

## COURSE SYLABUS

### **Information Technology in Marketing / ICT in Marketing**

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#### **Course abstract**

This course is focused on ICT use for marketing and business purposes; we discuss data collection and analysis tools and techniques for customer and market knowledge generation. Modern ICT enables business to store and analyze big amounts of data that in turn impacts the way business is done and marketing is conducted. A few companies are capable to use the data they have and employ it for decision-making. So this course suggests the path towards data based decisions in marketing. Another big topic is market transformation and consumer empowerment through access to market data. It is common for customers nowadays to compare pricing and service plans or directly engage into company's activities through the Internet. So in this course we also discuss strategic and tactic changes necessary for successful competition.

This is elective course for 4th year bachelor students.

**Pre-requisites:** Students enrolled are expected to complete Marketing/Introduction to Marketing and have basic computer skills (MS Office & Web browsing).

#### **Learning Objectives**

In this course student will learn

- ICT impact on business and society development
- Basic types of corporate IT systems, its functions and implementation issues
- Analytic tool selection and use for internal and external data analysis
- How to establish and maintain social-media monitoring system for a company
- Tools of promotion and customer engagement on the Internet

#### **Learning Outcomes**

After the course students will be ready to select and implement analytical tool and use ICT both on tactical and strategic level.

#### **Course Plan**

1. Types of ICT systems in modern business. Basic functions and integration of ERP, CRM, BI and Corporate Social Media platforms. Main functional areas, integration process in a company. Major software vendors and products offered for SME and corporations.
2. Information management in a company. Tools of data collection, storage and analysis. Modern trends in data collection and analysis, BI tools, Big Data analysis applications. Requirements to the data collection and analysis processes in the company. In-house and outsourced solutions. Cloud-based calculations and SaaS.

3. Main data sources for customer, market and competitor intelligence.  
Basic data sources available for a company. Market research, syndicate research, open data access. Ethics and responsibility in data collection and processing, personal data, sensitive information.
4. Market data analysis toolkit. Main methods and KPIs for business intelligence.  
Customer and market data analysis methods, CLV, RFM, Customer retention-acquisition balance, churn models.
5. Internet impact and development trends. Social networks, Blogs, Buyer communities and interfirm networks. Social media analytics, SMM automation.

### **Reading List**

The following list provides relevant books and articles for the course. Certain sources are mandatory to read before the class to take part in the discussion. The course reader is provided in LMS and is updated with the recent materials. Some sources are relevant for particular assignments for better understanding of the problem. Besides the sources listed the course includes several case-studies that are provided via LMS or in print.

#### **Required**

- i. Course reader
- ii. Peppers, Don, and Martha Rogers. *Managing Customer Relationships: A Strategic Framework, Second Edition*. John Wiley & Sons. © 2011
- iii. Kumar, V., & Reinartz, W. (2012). *Customer relationship management: Concept, strategy, and tools*. Springer.
- iv. Bain&Co Top 10 Management Tools  
[http://www2.bain.com/management\\_tools/BainTopTenTools/2017/default.asp](http://www2.bain.com/management_tools/BainTopTenTools/2017/default.asp)
- v. Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business horizons*, 53(1), 59-68.

#### **Optional**

- i. Bain&Co Management Tools and trends 2015 Customer Relationship Management p.26-27  
[http://www.bain.com/Images/BAIN\\_GUIDE\\_Management\\_Tools\\_2015\\_executives\\_guide.pdf](http://www.bain.com/Images/BAIN_GUIDE_Management_Tools_2015_executives_guide.pdf)
- ii. Customer Journey Mapping <http://www.branddriveninnovation.com/2011/06/17/customer-journey-mapping/>
- iii. Greenberg, Paul. (© 2010). *Crm at the speed of light: social crm strategies, tools, and techniques for engaging your customers*, fourth edition. [Books24x7 version] Available from <http://common.books24x7.com/toc.aspx?bookid=29907>.
- iv. Turban E., Leidner D., McLean E., and Wetherbe J. *Information Technology for Management*. – WILEY, 2006

### **Grading System**

Course grade includes:

- In class projects and discussions – 0,6
- Home assignments – 0,2
- Final test – 0,2

The teacher assesses the performance of students at seminars and workshops: students get grades for in-class discussion participation, tests (both LMS based and printed handouts) and quizzes (LMS based and printed). Discussions are based on case-studies, home reading assignments and

lecture materials. The grades for in class discussion the teacher puts in the worksheet. The resulting score (10-point scale) for this part of the course is calculated prior to or final testing –  $O_{inclass}$ .

