ITM 685 - Customer Relationship Management  
2018 VEMBA - Course Syllabus

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| Professor: | Dr. Mauricio Featherman |
| Office: | In class 30 minutes early each night or by appointment |
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| email | [featherman@wsu.edu](mailto:featherman@wsu.edu) |
| Office hours | Students can meet Dr. Featherman at Sherwood or arrive classroom 30 minutes early any day. Professor is also available to meet for lunch and discuss IT and CRM issues similar to a consulting meeting. |

Customer Relationship Management or CRM has become a marketing “mantra” of businesses over the past decade. This year over eleven billion dollars will be spent on CRM software and systems alone. The adoption and implementation of CRM systems represents a transformation of the firm from product-centric to a more customer-centric focus. The objective of businesses is no longer to just acquire customers and battle competition in making customers switch, but the objective is one of acquisition followed by development and retention, especially of those customers a business deems ``best”. Much has been written about CRM from a strategic and operational viewpoint in the popular press and in academic literature.

Beyond the hype surrounding CRM, there has also been widespread disillusionment with the results achieved. Investments of millions of dollars in CRM systems have, in many cases, yielded results of little value. It is hard to measure payback from a CRM Implementation and the changeover process is difficult. According to Forrester Research’s 2010 CRM report, this disappointment stems from a lack of focus on understanding how to improve the business and utilize the power of CRM systems to increase revenue and cut costs. Managers acknowledge that their main weakness lies in failing to understand how to harness its power, through refined customer analytics and customer strategy, to improve marketing. This course, aims to cut through the hype and get to the crux of the issues that affect a customer-firm relationship and a successful CRM implementation.

This course teaches you the important aspects of CRM often ignored by managers– How does CRM work? How does it accomplish what businesses seek? What is customer lifetime value? How do you calculate it? What happens if customers switch between brands, or buy and then come back a few periods later? What is customer equity and how is it determined? How is the customer database used? What is customer retention and how is it achieved? When should a firm know that a customer is not coming back? What is loyalty, how is it determined and are customers really loyal? The objective of the course is to examine the strategic and analytical aspects of CRM so that students will have a deeper understanding of the power of CRM, and how to put it to work effectively.

**Course Objectives**

This course emphasizes the importance of customer relationships. It aims to teach the basic principles involved in managing customer relationships. The specific objectives are outlined below:

1. The ideas behind customer equity and its components – brand equity, and relationship equity

2. Different types of marketing channels - direct, indirect, electronic, - and customer touchpoints

3. The costs of customers and costs of serving customers in the different channels

4. Identification and selection of customers (for both consumer and business markets).

5. Economics of CRM: Customer Life Time Value, Customer Life Cycle Analysis

6. Dealing with unprofitable customers and recovering from crises.

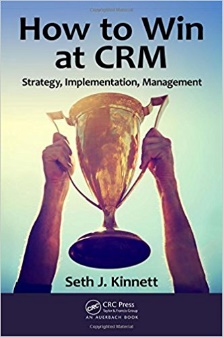
7. Show the process of moving Excel Data into a database and produce dashboards

This course will discuss the various options for software available in the market place, however we will not cover any of them in detail. Finally, the course aims to enable participants to assess marketplace CRM offerings.

**Class Format**

Each class we will go over chapters from the textbook and discuss the ideas. Students are asked to provide their responses to discussion questions so that we can have an honest discussion about CRM systems. This is a discussion class not lecture. We will also have one day of presentations. According to the interests of the students, we can also have a seminar day on PowerBI which is a free Microsoft software used to make Dashboard analytics.

**Course Material**

This is the textbook for the class you may read it online or purchase it from amazon.  
How to Win at CRM: Strategy, Implementation, Management 1st Edition, by Seth Kinnett (Author)  
  
*“Academic expertise meets professional experience in this indispensable guide to CRM strategy, implementation, and management.  Customer relationship management has exploded in popularity in recent decades, yet the majority of CRM initiatives fail.****How to Win at CRM****examines a diverse range of studies spanning information systems, organizational psychology, and software design.  It supplements these findings with a wealth of insights from veteran CRM practitioners.  Ultimately, this book provides an end-to-end view of exactly what is necessary to achieve CRM success.”***The course requirements and their contribution to the overall grade are as follows:**

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| Chapter exercises (10) | 40% |
| Chapter assignments (10) | 30% |
| Final Project | 20% |
| Group Presentation | 10% |

**Chapter exercises**We have a discussion class together. We are all managers seeking to understand CRM systems and discuss the intricacies of implementation. The discussion for each class will be focused on one or more chapters and guided by questions and exercises that the professor has planned. The discussion should be freeflow and even hectic. You are asked to write down your answers to the questions in class to deepen your thinking. After class the next day, review your notes and add to them, then email them to your professor at [featherman@wsu.edu](mailto:featherman@wsu.edu). The responses are graded for completeness, depth, clarity, and professionalism. Some of the exercises are two short chapters (10 exercises – 40% of grade)  
  
**Chapter assignments**At the end of each chapter review, your professor has provided a few questions for the course participant to ponder. Type up your response and add it to your chapter exercises document. It’s best to think about the questions for a day before writing up your responses to the questions. The responses are graded for completeness, depth, clarity, and professionalism. Some of the exercises are two short chapters (10 assignments – 30% of grade)

**Final Project**

The final project is meant to be completed after the in-class portion of the class. You are writing a 10 page paper, 12 point text, double spaced, 1” margins. You can do different topics in your paper and you can work alone or in groups. Regarding grading, the quality of work from a group of two must be twice and high as the quality of work from a sole-authored submission. Similarly a report turned in from a 4 person group must be 100% higher than from a group of two to earn the same grade. Final projects must be turned in within 30 days of the last in-class session. The responses are graded for completeness, depth, clarity, and professionalism. (20% of grade)  
  
Here are some ideas for your project:

* Assess your company’s readiness for an CRM implementation. Include suggestions and requirements and a plan for successful implementation
* Visit an IT consultant such as KPMG, E&Y, PWC, Microsoft, etc., and learn about their product and implementation plan. Report on the likely process of engaging with an IT-consultant and what the project and process would look like
* Perform an analysis of different vendor’s CRM products.
* Read industry or academic case studies (minimum 40 pages reading) and then interpret the case. Provide your summary, interpretation and recommendations.

**Group Presentation**

To liven up the class please form group and perform a group presentation. The topics are current news and topics or your research into CRM systems. New vendor offerings are available each week. If you research the field you will learn more about CRM and improve your company’s chances of using those systems well. Presentations are graded for quality and professionalism. (10% of grade)