



The Government of the Russian Federation

The Federal State Autonomous Institution of Higher Education "National Research University - Higher School of Economics"

Faculty of management
Department of strategic marketing

CRM

Master Education Program 080200.68 «Marketing»

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Recommended by the section of Academic Council «__»_____ 20

Chairman _____ [signature]

Approved by the Academic Council of the Faculty «__»_____ 20

Academic Secretary _____ [signature]

Moscow, 2014

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1 Course Summary

The main goal of this course is to give students understanding of how CRM or Customer Relationship Management programs are developed and implemented. Present course is aimed at knowledge and skill development that are relevant for effective CRM program development. Modern business faces dramatic costs of customer attraction, which can be compensated by customer retention and development in most cases. Moreover not all customer are profitable and managers have to conduct profitability or CLV analysis in order to rate their customer base. These areas would be discussed during the course on the basis of CRM implementation cases and ORACLE business experience.

2 Area of Application and Regulatory References

This Course Program establishes minimum requirements for skills and knowledge of the student and determines the content and the forms of educational activities and reporting.

The Course Program is designed for Master Program students 080200.68 «Marketing», within the Course CRM.

The Course Program has been developed in accordance with:

- National Curriculum 080200 «Management»
- Education Program 080200.68 «Management»;
- University Academic Plan of the Education Program (approved in year 2011)

3 Course Goals

Course Goals CRM are as follows:

- Give students overview of the theoretical foundations of the Relationship marketing concept as a basis for CRM
- Provide them with systematical approach to CRM development
- Provide practical skills to analyze business organizations and their readiness to implement CRM

Students' Competencies to be Developed by the Course

The student is supposed to:

- Know theoretical foundations of the Relationship marketing concept as a basis for CRM
- Be able to audit, develop and implement CRM systems in business organizations
- Gain skills in customer base audit and analysis

The Course develops the following competencies:

NC/NRU-HSE Code	Competence code	Teaching forms and methods of that contribute to the development of a competence
SK-1	CK-M1	Capable to understand (evaluate) learned scientific methods and activities
SK -2	CK-M2	Is able to offer concepts, models, innovate and use new methods and tools for professional work
PK -9	SLK-M9	Able to create and describe technical requirements and norm of professional activity and control for their fulfilment.
PK-14	M 3.1_3.2_4.2	Is able to present the results of the study in a report, article or report



NC/NRU-HSE Code	Competence code	Teaching forms and methods of that contribute to the development of a competence
PK-21	M 1.1-1.3_ 7.3 (M) 5.4.	Able to develop corporate strategy, business strategy and functional strategy of the organization
PK-26	M 4.1_4.3_7.4(M)_7.5 (M)	Able to identify the data required for solving the managerial and entrepreneurial tasks; carries out data collection and processing

4 How the Course Fits in with the Curriculum

[Curriculum:]

The Course is a part of a Cyclical Syllabus Social and Economic Studies as well as a cycle of Courses providing Master education.

[National Curriculum:]

The Course is a part of a Cyclical Syllabus Social and Economic Studies as well as a cycle of Courses providing Master education.

[NRU-HSE Curriculum:]

The Course is a part of a Cyclical Syllabus Social and Economic Studies as well as a cycle of Courses providing Master education.

For the following Specializations:

- Specialization Strategic Marketing, Master Education Program 080200.68 «Management»
- Company Marketing, Master Education Program 080200.68 «Management»
- Marketing Communications and Advertising in the Modern Business, Master Education Program 080200.68 «Management»
- Strategic and Corporate Management, Master Education Program 080200.68 «Management»
- Human Resource Management, Master Education Program 080200.68 «Management»
- Project Management: Project Analysis, Investments, Technologies of Implementation, Master Education Program 080200.68 «Management»

the present Course is Optional.

5 Course Schedule

[Course Schedule contains the content (major topics), being structured according to types and forms of educational activity (hours are taken from the Academic Plan)]

№	Topic	Total amount of hours	Classroom Activities			Self-Study
			Lectures	Seminars	Workshops	
1	Building customer relations. Main goals for the company. Operational and strategic perspectives. Evolution of customer orientation construct – from CRM to CMR and Customer Respect Management.	16	6	-	-	10
2	Strategy development process	14	4	-	-	10



3	Value creation process	16	4	4	-	8
4	Multichannel communication process	16	4	4	-	8
5	Information management process	18	6	4	-	8
6	Performance assessment process	16	4	4	-	8
7	Organizing for CRM implementation	12	4	-	-	8



6 Forms and Types of Testing

Type of testing	Form of testing	1year	Parameters **
		3	
Current (week)	Market report/CRM implementation project	*	3-4 thousand words, group presentation
	Class assignment	*	Open questions, 40 min.
Final	Quiz	*	For example: exam test 30 min.

