

# WALSH UNIVERSITY - SUMMER 2008

## BUSINESS, ECONOMICS, AND COMMUNICATION DIVISION

**COURSE:** Customer Relationship Marketing Strategies – MBA 673

**PROFESSOR:** Tom Cline, MBA

**REQUIRED TEXT:** Customer Relationship Management - Getting it Right  
by Judith W. Kincaid, 2003

**REQUIRED READINGS:** SEE APPENDIX

### COURSE DESCRIPTION

This course will provide IMC students with sufficient understanding of the concepts and issues involved in the creation and implementation of customer relationship strategies with emphasis on customer opportunity analyses and customer relationship management (CRM) tools. Through a combination of case studies, readings, lectures and class discussions, this course will provide an understanding of the:

1. role of the customer in both profit and non-profit, industrial and service organizations,
2. economics, tradeoffs, and managerial problems associated with decisions to pursue a CRM implementation, and
3. relationship between operations and marketing, engineering, and the customer.

### LEARNING OUTCOMES

Following the successful completion of this course, students should be able to:

1. understand what makes a CRM system successful or unsuccessful in an organization
2. identify and know when and how to apply CRM tools
3. recognize the interrelationships of the three elements of CRM (operations, organizational considerations, and marketing programs)
4. be able to develop and assess a CRM initiative.

## **ACADEMIC INTEGRITY**

The exchange of ideas and sharing of information as part of the educational process is encouraged. Shared views among members of the class can provide an additional element in the process. However, the student is reminded that such sharing of views and other information must remain in the context of academic integrity. A breach of academic integrity is considered a serious matter. "The Division of Business, Economics and Communication subscribes to the Academic Honesty Policy published in the most recent edition of the Walsh University Catalog." The consequences of violating the policy will result in a 0 for the assignment or exam.

## **MAKE UP POLICY**

Make-ups will only be given for EXCEPTIONAL CIRCUMSTANCES and the professor must know in advance.

## **CLASS PARTICIPATION**

Includes discussion of current events, involvement in case discussions, questions asked in class, and class discussion. If a student is not attending class, they are not participating in class discussion. On the other hand, a student who attends all classes and never participated in class discussion will not receive a high class participation grade.

## **Capstone (752) CRM Application Project**

The CRM application project will involve applying what you have learned in this course to a particular application or process in the organization you have identified for your 752 capstone project. While there is flexibility in defining the scope of the project to fit your organization, a typical project would involve the following:

1. Identify and describe a CRM initiative for the organization to execute.
2. Describe the implementation strategy considering the role of technology, organization, and marketing as they apply to the program.
3. Define the method to measure the performance of the initiative.
4. The focus should be on the effectiveness of the CRM effort in creating a desired behavior in the customer that leads to profits or other customer actions that benefit the organization.
5. In addition to a written report, each student will make an oral presentation to the class,

## Corporate Leaders of Customer Service Report

Each student will select a different book that focuses on that corporation's customer service/customer relationship orientation. After reading the book, students will provide a written report as well as present to the class an overview and critique of the book and the strategies the organization utilized. By the second class of the term, each student is to inform the professor of their choice of book/organization. Possible books/organizations to consider include:

**GE:** Jack: Straight From the Gut, by Jack Welch, 2001, New York: Warner Business Books  
Jack Welch and GE Way: Management Insights and Leadership Secrets of the Legendary CEO, by R. Slater, 1999, McGraw Hill.

**Marriott:** The Spirit to Serve: Marriott's Way by J. W. Marriott & K A Brown, 1997 Harper Business

**Patagonia:** Let My People go Surfing: The education of a reluctant businessman, by Yvon Choimard, founder and Owner of Patagonia, 2005

## PERFORMANCE AND EVALUATION

<b>CRM Application Project</b>	<b>150 points</b>
<b>Corporate Leaders of Customer Service Report</b>	<b>100 points</b>
<b>Class Participation</b>	<b>100 points</b>
<b>Final Exam</b>	<b>150 points</b>
<b>TOTAL POINTS</b>	<b>500 points</b>

## GRADING

<b>93 - 100 = A</b>	<b>73 - 76 = C</b>
<b>90 - 92 = A -</b>	<b>70 - 72 = C-</b>
<b>87 - 89 = B+</b>	<b>67 - 69 = D+</b>
<b>83 - 86 = B</b>	<b>63 - 66 = D</b>
<b>80 - 82 = B-</b>	<b>60 - 62 = D-</b>
<b>77 - 79 = C+</b>	<b>Below 60 = F</b>

## COURSE OUTLINE

### **T 5/6 Overview of course and CRM – Customers, Relationships, Loyalty**

#### **Customer Relationship Management : Is it right for your Company ?**

Chapter 1: Commerce in the 21<sup>st</sup> century

Chapter 2: The case for Customer Relationship management

Chapter 3: What is CRM ?

