

MKT3417 CUSTOMER ASSET MANAGEMENT

Instructor: Prof. Chu Junhong

Session: Semester II, 2015/16

Course Description

Customer Asset Management (CAM) focuses on acquiring, retaining, and winning back customers. It highlights the need to move from merely satisfying customers to building strong bonds with them.

You will understand how CAM is a main part of the Customer Relationship Management (CRM) process. Firms today face key marketing challenges that cross traditional functional boundaries:-

- Who are my customers (under new business models like platforms, social media, etc.)?
- How do I attract and retain my profitable customers?
- What's most important to my customers?
- How to keep current customers happy and make sure that they do not switch to the competitors?
- How do I build my business without resorting to endless price promotions?

The answers to these questions can be found in this course.

Course Objectives

This course aims to achieve the following:

- To provide students with an overall understanding of CAM and its role and importance in the CRM process and the business world today.
- To provide students an in-depth appreciation of managing customers, customer equity and customer life time value and profitability as it is practiced today through discussions, role plays, scenario and case based learning.
- To understand through case based learning the best practices involving CRM and the tools and skills needed for CAM.
- To understand customer analytics in the era of big data

In sum, we will learn about customer acquisition, retention, and win back through managing customer lifetime value, customer segmentation, data mining, and the application of CRM instruments such as loyalty programs.

Course Materials

Readings comprise book chapters, cases, journal articles, white papers and other published articles.

Recommended books:

Buttle, Francis and Stan Marklan. 2015. *Customer Relationship Management – Concepts and Technologies*, 3rd edition, Routledge, Taylor & Francis Group.

Jeff Tanner Jr. *Big Data and Dynamic Customer Strategy*, Business Expert Press, LLC. 2014.

Greenberg, Paul. 2009. *CRM at the Speed of Light*, McGraw Hill Education, 4th ed.

Course Assessment

Classroom participation (10%)

Individual case assignment (15%)

Individual homework: There are two homework assignments (20%)

Quiz (20%)

Group Work (35%)

Individual case assignment: Each student will choose or be assigned a case to lead the classroom discussion.

Group work: You will form groups of 4-5 students to work on a case of your choice on customer asset management. You can choose to work with some company to study their CAM and make recommendations. You will present your findings at the end of the semester.

Quiz: There will be a midterm quiz.

Academic Honesty & Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. **In case of any doubts, you should consult your instructor.**

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>

Preliminary course outline

Lecture 1 Introduction to CAM

Readings:

- Buttle and Marklan Chapter 1
- Case 1 : Customer Asset Management at DHL in Asia
- Case 2: Customer-centric leadership: How to Manage Strategic Customers as Assets in B2B markets
- seven barriers to Customer Equity Management
- Successful customer value management: Key lessons and emerging trends

Lecture 2 Customer Acquisition

Readings

- Buttle and Marklan Chapter 3
- EMC2: Delivering Customer Centricity

Lecture 3 Customer Retention and development

- Buttle and Marklan Chapter 4
- Can you win back online shoppers? Harvard Business Review
- Showrooming at Best Buy

Lecture 4 Customer Portfolio Management

- Buttle and Marklan Chapter 5

Lecture 5 Customer Experience Management

- Buttle and Marklan Chapters 6 & 7
- Case: TrueCar: Transforming the Car Buying Experience

Lecture 6 Customer Analytics I – Data acquisition

- Buttle and Marklan Chapters 11 & 12
- Case: Using Customer Relationship Management to Analyze the Lifetime Value of a Customer
- Case: Target's data analytics (the pregnancy story)

Lecture 7 Customer Analytics II – Customer Life Time Value

- Buttle and Marklan Chapters 11 & 12
- Case: Rosewood hotel

Lecture 8 Customer Analytics III – Customer Churn

- Buttle and Marklan Chapters 11 & 12

- Case: predicting customer churns at QWE
- Tesco: No. 1 Retailer in Britain Uses 'Clubcard' to Thwart Wal-Mart (<http://online.wsj.com/article/SB114955981460172218.html>)

Lecture 9 Customer Analytics IV – Demand forecasting

- Buttle and Marklan Chapters 11 & 12
- CDK Digital Marketing: Addressing Channel Conflict with Data Analytics

Lecture 10 Customer Analytics V – Visualization

Lecture 11 CAM for the platform business

- Case: What's the Deal with LivingSocial?
- Case: Baidu and Google
- Case: CircleUp

Lecture 11a Implementing CAM (tentative)

- Buttle and Marklan Chapter 14

Lecture 12 Group case presentation (tentative, depending on class enrollment)

Lecture 13 Group Case presentation

Useful websites for the module

- <http://www.hunterbusiness.com/services/customer-asset-management-cam>
- <http://www.1to1.com>
- <http://www.peppersandrogersgroup.com/>
- <http://www.crm2day.com>
- <http://www.customerthink.com/>
- <http://www.forrester.com/rb/research>
- www.brandchannel.com
- www.brandweek.com