



MKTG814

Managing Customer Relationships

S1 Day 2014

Dept of Marketing and Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	6
<u>Unit Schedule</u>	9
<u>Policies and Procedures</u>	11
<u>Graduate Capabilities</u>	13
<u>Research and Practice</u>	14

Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

General Information

Unit convenor and teaching staff

Unit Convenor

Con Korkofingas

con.korkofingas@mq.edu.au

Contact via con.korkofingas@mq.edu.au

E4A-629

Tuesday 4-6 pm

Credit points

4

Prerequisites

BUS651 or MKTG696 or admission to MCom or MIntBus or MEc or MActPrac prior to 2011

Corequisites

Co-badged status

Unit description

The area of customer relationship management (CRM) has become an increasingly important area for most organisations as they operate in increasingly competitive environments where they must attract, retain and develop customers. This unit will develop students' understanding of the concept of CRM; promote a deeper understanding of the process of CRM; and encourage students to become sensitive to the value of developing deep relationships with customers and the value of these relationships in the long term success of any business. Students will analyse domestic and international case studies and will develop their own CRM strategy as part of a final assignment.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.

Understand the critical need to place the customer and their experience at the centre of

an organisations focus when implementing CRM

Understand the enabling role of technology in supporting customer management initiatives.

Assessment Tasks

Name	Weighting	Due
<u>1. Class Test</u>	15%	Week 5 (4th April)
<u>2. Individual Assignment</u>	20%	Week 7 (2nd May)
<u>3. Group Report</u>	25%	Week 11 (May 30th)
<u>4. Case Study Report</u>	40%	Week 13 (June 13th)

1. Class Test

Due: **Week 5 (4th April)**

Weighting: **15%**

There will be one class test in week 5 (Friday 4th April) held between 11 and 12 pm. The quiz will be of one hour duration and will consist of multiple choice questions and short answer questions. The quiz will cover all material from weeks 1-4 (inclusive) of the semester.

There will be no provision for re-sits of the class test. Students who miss the class test through **unavoidable circumstances** should submit an application for special consideration. It is **not automatic that special consideration will be granted** for the class test.

On successful completion you will be able to:

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM

2. Individual Assignment

Due: **Week 7 (2nd May)**

Weighting: **20%**

As customers, we are frequently in contact with a wide range of organisations in our daily lives such as banks, insurance companies, electricity and gas providers, telephone and Internet providers, airlines, hotels, doctors, dentists, schools, universities and government such as public transport and city councils.

The purpose of this customer experience case study analysis is to make you more aware of the interactions that you as a customer have with a variety of organisations and for you to commence developing a critical analysis of these experiences from the perspective of a customer.

The report should address the following major areas, in addition to any other areas you may consider relevant:

Provide an overview of at least 3 but no more than 5 experiences that you, as a customer, have had with a range of organisations in recent weeks

- Describe in detail how you perceived your customer experience with each organisation, such as if they were above your expectations, below your expectations, or if they were merely adequate
- Determine if each organisation used some form of a customer relationship management strategy; if a CRM strategy was used, describe it and state if you believe it to be successful or not; conversely, if a CRM strategy was not used, state if you believe the organisation could employ one and if so, what they could do
- If you believe that some or all of the organisations could improve the customer experience that you encountered, provide a brief overview as to what they could do to improve

In terms of the submission and format of the Individual Assignment:

- The due date is Friday 2nd May
- The Assignment must be submitted by in class in a typed word processing format
- The limit is 1,500 words
- All referencing must conform to the *Journal of Marketing* reference standards.

There will be a penalty of 20% of marks for the assignment for each day (or part) late.

On successful completion you will be able to:

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM

3. Group Report

Due: **Week 11 (May 30th)**

Weighting: **25%**

Each group is to select an appropriate organisation, to investigate the current Customer Relationship Management (CRM) strategy being undertaken and to provide insight as to how it may be modified over the next 3 years.

The report should address the following major areas in detail, in addition to any other areas that are considered relevant to the organisation.

- ***Why is a CRM strategy required by the organisation?***
- ***What is the level of importance for the organisations CRM strategy?***
- ***What are the organisations competitors doing in terms of CRM initiatives?***
- ***What resources are required?***
- ***What are the budget implications and ROI?***
- ***How can the CRM strategy be implemented, improved or managed?***

More details will be given in the early weeks of the semester.

There will be a penalty of 20% of possible marks for the group report for each day (or part) late.

On successful completion you will be able to:

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM
- Understand the enabling role of technology in supporting customer management initiatives.