6.1 Grading Criteria

- Seminar participation - 20%
- Market report – 30%
- Class assignment – 10%
- Final Quiz – 40%

Current testing grading has 10 ranks.

7 The Course Content

<p>Date: Time: Auditorium: Lections: 6 hrs Self-study: 10 hrs</p>	<p><i>Topic 1. Building customer relations. Main goals for the company. Operational and strategic per-spectives. Evolution of customer orientation construct – from CRM to CMR and Customer Respect Management.</i></p> <p>Key points:</p> <ol style="list-style-type: none"> 1. Relationships 2. Customer oriented company <p>Reading:</p> <ol style="list-style-type: none"> 1. John G. Freeland (ed). (2003) The Ultimate CRM Handbook: Strategies and Concepts for Building Enduring Customer Loyalty and Profitability McGraw-Hill. Ch.1 2. Egan J. (2004) Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall. pp. 77-117 3. Vargo S.L.& Lusch R.F. Evolving to a New Dominant Logic for Marketing (2004) Journal of Marketing. Vol.68. January. P.1-17
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<p>Date: Time: Auditorium: Lectons: 4 hrs Self-study: 10 hrs</p>	<p><i>Topic 2. CRM in a company. CRM implementation in various industries (telecommunications, banks, retailing). CRM concept evolution, key CRM processes.</i></p> <p>Key points:</p> <ol style="list-style-type: none">1. Key CRM processes2. CRM adaptation for various industries <p>Reading:</p> <ol style="list-style-type: none">1. John G. Freeland (ed). (2003) The Ultimate CRM Handbook: Strategies and Concepts for Building Enduring Customer Loyalty and Profitability McGraw-Hill. Ch.22. Egan J. (2004) Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall. pp. 117 – 1363. Cherkashin P. (2004) Are you ready for the war for your client? Customer relationship strategies. Internet-university of Information Technology. pp. 11- 60
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<p>Date: Time: Auditorium: Lectons: 4 hrs Self-study: 8 hrs</p>	<p><i>Topic 3. Sources of customer value. Creating customer value. Creating value for the company. Customer Lifetime value concept. Value propositions in customer relations.</i></p> <p>Key points:</p> <ul style="list-style-type: none"># Customer value concept# Value propositions <p>Reading:</p> <ol style="list-style-type: none">1. John G. Freeland (ed). (2003) The Ultimate CRM Handbook: Strategies and Concepts for Building Enduring Customer Loyalty and Profitability McGraw-Hill. Ch.8-122. Egan J. (2004) Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall. pp. 135 - 1723. Slater, S. F., & Narver, J. C. (2000). Intelligence generation and superior customer value. Journal of the Academy of Marketing Science, 28(1), 120– 1274. Cherkashin P. (2004) Are you ready for the war for your client? Customer relationship strategies. Internet-university of Information Technology. pp. 61- 126
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<p>Date: Time: Auditorium: Lectons: 4 hrs Self-study: 8 hrs</p>	<p>Topic 4. Multichannel customer coordination. Channel options. Customer channel economics. Setting communication goals and priorities.</p> <p>Key points:</p> <ul style="list-style-type: none"># Channel options# Communication goals and priorities <p>Reading:</p> <ol style="list-style-type: none">1. John G. Freeland (ed). (2003) The Ultimate CRM Handbook: Strategies and Concepts for Building Enduring Customer Loyalty and Profitability McGraw-Hill. Ch.5, 16,172. Egan J. (2004) Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall. pp. 286 - 3153. Slater, S. F., & Narver, J. C. (2000). Intelligence generation and superior customer value. Journal of the Academy of Marketing Science, 28(1), 120- 1274. Cherkashin P. (2004) Are you ready for the war for your client? Customer relationship strategies. Internet-university of Information Technology. pp. 159- 180
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<p>Date: Time: Auditorium: Lectons: 6 hrs Self-study: 8 hrs</p>	<p>Topic 5. Main elements of the Information management process. Typical CRM strategies, analytic tools in CRM. Customer profiles in CRM system.</p> <p>Key points:</p> <ul style="list-style-type: none"># Analytic tools in CRM# Customer profiles <p>Reading:</p> <ol style="list-style-type: none">1. John G. Freeland (ed). (2003) The Ultimate CRM Handbook: Strategies and Concepts for Building Enduring Customer Loyalty and Profitability McGraw-Hill. Ch.3, 7, 112. Egan J. (2004) Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall. pp. 286 - 3153. Cherkashin P. (2004) Are you ready for the war for your client? Customer relationship strategies. Internet-university of Information Technology. pp. 257- 2764. F. Newell (2003) Why CRM Doesn't Work . Kogan Page Ltd pp. 117- 147
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<p>Date: Time: Auditorium: Lectons: 4 hrs Self-study: 8 hrs</p>	<p>Topic 6. Performance assessment process.</p> <p>Key points:</p> <ul style="list-style-type: none"># Value creation analysis for main stakeholders# Performance assessment on business level# Development of KPI for CRM <p>Reading:</p> <ol style="list-style-type: none">1. John G. Freeland (ed). (2003) The Ultimate CRM Handbook: Strategies and Concepts for Building Enduring Customer Loyalty and Profitability McGraw-Hill. Ch.22-272. Egan J. (2004) Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall. pp. 286 - 3153. Yorke D., Droussiotis G. The Use of Customer Portfolio Theory. An Empirical Survey, Journal of Business and Industrial Marketing, 9, #3, 1994, pp. 6 - 184. Zikmund W.G., McLeod R., Gilbert F.W., Customer Relationship Management: Integrating marketing strategy and information technology. John Wiley & Sons Inc., 2003. pp. 146-161
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<p>Date: Time: Auditorium: Lectons: 4 hrs Self-study: 8 hrs</p>	<p>Topic 7. CRM implementation in business practice.</p> <p>Key points:</p> <ul style="list-style-type: none"># CRM implementation stages# CRM levels in business# CRM project as an organizational change <p>Reading:</p> <ol style="list-style-type: none">1. John G. Freeland (ed). (2003) The Ultimate CRM Handbook: Strategies and Concepts for Building Enduring Customer Loyalty and Profitability McGraw-Hill. Ch.28-322. Egan J. (2004) Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall. pp. 316 - 3413. F. Newell (2003) Why CRM Doesn't Work . Kogan Page Ltd pp. 189- 2454. Hammer M. and Champy J. (2003) Reengineering the Corporation: A Manifesto for Business Revolution. Collins Business Essentials. pp. 107-1275. Ryals L., Knox S.. Cross-Functional Issues in the Implementation of Relationships Marketing Through Customer Relationships Management, European Management Journal, 19, # 5, 2001, pp. 534-542.
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8 Educational Technologies