Chapter 4: e-CRM - What's the difference ?

“Interview with Customer Loyalty Guru Fred Reichheld” by Richard Hunter.

”Mismanagement of Customer Loyalty” by Werner Reinartz And V. Kumar

### **T 5/13 CRM – Strategy, Expectations & Roles**

#### **Customer Relationship Management: Planning it Right**

Chapter 5: Understanding the Method

Chapter 6: Avoiding Common Barriers

Chapter 7: Organizing for Success

Chapter 8: Developing your CRM Strategy

Chapter 9: Launching a Project

”Is CRM dead ?” by Allen Bonde

”CRM in 2008 – It's all about managing the user experience” by Allen Bonde

**DUE:** Book Selection for **Corporate Leaders of Customer Service**

### **T 5/20 Customer Relationship Management : Building it Right**

Chapter 10: Infrastructure components

Chapter 11: Information component

Chapter 12: Process component

Chapter 13: Technology component

Chapter 14: People component

“The Four Faces of Mass Customization” by James H. Gilmore & B. Joseph Pine II

**T 5/27            Customer Relationship Management: Using it Right**

Chapter 16: Integrating components  
Chapter 17: Finding the “Right” Customers  
Chapter 18: Delivering the Customer Offer

Customer segmentation – Concepts and Execution

”Preventing the Premature Death of Relationship Marketing” by Susan Fournier, Susan Dobscha and David Glen Mick

**S 5/31            PRESENTATIONS: Corporate Leaders of Customer Service**

”Customer Intimacy and other value disciplines” by Michael Treacy and Fred Wiersema

**T 6/3              PRESENTATIONS: Corporate Leaders of Customer Service**

“Marketing Malpractice – The cause and the cure” by Clayton M. Christensen, Scott Cook and Taddy Hall.

“Customer-Centered Brand Management” by Roland T. Rust, Valerie A. Zeithaml and Katherine N. Lemon

**T 6/10**            The Innovator’s Advantage: A Customer Relationship Management perspective. “How taking advantage of innovations in Customer Relationship Management can help achieve high Performance”, Accenture, Inc

The Innovator’s Advantage: A Customer Relationship Management Perspective. “Customer Relationship Management Innovations that improve business performance”, Accenture, Inc.

**T 6/17            Presentation of CRM Applications Projects**

**S 6/21            Final Examination**

**Guest Speaker to be Scheduled: Mark Slingluff, Director, Communications, Hendrickson International.**

## APPENDIX: REQUIRED READINGS

“Preventing the Premature Death of Relationship Marketing” by Susan Fournier, Susan Dobscha, and David Glen Mick, HBR, Onpoint Enhanced Edition (\$6.50 download from Amazon.com)

“The Four Faces of Mass Customization” by James H. Gilmore and B. Joseph Pine II, HBR, 1997

“The Mismanagement of Customer Loyalty” by W. Reinartz, V. Kumar – HBR, 2002

“Customer-Centered Brand Management”, by Roland Rust, Valarie A. Zeithaml, and Katherine N. Lemon, HBR, 2004

The Innovator’s Advantage: A Customer Relationship Management Perspective. “How taking advantage of innovations in Customer Relationship Management can help achieve high Performance”, Accenture, Inc

The Innovator’s Advantage: A Customer Relationship Management Perspective, “Customer Relationship Management Innovations that improve business performance”, Accenture, Inc.

“Cross Selling or Cross Purposes?” by Ford Harding, HBR Case Study, July-August 2004.

“Marketing Malpractice: The Cause and Cure”, Clayton Christensen, Scott Cook and Taddy Hall, HBR Dec 2005, #Ro512D

”Customer Intimacy and other value disciplines” by Michael Treacy and Fred Wiersema HBR, 1993

”Interview with Fred Reichheld” by Richard Hunter  
Gartner Fellows, July, 2003

”Is CRM Dead ?” by Allen Bonde. CIO, January, 2006

”CRM in 2008: It’s all about managing the user experience.” By Allen Bonde.  
CIO, December, 2007