Faculty of Commerce and Economics
School of Marketing

MARK6006
CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

OVERVIEW (FULL CLASS SCHEDULE WILL BE HANDED OUT IN CLASS ON MONDAY 7 MAY 2007)

SESSION 2, 2007
MARK6006: CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OVERVIEW

<table>
<thead>
<tr>
<th>Session No</th>
<th>Date</th>
<th>Time</th>
<th>Tutor</th>
<th>Topics</th>
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<tbody>
<tr>
<td>CRM 1</td>
<td>Monday 7 May</td>
<td>6.00 – 9.00 pm</td>
<td>AFP</td>
<td>CRM 1: The Strategy Development Process</td>
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<td>CRM 2</td>
<td>Monday 14 May</td>
<td>6.00 – 9.00 pm</td>
<td>AFP</td>
<td>CRM 2: The Value Creation Process</td>
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<tr>
<td>CRM 3</td>
<td>Monday 21 May</td>
<td>6.00 – 9.00 pm</td>
<td>AFP</td>
<td>CRM 3: The Multi-Channel Integration Process</td>
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<td>Visiting Speaker: Dr Munib Karavdic St George Bank</td>
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<tr>
<td>CRM 4</td>
<td>Monday 28 May</td>
<td>6.00 – 9.00 pm</td>
<td>AFP</td>
<td>CRM 4: The Information Management Process</td>
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<td>Visiting Speaker: Tony Davis Quantum Group</td>
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<tr>
<td>CRM 5</td>
<td>Monday 4 June</td>
<td>6.00 – 9.00 pm</td>
<td>AFP</td>
<td>CRM 5: The Performance Assessment Process</td>
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<tr>
<td>NO CLASS</td>
<td>Monday 11 June</td>
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<td>Queen’s Birthday holiday – no classes this day</td>
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<tr>
<td>CRM 6</td>
<td>To be agreed with class</td>
<td>6.00 – 9.00 pm</td>
<td>PEF</td>
<td>Organising for CRM Implementation</td>
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<td></td>
<td></td>
<td>Visiting Speaker: Dr Pennie Frow University of Sydney</td>
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**NOTE:**

1. CHANGES TO THIS OUTLINE, IF REQUIRED, WILL BE DISCUSSED IN CLASS AND/OR ANNOUNCED ON WEBCT.

2. THERE ARE NO FORMAL CLASSES ON MONDAY 11 JUNE DUE TO QUEEN’S BIRTHDAY HOLIDAY. WE WILL AGREE DATE FOR FINAL CLASS IN OUR FIRST SESSION TOGETHER
1. Course Staff

Course Coordinator:

Professor Adrian Payne

Office: John Goodsell Building Room 324
Phone: 02-9385 3390
Email: a.payne@unsw.edu.au

Visiting Speakers:

Dr Munib Karavdic - Head of Retail Strategy Development, St. George Bank
Dr Pennie Frow – University of Sydney
Tony Davis –Director, Quantum Group

1.1 Communication with Staff

Consultation times: Monday 3 – 5 pm or by appointment

The above office hours are indicative of the time when I am likely to be in my office. However, I am generally available to answer questions by email or telephone. If you're planning to come to my office please email me first.

2. Information About the Course

2.1 Teaching times and Locations

Lecture: Monday 6.00 – 9.00 pm
Venue: Law 101

2.2 Units of Credit

This course is worth 3 OC

2.3 Relationship of this course to other course offerings

This course will build on other more general marketing courses. In particular, It will emphasise a pan-company, or cross-functional, approach to marketing. It is related to the Relationship Marketing sessions on MARK6000 Contemporary Practices in marketing

2.4 Approach to learning and teaching

This course will utilise a range of learning and teaching approaches including lectures, case studies, reading material, visiting speakers and video material. The experience of both students and teaching staff will be utilised to explore aspects of CRM in a range of industry settings. Active student participation and preparation to the classes will form an important element of the course.
3. COURSE AIMS AND OUTCOMES

3.1 Course Aims

Organisations are now discovering that the cost of gaining new customers requires a substantial investment that can only be justified by long-term retention of those customers and maximising their lifetime value. There is also a growing appreciation that not all customers are profitable ones; organisations need to assess which ones are, and discover how to keep them.

The objective of this course is to focus on how a Customer Relationship Management programme should be formulated and implemented. The course will emphasise developing the knowledge and skills needed to create a successful CRM programme.

Consolidation and testing of lessons and principles learned will be achieved through a major group project on CRM which will be completed during and after the classroom sessions.