Current course suggest various types of classes such as lectures, seminars, analysis of practical problems and case studies. Seminars involve extensive use of software products for customer database management and sales statistics.

8.1 Teacher's Guidelines

These are given optionally by the Author. Teacher's Guidelines (materials) can take the form of an application to the Course program and should specify the means and methods that facilitate the teaching procedures.

8.2 Students' Guidelines

These are given optionally by the Author. Students' Guidelines can take the form of an application to the Course program and should specify the learning activity especially in terms of self-study (independent work).

9 Methods and Materials for Current Testing and Attestation

9.1 Current Testing Assignments

Topics for market report assignment:

1. On-Demand solutions on Russian Market
2. Main CRM vendors in Russia, pricing and service policy
3. CRM implementation project

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Topic of a market report assignment is approved by a teacher individually for each student team.

9.2 Questions for Assessment of Quality of the Course Acquisition

A sample list of questions to the Quiz (Exam) on the entire Course or to each intermediate and final testing as a self-assessing exercise.

1. Basic principles of the Relationship Marketing
2. Customer oriented company
3. Basic definitions of CRM concept
4. Strategy development process: main stages
5. Customer relationship strategy
6. Types of CRM strategies
7. Value creation process in a company

9.3 Examples of assignments for the intermediate / final testing

These are given optionally by the Author. The students are given the examples of cards with questions and tasks, assignments for exams or quiz, practice tests.

10 Grading Procedures

The teacher assesses the performance of students at seminars and workshops: [Specify how and what is assessed at seminars and workshops, for example, class participation during business games, discussions, etc.]. The grades for participation during seminars and workshops the teacher puts in the work sheet. The resulting score (10-point scale) for their work at seminars and workshops is calculated prior to or final testing - $O_{classroom}$.



