INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR
PROGRAMME NAME: POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)
CUSTOMER RELATIONSHIP MANAGEMENT (MK615)
CREDIT: Full (3 Credits)
SESSION DURATION: 90 Minutes

TERM: IV
YEAR: 2017-2018
BATCH: II

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Consulting hours: Every Friday, 2.30 PM – 5.30 PM

Course Introduction:

The impact of Customer Relationship Management (CRM) on the marketplace has been phenomenal. It has shifted the strategic paradigm from mere customer acquisition towards customer acquisition and retention. Technology as an enabler has contributed towards enriching the customer experience at every touchpoint leading to greater customer value creation. CRM has emerged as a business strategy that needs to be effectively executed through seamless integration of business process and technology management capabilities by the employees of the organization to best match the organization's customer interaction goals. The adoption and application of CRM across B2C sectors (e.g. Banking, Telecom, Retailing, Hospitality, Automobile), and B2B sectors (e.g. consulting, OEMs) makes awareness of the tools and techniques of CRM a must-have for every marketing professional.

Learning Outcomes:

The following are the learning outcomes of the course:

1. To conceptualize the philosophy and concept of customer relationships.
2. To understand the framework of CRM practice and its elements.
3. To select appropriate customers for acquisition and retention for long term profitability.
4. To understand customer loyalty and its practice in modern organizations.
5. To evaluate and select the technology appropriate for CRM.
6. To lead CRM implementation and create organization and processes for it.

Course Pedagogy:

The teaching methodology will be an optimum amalgamation of class-room teaching and case discussions. Additional reading material will be provided for broadening the horizons of knowledge. Students are also advised to read articles and research papers from the various sources mentioned herein. This will enable students to draw in references from diverse range of sources and actively participate in class room discussions. The course also involves execution of projects by student groups.

Course Readings:

- Francis Buttle and Stan Maklan, "Customer Relationship Management – Concepts and Technologies", (Third Edition). Routledge, Indian Edition. – FB&SM
- Kincaid W. Judith "Customer Relationship Management Getting it Right" Pearson   Education – KWJ.
- Dyche Jill "The CRM handbook - A business guide to Customer Relationship Management" Pearson Education.

Suggested readings

1. CRM at the speed of light by Paul Greenberg.
2. CRM: The foundation of contemporary marketing strategy by Roger J. Barab and Robert J. Galka.
3. Articles/Research papers published in HBR and MIT SMR.

A course packet of readings and cases would be circulated at the commencement of the course.

Course Evaluation criteria:

Quiz	20%
Projects/Assignments	20%
Mid-term	30%
End-term	30%
Total	100%

Class participation is based upon your contribution during discussions in the class. You are expected to come prepared to answer the case problems. You may be called upon to speak on the case or the assigned reading material. The choice of speaker will be completely random. The assignments will be notified during the course. The mid-term and end-term examinations will be case based.

Session Plan:

Session	Topic	Learning Outcomes	Reading
1 – 3	Customers, Customer Relationship and the CRM Framework • Types of Customers • Customer Relationships • Imperative of CRM • Framework for CRM	LO – 1 LO – 2	FB&SM: CH 1-2. KWJ: Ch. 1-3. Reading: Avoid the four perils of CRM. Case: *The peppers and rogers group*, HBR Publications Reading: Why CRM fails – and how to fix it.
4-5	Customer Acquisition and Retention for long term profitability • Acquisition costs vs. customer value • Profitable Retention Strategies • Identifying customers for acquisition and retention	LO – 1 LO – 3	FB&SM: Ch. 3-4 Reading: The customer's revenge. Case: *Internet customer acquisition strategy at Bankinter*.
6-7	Customer Loyalty • Loyalty in concept and practice • Defining Customer Loyalty • Net promoter Scores (NPS)	LO – 1 LO – 4	KWJ: Ch. 1 Reading: The rules of measurement: Understanding the fundamentals of NPS. Case: *Cabo San Viejo: Rewarding loyalty*.

8	Cross selling/Up-selling Customer information and metrics	LO – 1 LO – 3	KWJ: Ch. 6 Reading: Profiting from understanding customer needs Case: Cross selling or cross purposes
9-10	Developing Customer Strategy for CRM • Identifying the factors that operates in a particular market to influence sales & other outcomes • Describe the relationships between those factors	LO – 1 LO – 2 LO – 3 LO – 4	FB&SM: Ch. 5-7 KWJ: Ch. 5, Ch. 17 Readings: Avoid the Four Perils of CRM Case: *Hilton Hotels: Brand differentiation through CRM*
11	Making Sense of (Big) Data • Recognize data traps that can lie with (Big) Data • Develop a Data Strategy	LO – 5 LO – 6	FB&SM: Ch. 11 KWJ: Ch. 11 Readings: "CRM Done Right", Dianne Ledingham; Darrell K. Rigby
12	Acquiring (Big) Data • Identifying new sources of data that add quality to decision making • Assess the quality of measures, given the conceptual map • Create a plan for sourcing data	LO – 5 LO – 6	FB&SM: Ch. 11 Case: "*Ten Thousand Villages of Cincinnati: The First Year and Beyond*", Mary Conway Dato-on
13-15	Analytics for CRM Strategy and tactics • Recognize the limitations of statistical tools • Understand the application of different model types • Evaluate model design for given data type	LO – 5 LO – 6	FB&SM: Ch. 12 Readings: "Track Customer Attitudes to Predict Their Behaviors", Rajkumar Venkatesan; Werner Reinartz "Unlock the Mysteries of Your Customer Relationships", Jill Avery; Susan Fournier; John Wittenbraker
16	Turning Models into Customers • Simplify your models for operational use • Create seamless customer conversations • Convert those conversations into transactions	LO – 5 LO – 6	FB&SM: Ch. 12 Readings: "Knowing What to Sell, When, and to Whom", V Kumar; Rajkumar Venkatesan; Werner Reinartz
17	e- CRM and Concepts to manage stakeholder level relationships	LO – 5 LO – 6	KWJ: Ch. 4 Readings: "The Internet of Things Is Changing How We Manage Customer Relationships", Ric Merrifield

18	CRM Planning & Implementation Strategies	LO – 1 LO – 5 LO – 6	FB&SM: Ch. 13-14 KWJ: 15
19-20	Project presentation: CRM frameworks in India	LO – 1 LO – 2 LO – 3 LO – 4	