Outcomes: On completing you will understand:

- The benefits that flow from managing customers as a portfolio
- The disciplines that contribute to customer portfolio management
- How to use a number of business-to-business portfolio analysis tools
- The range of customer management strategies that can be deployed across a customer portfolio
- A definition of customer experience
- Key concepts in customer experience management
- Methods for better understanding customer experience
- Four features of CRM applications that have an impact on customer experience.

Outcomes: On completing you will be able to explain:

- The meaning of the term value and how customers weigh up 'benefits' & 'sacrifices'
- Three major forms of value delivery strategy adopted by successful companies
- What is meant by the term value proposition
- How marketing create value and the importance of customisation in creating value
- How the internet is changing the way that customers receive value from communication and distribution
- The meaning of the terms customer lifecycle and new customer
- The strategies that can be used to recruit new customers
- How to target and communicate with potential customers
- What offers can be made to attract new customers.

Outcomes: On completing you will understand:

- What is meant by the term customer retention
- How to select which customers to target for retention
- Strategies for improving customer retention performance
- Strategies for growing customer value
- Why and how customers are 'sacked'
- The meaning and composition of a business network
- How networks contribute to the achievement of CRM objectives
- The meaning of network position and network competence
- The SCOPE network model of CRM.

Outcomes: On completing you will be understand:

- The role that suppliers & partners in the achievement of CRM outcomes
- The many types of supplier and partner
- Trends in supplier relationship management
- Why investors should understand what is involved in a CRM implementation
- How to respond to high levels of investor churn
- The concepts of internal marketing, empowerment and service profit chain.

Outcomes: On completing you will be explain:

- The range of CRM technologies and the role technology plays in achieving CRM outcomes
- The main application areas of CRM
- The importance of integration, knowledge management and workflow to CRM outcomes
- What is meant by sales force automation
- The benefits derived from SFA

- What needs to be done to encourage salespeople to adopt SFA.

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Outcomes: On completing you will understand:

- What is meant by marketing automation
- The benefits that MA can deliver to an organisation
- The functionality available within the MA software
- What is meant by customer service
- What is meant by service automation
- The benefits that SA can deliver to an organisation
- The functionality available within SA software.

	Presentations – schedule to be provided
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	Presentations – schedule to be provided
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	Presentations – schedule to be provided Course Review & Assignments
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