The teacher assesses the students' independent work (self-study): assignments for which are given during seminars, the quality of topic presentation during discussions.

The grades for independent work (self-study) the teacher puts in the work sheet. The resulting score (10-point scale) for their work at seminars and workshops is calculated prior to final testing - $O_{classroom}$.

The resulting score for the final quiz is exposed by the following formula, where O_{quiz} - the grade for the quiz itself:

$$O_{final} = 0,4 \cdot O_{quiz} + 0,3 \cdot O_{project} + 0,2 \cdot O_{classroom} + 0,1 \cdot O_{class\ work}$$

11 Teaching Methods and Information Provision

11.1 Core Textbook

1. Payne A. (2005) Handbook of CRM: Achieving Excellence through Customer Management. Butterworth-Heinemann. 1st ed.
4. Course reader

11.2 Required Reading

5. Cherkashin P. (2004) Are you ready for the war for your client? Customer relationship strategies. Internet-university of Information Technology.
6. Egan J. (2004) Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall.
7. Hammer M. and Champy J. (2003) Reengineering the Corporation: A Manifesto for Business Revolution. Collins Business Essentials.
8. F. Newell (2003) Why CRM Doesn't Work . Kogan Page Ltd
9. Slater, S. F., & Narver, J. C. (2000). Intelligence generation and superior customer value. Journal of the Academy of Marketing Science, 28(1), 120– 127.

11.3 Supplementary Reading

1. Ryals L., Knox S.. Cross-Functional Issues in the Implementation of Relationships Marketing Through Customer Relationships Management, European Management Journal, 19, # 5, 2001, pp. 534-542.
2. Vargo S.L.& Lusch R.F. Evolving to a New Dominant Logic for Marketing (2004) Journal of Marketing. Vol.68. January. P.1-17
3. Yorke D., Droussiotis G. The Use of Customer Portfolio Theory. An Empirical Survey, Journal of Business and Industrial Marketing, 9, #3, 1994, pp. 6 – 18
4. Zikmund W.G., McLeod R., Gilbert F.W., Customer Relationship Management: Integrating marketing strategy and information technology. John Wiley & Sons Inc., 2003. pp. 146-161

11.4 Directories, dictionaries, encyclopedias

All of the readings recommended above are available at the HSE Library. Books and articles are also available as electronic copies via HSE Library (library.hse.ru). For external access additional registration is required.



11.5 Software

For certain practice assignments students would require spreadsheet calculation software (MS Excel, OpenOffice Calc or similar). For successful acquisition of the Course the student uses the following software:

- CRM-on-demand systems (Salesforce.com Oracle CRM On demand), particular vendor is TBA.

11.6 Distance Learning

No distant learning is provided for this course.

12 Technical Provision

This course requires laptop and projector for lectures and computer class with Internet access for seminars.

13 Academic Integrity

- 14.1 Each student in this course is expected to abide by the Higher School of Economics' Academic Honesty Policy. Any work submitted by a student in this course for academic credit will be the student's own work. For this course, collaboration is allowed in the following instances: group discussion in class, group projects. In case group work is required it is stressed by the instructor.
- 14.2 You are encouraged to study together and to discuss information and concepts covered in lecture and the sections with other students. You can give "consulting" help to or receive "consulting" help from such students. However, this permissible cooperation should never involve one student having possession of a copy of all or part of work done by someone else, in the form of an e-mail, an e-mail attachment file, a diskette, or a hard copy. Should copying occur, both the student who copied work from another student and the student who gave material to be copied will both automatically receive a zero for the assignment. Penalty for violation of this Policy can also be extended to include failure of the course and University disciplinary action.
- 14.3 During examinations, you must do your own work. Talking or discussion is not permitted during the examinations, nor may you compare papers, copy from others, or collaborate in any way. Any collaborative behavior during the examinations will result in failure of the exam, and may lead to failure of the course and University disciplinary action.

14 Accommodations for Students with Disabilities

The Higher School of Economics is committed to ensuring equal academic opportunities and inclusion for students with disabilities based on the principles of independent living, accessible universal design, and diversity. I am available to discuss appropriate academic accommodations that may be required for student with disabilities. Requests for academic accommodations are to be made during the first three weeks of the semester, except for unusual circumstances. Students are encouraged to register with Disability Services Center to verify their eligibility for appropriate accommodations.