4. Case Study Report

Due: **Week 13 (June 13th)**

Weighting: **40%**

Students will be provided with 1 or 2 case studies in Week 13 of the semester. Students will be asked to read these case studies and undertake research on these case studies. They will then be asked to provide answers to several questions in a case study report format via online

submission due in week 13. There will be 5 questions based on the case study or case studies provided. The Case Study Report is to be submitted online in Week 13 of the semester (Friday 13th June). More details on the Case Study Report will be given later in the semester.

There is no provision for late submission of the Case Study Report . Students who do not submit the Case Study Report by the designated time will receive zero marks for the assessment.

On successful completion you will be able to:

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM
- Understand the enabling role of technology in supporting customer management initiatives.

Delivery and Resources

Classes

- The unit consists of 13 weeks of classes.

- Lectures will be held on Mondays from 3pm-6pm.

Required and Recommended Texts and/or Materials

Prescribed Textbooks:

Buttle, Francis., Customer Relationship Management: Concepts and Technologies, 2nd Edition (Butterworth-Heinemann, 2008) ISBN: 978-1-85617-522-7

- Available from the Macquarie University Co-op Bookshop and also available in the Macquarie University library

Other Relevant Texts:

Payne A. and Frow P. (2013). Strategic Customer Management - Integrating Relationship Marketing and CRM. Cambridge University Press

Peelen E. and Beltman R. (2013). Customer Relationship Management. 2nd Edition. Pearson United Kingdom

Beyond the designated texts, it is strongly recommended that students refer to the following books:

Managing the Customer Experience - Shaun Smith & Joe Wheeler (FT Prentice Hall 2002)

Customer Experience Management: A revolutionary approach to connecting with your customers – Bernd H. Schmitt

Texts from Don Peppers and Martha Rogers:

- The One to One Manager: Real-World Lessons in Customer Relationship Management
- Managing Customer Relationships: A Strategic Framework

Other recommended texts include:

The Loyalty Effect: The Hidden Force behind Growth, Profits, and Lasting Value – Frederick F. Reichheld

Managing Customer Value: Creating Quality & Service that Customers Can See - Bradley T. Gale

The Only Thing That Matters: Bringing the Power of the Customer into the Center of Your Business – Karl Albrecht

Market-Based Management: Strategies for Growing Customer Value and Profitability – Roger J. Best

Technology Used and Required

Technology used in the unit is centred around Internet access to use Macquarie

Universities online learning management system (iLearn), to access course materials such as reading materials, view iLectures and participate in class discussions.

The technology requirements for students to access materials and complete all assessment will be:

- Personal Computer (PC or Mac) or Tablet Computer (iPad or Android)
- Internet access
- Internet browser (Safari, Chrome, Firefox, Internet Explorer)
- Media Player (Quicktime, iTunes, VLC, RealPlayer etc)
- Word Processing software (Word, Pages etc)
- Presentation software (PowerPoint, Keynote etc)

Unit Web Page

Course material is available on the online learning management system (iLearn)

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MQ/>

Teaching and Learning Activities

The unit is taught in a lecture style format

The unit consists of 13 weeks of classes

Specifically, classes may comprise of:

- Lecture presentations
- Class discussions
- Case study discussions
- Group presentations
- Guest lecturer presentations

In order to optimize the value of learning, it is strongly advised to prepare before each class, enthusiastically participate in each class and then reflect on each class. The amount of time spent out of class will vary for each individual, depending on competencies and proficiency in any area. An approximation is between 80-120 hours per unit, which is an average of 8-12 hours per class. Effective learning requires interaction between you, your lecturer and your peers. The better prepared you are before each class the greater the learning value from more focused questions and discussions. In addition, reflecting on what you have learned is an important process for you to confidently apply your newly learned skills. Therefore, in order to gain the most learning value from the synergistic relationship between your support materials and your specific unit material it is highly recommended you follow these steps for each class:

Before Each Class

1. Read the chapters of the prescribed text and any other materials that the lecturer has advised
2. Pre-read the lecture presentation that will be available for download on the unit web page, which can be found at: <https://ilearn.mq.edu.au/>
3. Complete any group work that is required for the class

During Each Class

1. Contribute to each session with focused questions and discussions

2. Identify clearly what you learnt and what you may be unsure of from the class
3. Ask your lecturer about any questions or problems from the current or any previous classes
4. Ensure that you understand what is required of you for the next class

After Each Class

1. Review the content covered in the class
2. Identify clearly what you learnt and what you may be unsure of from the class and try to resolve anything that you are unsure of
3. Prepare for the next class, such as reading the relevant chapters from the prescribed text, or any other materials such as articles or case studies
4. Try to work on assessment tasks after the class, when concepts, theories and current issues from the class are fresh in your mind

Online Materials (iLearn)

The unit also makes use of the online learning management system (iLearn)

All 13 weeks of classes, will also be available on iLearn

Available on iLearn will be:

- Course notes (lecture slides)
- Articles
- Case studies

What has changed in assessment:

The main change is that the second class test in semester 1, 2013 (40%) has been replaced with a Case Study Report (40%). Refer to the Assessment Tasks section for more detail about the Case Study Report.