The teacher assesses the students' individual performance in assignments in class: assignments for which are given during seminars. The results of these tasks are to be submitted via LMS.

The teacher assesses group work on the projects (including the assignment and presentation). The grades for home projects the teacher puts in the worksheet. The resulting score (10-point scale) for individual work is calculated prior to final testing –  $O_{homework}$ .

All of the grades are rounded to the closes integer, i.e. 6.01 to 6.49 is rounded to 6; 6.5 to 6.9 is rounded up to 7. The only exception is when you get your mark between 3.5 and 3.9 it will be rounded to 3 as you did not reach the 'satisfactory' level.

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

$$O_{final} = 0,2 \cdot O_{test} + 0,6 \cdot O_{inclass} + 0,2 \cdot O_{homework}$$

**In class projects** (both individual and group) represent analytical assignments based and prior topics discussed. Students are required to analyze presented data on IT systems and marketing activities in the company, make decisions based on the analysis and deliver their recommendations or specifically address the issues listed in the task. Key assessment criteria for such tasks are proper calculations and well-grounded conclusions based on the calculations.

**Home projects** require group work and are usually more time consuming and difficult. The results of a home project should be presented in PowerPoint with particular notion of the individual input.

Assessment criteria for all the projects is included in the project task (p.6-8), it means that you need to complete all the tasks of the assignment. If the project is presented is PPT you will get extra points awarded/removed for the presentation quality (layout, data representation) and your presentation skills (answering questions etc., reading while presenting is not possible). Any project presentation should fit into 10 min. (the presentation itself) that will be followed up by 3-5 min of questions.

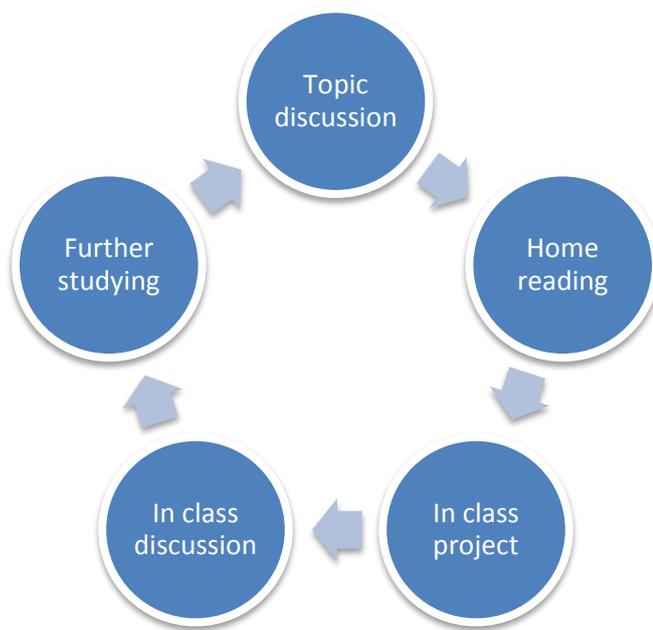
**Final test** is based on the material covered in the lections and also include information provided for home reading. It is not allowed to use any notes, presentations or electronic sources during the test. The test includes a number of multiple-choice questions, time limit for the test is 30 minutes.

### **Guest lectures**

Some topics of the course can be covered by the industry professionals presenting their business experience and real-life cases. Students may receive short assignment during such sessions that are also included in the  $O_{inclass}$  mark.

### **Guidelines for Knowledge Assessment**

Papers and assignments submitted should be based on the concepts and models described in the course, all the decisions and recommendations require proper explanation and reasoning (reference to the theoretical background, calculations, plain facts in the assignment etc.). Regular in class tests are distributed every class based on the previous topics and home reading. Home reading is the essential part of the course. It benefits the course participants with self-paced leaning and many opportunities to verify the new concepts and theories through the discussion and practice.



