

COURSE OUTLINE

CENTENNIAL
COLLEGE

SCHOOL: School of Business

DEPARTMENT: Business and Management Studies

PROGRAM (if applicable): Marketing Management (#2403 and #2413)

COURSE TITLE: Relationship Marketing

COURSE CODE: MKTG227

TOTAL COURSE HOURS: 60

PRE-REQUISITES/CO-REQUISITES: MKTG221 Marketing Management

COURSE ELIGIBILITY FOR PRIOR LEARNING ASSESSMENT AND RECOGNITION (PLAR): yes

ORIGINATED BY: Christine Oldfield

DATE: Summer 2007

APPROVED BY:



Acting Chair, Keith Gruben

It is the responsibility of students to retain all course outlines for the purpose of applying for transfer of credit to other educational institutions. A fee may be charged for further copies.

Course Description:

As customers become increasingly discerning and demanding and the business environment increasingly competitive, enterprises are responding with changes in their approach to marketing. As a means of developing a sustainable competitive advantage in the marketplace, they are creating a stronger customer-centric focus with specific attention to the building of long-term customer relationships. The focus is on engaging the customer in a more meaningful way than before and on creating customer experiences that translate into loyalty and a long-term commitment to the firm.

This course is concerned with the marketing strategies required to build and maintain these relationships with customers. The course begins with an examination of the major themes in relationship marketing along with implications for today's marketing practitioners. It then turns to a study of specific strategies for incorporating a customer-centric focus into a firm's operations. Students apply marketing tools, including technology-specific tools, for developing, maintaining, and measuring customer relationships. Throughout the course the major themes are revisited and reinforced in order to provide a strong foundation for the final weeks in which students develop a customer strategy.

Course Learning Outcomes:

Upon successful completion of this course, students will have:

1. gained an appreciation for the business imperative to shift from transaction-based to relationship-based marketing;
2. analyzed the interrelationships among customer expectations, customer satisfaction, and customer loyalty;
3. examined the linkage between the customer experience and customer relationships;
4. determined how business intelligence, including the application of technology-specific tools, can contribute to long-term customer relationships and business profitability;
5. developed a customer strategy.

Essential Employability Skills:

This course supports the students' ability to:

- communicate clearly, concisely, and correctly in the written, spoken, and visual form so that it fulfills the purpose and meets the needs of audiences;
- respond to written, spoken, or visual messages in a manner that ensures effective communication;
- use a variety of thinking skills to anticipate and solve problems;
- locate, select, organize, and document information using appropriate technology and information systems;
- analyze, evaluate, and apply relevant information from a variety of sources;
- interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals;
- manage the use of time and other resources to complete projects.

Prior Learning Assessment And Recognition Process(es):

Students must demonstrate achievement of the course learning outcomes via written and/or oral examination. Previous contribution to, and/or responsibility for, the development of relationship marketing strategies in a business firm is required.

Policies:***Statement of Accommodation:***

All students and employees have the right to study and work in an environment that is free from discrimination and/or harassment. It is College Policy to provide accommodation based on grounds defined in the Ontario Human Rights Code. Accommodation may include changes or modifications to standard practices.

Students requiring accommodation based on Human Rights grounds should talk with their professor(s) and/or program chairperson as soon as possible.

Human Rights:

It is the policy of the College that all programs will strive for a learning, teaching and work environment that promotes inclusion, understanding and respect for all students and employees, consistent with the Ontario Human Rights Code and the College's Dispute Resolution Policy and Procedures.

Faculty Consultation:

Professors are available to see students outside class time and students can contact professors via voice mail, email or through their department office. Information regarding how to contact professors will be provided at the beginning of the course and is also available in the department office.

Final Examination Policies:

Students are obliged to produce official photo identification at any time during the semester when requested to do so by any professor (the official document is the Centennial Student Card). Continuing Education students do not have Centennial Student Cards, and so may use other forms of photo identification, such as a driver's licence.

Students must put their official photo-ID cards in full view when writing a test or examination. Students who do not have official photo-ID will be permitted to write the examination with a substitute photo-ID but they will be required to produce a photo-ID within 24 hours or examination results will be void.

Use of Dictionaries:

Students are permitted the use of a bilingual paper dictionary during tests and exams. The invigilator reserves the right to examine the dictionary to ensure it contains no supplemental notations. Use of electronic devices of any kind, including dictionaries, is not permitted.

Other Policies:

Students should be familiar with the College Policy on Dispute Resolution which covers students' rights, responsibilities, and the Academic Appeal process. For further information consult the Academic Matters Section in the full-time and continuing education calendars. The Academic Appeal Application form is available from any Registrar's Office

Evaluation and Grading System:

individual assignments (1 x 10% and 1 x 15%)	25
group assignments (2 x 10%)	20
course website Discussion Board contributions	10
test #1 – mid-term	20
test #2 – comprehensive final	<u>25</u>
	100%

Text And Other Instructional/ Learning Materials:

1. Zikmund, William G., McLeod Jr., Raymond, and Gilbert, Faye W. (2003). *Customer Relationship Management*. Hoboken, NJ: John Wiley & Sons, Inc.