Unit Schedule

No	Week Starting	Title	Activity/Other	Text Ch.
1.	7 Mar	Introduction, CRM overview, CRM History		1

2.	14 Mar	<p><u>Relationships 1 - Introduction</u></p> <p>Understanding Relationships, Bilateral Relationship Theories, Multilateral Relationship Models for the Organisation</p>	<p><u>R1</u> – Relationship Theories</p> <p>-</p>	2
3.	21 Mar	<p><u>Relationships 2 - Customer Value 1</u></p> <p>Needs/Wants, Value, Customer Value Propositions, Segments, Experiences</p>	<p><u>R2</u> – Customer Value, Experiences</p>	6, 7
4.	28 Mar	<p><u>Relationships 3 – Customer Value 2</u></p> <p>Customer Satisfaction, Loyalty, Trust, Commitment, Satisfaction/Profit chain</p>	<p><u>R3</u> – Customer Satisfaction, Loyalty</p> <p>-</p>	References
5.	4 April	<p><u>Relationships 4 – Establishing Relationships</u></p> <p>CLV, Activity Costing, Non-monetary Relationship Value, Portfolios, Acquisition</p>	<p><u>Class Test (15%) In class: 1 hour (11-12pm) Based on Lectures 1-4</u></p>	5, 8
6.	11 Apr	<p><u>Relationships 5 – Progressing Relationships</u></p> <p>Customer Engagement, Retention, Development and Termination of Relationships</p>	<p><u>R4, R5</u> – Customer Retention and Development</p>	9
		<u>MID SEMESTER BREAK</u>		
7.	2 May	<p><u>Managing CRM 1– Organisational Issues</u></p> <p>Philosophy, Structures, Virtual Organisations, Key Account Management</p>	<p><u>Man CRM 1</u> Organisational Issues</p> <p><u>Individual Assignment Due: (20 %)</u></p>	17

8.	9 May	<u>Managing CRM 2 – Other Relationships</u> Networks, Suppliers, Employees	<u>Man CRM 2</u> Other Relationships	10, 11, 12
9.	16 May	<u>Managing CRM 3 – CRM Technology (General)</u> Information Technology, Information Systems, Multi-Channels, Warehousing, Integration	<u>Man CRM 3–</u> Information Technology	4, 13
10.	23 May	<u>Managing CRM 4 – CRM Technology (Processes)</u> Marketing, Service, Sales	<u>Man CRM 4</u> –Automation	14, 15, 16
11.	30 May	<u>Managing CRM 5 – CRM Technology (Analytics)</u> Data Mining, Analytics, Digital Communications, Social Media	<u>Man CRM 5 –</u> Databases, Analytics <u>Group Report (25%)Due</u>	4, References
12.	6 Jun	<u>Managing CRM 6 - Implementing and Analysing CRM Projects</u> CRM benchmarking, Planning, Implementation & Measurement	<u>Man CRM 5, 6 –</u> Social Media	3
13.	13 Jun	<u>Revision</u>	<u>Case Study/ Report 40% Due:</u>	

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM
- Understand the enabling role of technology in supporting customer management initiatives.

Assessment tasks

- 1. Class Test
- 2. Individual Assignment
- 3. Group Report
- 4. Case Study Report

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM
- Understand the enabling role of technology in supporting customer management

initiatives.

Assessment tasks

- 1. Class Test
- 2. Individual Assignment
- 3. Group Report
- 4. Case Study Report

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the enabling role of technology in supporting customer management initiatives.

Assessment tasks

- 1. Class Test
- 2. Individual Assignment
- 3. Group Report
- 4. Case Study Report

Research and Practice

- This unit gives you practice in applying research findings in the areas of customer relationship management, customer experience and customer satisfaction in your assignments
- This unit gives you opportunities to conduct your own research
- This unit will also rely on research papers and articles from current books, journals and other relevant magazines. Relevant journals are the **Journal of Marketing**, the **Journal of Marketing Management**, the **Journal of Consumer Behaviour** and the **Journal of Customer Satisfaction/Dissatisfaction and Complaining Behaviour**.