**Methods of Instruction** This course include lectures and seminars, group projects (in-class). Special Equipment and Software Support is not required for this course.

### **Group projects by topic**

In this course student accomplish several group project aimed at developing their skills in a given area as well as communication and team work skills. Particular course topics and detailed assignment descriptions are presented below. In order to enrich the learning environment and promote ideas sharing as well as diversify collaboration experience the students are asked to form teams of 4 for each of the projects and **change** teams for each of the projects. The best choice for a team would be the 3 students you have no experience of teamwork with before. Ideally by the end of the course one would have teamwork experience with the most of the group with the least ‘overlap’ possible. **In order to properly pace the project presentations groups of less than 3 people are not allowed.**

### **Course projects include:**

CRM system design for SME, CRM strategy development, SMM monitoring project, Viral video project. All of the projects listed

#### ***CRM System Design for SME***

This project is aimed at providing some CRM system hands-on experience in order to see what a real functioning system looks like, what functions and tools are there and what it takes to adapt a CRM system design to a company profile (IT & Business aspects). This project is conducted in-class and combines marketing and IT components of the process. It is based on a free/trial version of major SaaS CRM solutions like Salesforce, AmoCRM, ZohoCRM and other (Zoho CRM <https://www.zoho.com/crm/> Salesforce <https://www.salesforce.com/> AmoCRM <https://www.amocrm.com/>).

The recommended system is announced before the assignment start, the choice is based solely on the availability of the free access to the system for educational purposes.

The assignment includes several steps:

- 1) Make a team of 4 students. Team management rules listed above apply.

- 2) Choose a company from the list provided. I give rather brief info on the business, so feel free to make any reasonable assumption about its operations. However these assumptions should be explicitly shown in your presentation.
- 3) Analyze CRM requirements for the chosen company. The following questions are provided to facilitate the analysis.
  - a. Think of your company business profile and business strategy.
  - b. Discuss your company sales pipeline
  - c. Define stages and KPIs for each stage
  - d. Discuss customer touch points/channels of interaction
  - e. Does your company need customer relations?
  - f. What are benefits of such relations if any?
  - g. Do you suggest a loyalty program? If yes, what is the target audience (TA)?
  - h. What information do you need to collect about your customers?

These are the points to be considered before you make any changes to the default configuration of the CRM system.

- 4) CRM system design. This is where we transfer our business findings/assumptions to the IT system. You should perform the following steps:
  - a. Register to a demo version of a CRM system (list of the options to be provided)
  - b. Adopt the system to decisions about the pipeline and customer interactions (including customer contact files, pipeline stages etc.)
  - c. Fill in several customers and transactions to test your changes.
  - d. Import the ‘legacy’ customer base file provided. Analyze all of the emerging issues in the import process.
  - e. Review system analytics (after the data input). What reports are useful, what should be added?
  - f. Suggest sample marketing materials for the prospects/existing customers (LP, web ads, Social media content ...)
- 5) Make a report including your main “business” and “IT” decisions, also provide CRM system screenshots after the changes had been implemented.

The assignment text, additional materials and links as well as the additional readings are provided in the LMS (HSE).

### ***Social Media monitoring project***

This assignment is focused on assessment and analysis of the major Social Media activities of a company and benchmarking against the competition. This assignment is performed in class as a team project. Students should make a team of 4 people. Team management rules listed above apply. Every team should choose a company from the list provided (Handout A) and analyze its SM presence on different platforms. Assessment indicators depend on the platforms used and generally would include the following:

- SMFI = social media favorability index  

$$\text{SMFI} = \text{positive} - \text{negative}$$
- SMO = social media outreach  

$$\text{SMO} = \# \text{ of posts} \times \# \text{ of subscribers}$$
- EI = Engagement index  

$$\text{EI} = (\text{repost} / 1000) + (\text{like} / 10000)$$

These indicators should be calculated both for the focus company and its main rivals. Depending on the platforms used by the company the team can use any analytical tools applicable from the list provided (Handout B).

The assignment report includes the KPI table and a short analytical report (under 200 words) with the situation analysis.

The assignment text, additional materials and links as well as the additional readings are provided in the LMS (HSE).