2. Barnes, James G. (2006). *Building Your Customer Strategy: A Guide to Creating Profitable Customer Relationships*. Hoboken, NJ: John Wiley & Sons, Inc.

These two texts are shrink-wrapped together in the Centennial bookstore with one ISBN: 0470-185279.

3. various industry "white papers," newspaper and magazine articles, corporate web postings, etc.

- these are listed in the week-by-week schedule on pp. 4-7 of this document
- additional materials may be assigned as the semester progresses
- all of these readings are posted on the website for this course under the weekly *Course Material*

Week	Topic/Content	Readings	Learning Objectives	Tests and Assignments
1	introduction to the course the concept of relationships with customers	1. Barnes, Introduction and chapter 1 2. Zikmund et al, chapter 1, pp. 2-3 3. Power at last. (2005, April 2). <i>The Economist</i> . 4. Economist Intelligence Unit. (2007, March). <i>Beyond loyalty: Meeting the challenge of customer engagement Part I</i> . Retrieved March 30, 2007, from http://www.adobe.com/engagement/pdfs/part1.pdf	<ul style="list-style-type: none"> identify the key success factors (KSF) for students in this course explain the meaning of a customer relationship examine the implications for marketing strategy of customer engagement describe how and why relationships with customers are a key source of competitive advantage 	
2	customer expectations, satisfaction, and loyalty	1. Barnes, chapter 2, pp. 17-27 2. Zikmund et al, chapter 5 3. Hasan, Matt. (2004, November 15). <i>Truly Loyal Customers Do Not Have to Be Bought</i> . Retrieved March 29, 2007 from http://www.destinationcrm.com/articles/default.asp?ArticleID=4588&Keywords=truly++AND+loyal++AND+customers	<ul style="list-style-type: none"> determine how customer expectations contribute to customer satisfaction explain the role played by customer satisfaction in the development of customer relationships differentiate between customer loyalty and customer retention 	individual assignment #1 due (10%)
3	drivers of customer relationships	1. Barnes, chapter 2, pp. 28-36 2. McEwen, William J. and Fleming, John H. (2003, March 18). Customer Satisfaction Doesn't Count. <i>Gallup Management Journal</i> . Retrieved March 30, 2007, from http://www.adobe.com/engagement/pdfs/gmj_customer_satisfaction.pdf	<ul style="list-style-type: none"> create a model to explain the steps in building customer relationships utilize the model to demonstrate how customer expectations link to customer relationships relate the model to the development of a customer strategy 	
4	sources of customer value	Barnes, chapter 3	<ul style="list-style-type: none"> know the meaning of customer value explain how customer value can be created at each level of the drivers of customer relationships model understand how customer context affects value and drives relationships 	

5	the meaning of a customer strategy	<ol style="list-style-type: none"> 1. Barnes, chapter 4 2. McEwen, William J. (2004, September 9). Getting Emotional About Brands. <i>Gallup Management Journal</i>. Retrieved March 30, 2007, from http://www.adobe.com/engagement/pdfs/gmj_getting_emotional.pdf 	<ul style="list-style-type: none"> • discuss the connection between customer emotions and customer relationships • explain the goal of a customer strategy • learn the building blocks of a successful customer strategy 	group assignment #1 due (10%)
6	customer experience management, part 1 <ul style="list-style-type: none"> • an overview 	<ol style="list-style-type: none"> 1. Barnes, chapter 5 2. insightexec. (2002, September). <i>Customer Experience: The Next Competitive Battleground</i>. Retrieved April 11, 2007, from http://www.mycustomer.com/download/5072/insightexec-045.pdf 3. Allen, James, Reichheld, Frederick F., and Hamilton, Barney. (2005, November 7). The Three 'Ds' of Customer Experience. <i>HBS Working Knowledge</i>. Retrieved March 16, 2007, from http://hbswk.hbs.edu/archive/5075.html 	<ul style="list-style-type: none"> • explain the meaning of the term, customer experience management • identify the key elements in managing customer experiences • determine the significance of customer experience management in a customer strategy 	
7	customer experience management, part 2 <ul style="list-style-type: none"> • internal marketing 	<ol style="list-style-type: none"> 1. Barnes, chapters 6 and 9 2. Zikmund et al, chapter 6, pp. 96-100 3. Thompson, Bob. (2006, May). <i>Customer Experience Management: The Value of Moments of Truth, Part 1</i>. Retrieved March 18, 2007, from http://www.rightnow.com/pdf/whitepapers/CustomerExperienceManagement_CRMGuru.pdf 4. Beaujean, Marc, Davidson, Jonathan, and Madge, Stacey. (2006). The 'Moment of Truth' In Customer Service. <i>The McKinsey Quarterly</i>. Retrieved January 31, 2007, from http://www.startup.wsj.com/howto/mckinsey/20060526-mckinsey.html 	<ul style="list-style-type: none"> • analyze how the "moment of truth" relates to customer experience management and to the building of customer relationships • discuss the key determinants of customer satisfaction in the moment of truth • describe how frontline employees contribute to the customer experience • develop a strategy for internal marketing 	
	test #1			test #1 (20%)
8	customer relationship measurement tools	<ol style="list-style-type: none"> 1. Barnes, chapters 7 and 8 2. Zikmund et al, chapter 10 	<ul style="list-style-type: none"> • examine various means of measuring a customer relationship • assess available measurement tools 	
	ROI of relationship marketing	<ol style="list-style-type: none"> 3. Peppers & Rogers Group. <i>Beyond the ROI of Loyalty Programs</i>. (2006). Retrieved March 28, 2007, from http://www.carlson1to1.com/loyalty/Download.aspx?FileName=Beyond_ROI_in_Loyalty.pdf 	<ul style="list-style-type: none"> • learn the complexities of an ROI measure for evaluating relationship marketing strategy 	