Students should note:

- In order to allow optimal opportunity for guided discussion and interaction significant student preparation is required in advance of each classroom session and you are advised to make appropriate allowance for this in your personal timetable.
- When in class, you are encouraged and expected to comment on the topic under discussion. Those students with marketing and relevant business experience are particularly encouraged to share their learning with the class. Students and/or teams may be asked to make an informal or formal presentation.
- There is a case study element within the course. Learning is enhanced by attention to the case questions assigned in preparation and by participation in class.

3.2 Student Learning Outcomes

By the end of this course students will:

- Gain an understanding of the key role of CRM in delivery of value
- Learn how to analyse, develop and audit the five key strategic processes necessary for effective CRM
- Understand how best to introduce or improve CRM in an organisation
- Become fully aware of the marketing, operations, IT and HR capabilities required for effective CRM.

3.3 Teaching Strategies

This course will primarily utilise a lecture /discussion approach supplemented by selected case studies. Importantly it will draw upon the experience of students, the course leader and visiting speakers to provide relevant real world examples of CRM activities. In our lecture/discussions, we will place emphasis on learning from case
studies of leading global organisations who are highly regarded in terms of their CRM best-in-class marketing practices

4. STUDENT RESPONSIBILITIES AND CONDUCT
It is student’s responsibility to study the case studies and reading assignments prior to class in order that you they contribute, participate intelligently and thus gain maximum value from this course.

For information on your responsibilities regarding workload, general conduct and behaviour, and keeping informed, please refer to the School of Marketing’s website. http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=Current_Policies

4.1 Attendance
Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

5. LEARNING ASSESSMENT

5.1 Formal Requirements
In order to pass this course, you must:
- perform satisfactorily in all assessment tasks
- achieve an average mark of at least 50; and
- gain at least 50% of the allocated marks in the final exam.

5.2 Assessment Details

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<tr>
<th>Assessment Component</th>
<th>Component Weighting</th>
<th>Date Due</th>
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<tbody>
<tr>
<td>Individual CRM Assignment</td>
<td>25%</td>
<td>8 June 2007</td>
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<tr>
<td>Participation</td>
<td>10%</td>
<td>Throughout course</td>
</tr>
<tr>
<td>Group CRM Assignment</td>
<td>65%</td>
<td>16 July 2007</td>
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<tr>
<td>TOTAL</td>
<td>100%</td>
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These assessments are designed to test your:
- understanding of how to develop and implement CRM
- ability to relate to real organisational issues and problems,
- ability to develop or critique an organisation’s CRM strategy or a major component of a CRM strategy, and
- written and oral presentation skills
Course Resources

There is no prescribed text for the course but should you wish to own or access some texts to use as resources, then the following texts would be useful:


Lecturer background:

Professor Adrian Payne (AFP) PhD MEd MSc FCIM FRSA FRMIT

Adrian joined the University of New South Wales as a Professor of Marketing in December 2006. Prior to this he was Professor of Services and Relationship Marketing, Academic Leader of the Marketing Group and Director of the Centre for Customer Relationship Management at the Cranfield School of Management, Cranfield University, UK. Earlier he worked at the Melbourne Business School, at the University of Melbourne.

His previous appointments include positions as chief executive for a manufacturing company and he has also held senior appointments in corporate planning and marketing. He has practical experience in marketing, market research, corporate planning and general management. He is an authority on Relationship Marketing and Customer Relationship Management and is an author of eight books and numerous journal articles on these topics.
Session 1

Monday 7 May 6.00 – 9.00 pm

CRM 1: The Strategy Development Process

Introduction:

The first module in the CRM course first explains the different definitions and interpretations of customer relationship management. It then proceeds to identify five key cross-functional processes that are essential to effective CRM. A strategic framework is presented that commences with the identification of business and customer strategy and concludes with shareholder value creation.

Session outline:

- Defining the role of CRM
- Key processes in CRM
- The CRM Strategy Framework

Readings:

Prior to the session you are required to read the articles posted on WebCT.


Each student should prepare a 5 minute talk for this class on one paper as follows:

Surname initial A-L:
A Strategic Framework for Customer Relationship Management, *Journal of Marketing*

Surname initial M-Z:
CRM in Financial Services: Towards Information – Enabled Relationship Marketing, *Journal of Strategic Marketing*

You should cover:

1. A summary of paper
2. Implications of the paper for your current company (or a previous company you have worked for) and its industry.