### ***Viral Marketing Campaign Analysis***

Analyze a recent viral marketing campaign by Russian or International company. The company should be recent (less than a year after launch). This assignment is performed outside of class as a team project. Students should make a team of 4 people. Team management rules listed above apply. This project is presented in class (10 min).

Questions to be covered in the presentation:

Why do you consider this particular campaign interesting? Why did you choose it?

What is the message?

What was the result?

What can be improved?

Grading of this task is based on your correct application of the concepts discussed in class.

### ***CRM Strategy Development***

This assignment involves applying the concept of CRM. The objective of the assignment is to provide a consultant's report on how CRM approaches can be applied to a specific company. The report should be submitted on a group basis. Groups should be a maximum of 4 people. Larger groups are not permitted. Typical report length is around 25-30 slides and up to a 4000 (approx) word summary (excluding any appendices).

A substantial organization should also be chosen so that complex relationships (internal and external) can be addressed.

Your group should choose from either option A or option B below

#### **OPTION A: IMPLEMENTING A CRM STRATEGY**

Your task is to prepare a consultant's "business presentation" to the Board of Directors of your chosen company regarding the benefits of and how to adopt a new, or further develop an existing, CRM strategy.

Marks will be allocated to your project generally as follows:

1. Explanation of how CRM is relevant specifically to the firm under consideration and its potential benefits. - 15 marks.
2. Development of a CRM plan for your chosen Market. You may develop your own (rigorous) structure. For example you could address:
  1. Mission/vision statements
  2. Key relationship objectives - quantified
  3. Relationship audit including: customer attractiveness, strength of relationship, causes of retention/defections
  4. Relationship marketing strategy
  5. Marketing programme (marketing mix)
  6. Implementation action plan
  7. Business results and control system - total 70 marks.
3. Recommendations and Action Plans

You should quantify the levels of financial expenditure (including human resources, managerial time, and overall budget) that is devoted to the 'relationships' you have selected and how you would revise this. In particular you should attempt some level of cost justification for doing this. - 15 marks.

OR

#### **OPTION B: APPLYING THE CRM 'ACURA' MODEL TO A LARGE ORGANISATION**

Your task is to prepare a consultant's "business presentation" to the Board of Directors of your chosen company regarding the benefits of and how to adopt a CRM 'ACURA' strategy which will significantly increase profitability.

The following broad approach should be followed:

1. Identify key segments and analyze their characteristics. Select 2 - 4 segments with the greatest long- term profit potential. (20%)
2. Determine generic ACURA strategies - identify where appropriate specific segment strategies. (15%)
3. Decide which ACURA strategies relate to which segments and rough estimate of profit potential. (20%)
4. Estimate key metrics for each segment and overall profit potential (Note this should be done in detail). (25%)
5. Recommendations and Action Plans including: Determine critical factors for success in CRM implementation, investment required and strategy for selling internally (20%)

The assignment text, additional materials and links as well as the additional readings are provided in the LMS (HSE).

### **Methods of Instruction**

Instruction methods include lectures and seminars with a significant case study component. Students are required to read certain chapters and articles before the class to be ready for the in-class discussion. Case materials are also provided in advance to the students.

Seminars include group discussion of the course topics, case studies and student projects. Student projects are also presented by the team in class.

### **Academic integrity**

Every task given in the course explicitly states required collaboration of the students. Group projects are based on teamwork, while individual assignments require individual efforts. Students are not allowed to share their individual assignments' submissions and Final test answers. In case of identical submissions all students involved will receive "0" marks.

### **Special Equipment and Software Support**

This course does not require specific software or equipment. Computer classes for in class activities should be equipped with Windows based PCs. Some of the activities in the course require use of CRM systems or analytical tools that are selected from the available Cloud-based solutions. Students are advised to watch instructional videos for particular services/SaaS solutions in order to get familiar with the interface and basic functions before starting related projects. For example: when CRM design project (p. 6) is offered students are suggested to watch tutorial videos/use text tutorials of a selected vendor, that are available from the 'tutorial' page of their website. If you choose Zoho CRM you can use the following link: <https://www.zoho.eu/crm/help/overview.html>

### **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. Course instructor is 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