9	<p>use of technology to build, maintain, and measure relationships with customers</p> <p>introduction to Microsoft CRM software</p>	<p>1. Zikmund et al, chapters 1 and 11 2. additional readings, TBA</p> <p>3. handouts</p>	<ul style="list-style-type: none"> determine the potential of CRM technology to contribute to customer relationships examine how CRM technology can measure relationships with customers identify the major components of the Microsoft CRM software navigate the Microsoft CRM software package 	
10	Microsoft CRM software applications	handouts	<ul style="list-style-type: none"> learn the major operations and functions of the Microsoft CRM Customer Service module assess the software package's use and usefulness for real-world relationship marketing applications 	
11	<p>business intelligence, part 1</p> <ul style="list-style-type: none"> CRM data mining marketing analytics 	<p>1. Zikmund et al, chapters 2 and 9, pp. 130-134 2. Hamm, Steve. (2006, May 15). Business Intelligence Gets Smarter. <i>BusinessWeek.com</i>. Retrieved July 15, 2006, from http://www.businessweek.com/print/technology/content/may2006/tc20060515_959175.htm</p>	<ul style="list-style-type: none"> explain the link between CRM data and business intelligence understand how marketing analytics can transform data into useful information use data mining techniques to segment markets 	individual assignment #2 due (15%)
12	<p>business intelligence, part 2</p> <ul style="list-style-type: none"> marketing analytics, contd. 	<p>1. Zikmund et al, chapters 6 (ex pp. 96-100) and 7 2. Thompson, Bob. (2005, March). <i>The Loyalty Connection: Secrets to Customer Retention and Increased Profits</i>. Retrieved September 14, 2006, from http://www.rightnow.com/pdf/whitepapers/RN_LoyaltyCRMGuru.pdf 3. Gordon, Ian. (2006, March/April). Relationship demarketing: Managing wasteful or worthless customer relationships. <i>Ivey Business Journal</i>. Retrieved May 5, 2006 from http://www.iveybusinessjournal.com/view_article.asp?intArticle_ID=625</p>	<ul style="list-style-type: none"> develop a customer retention strategy using data mining techniques demonstrate how demarketing strategies can improve customer profitability 	

13	building a customer strategy, part 1	<p>1. Barnes, chapter 10 and Appendix</p> <p>2. Strativity Group, Inc. (2006). <i>Making Customer Experience a Reality – Five Steps from Vision to Execution</i>. Retrieved March 18, 2007 from http://www.rightnow.com/pdf/whitepapers/making_customer_experience_a_reality_white_paper.pdf</p> <p>3. Thompson, Bob. (2006, June). <i>Customer Experience Management: Accelerating Business Performance, Part 2</i>. Retrieved March 18, 2007, from http://www.rightnow.com/pdf/whitepapers/CEM_CRMGuru_Pt_2.pdf</p>	<ul style="list-style-type: none"> • explain the role of a customer strategy within an overall marketing strategy • identify the critical determinants of a effective customer strategy • create a customer strategy template 	group assignment #2 due (10%)
14	building a customer strategy, part 2	<p>Strativity Group, Inc. (2006). <i>2005 Customer Experience Management Study</i>. Retrieved March 18, 2007, from http://www.answerstat.com/papers/6/04.pdf</p>	<ul style="list-style-type: none"> • develop a customer strategy 	
15	test #2			test #2 (25%)