THE OHIO STATE UNIVERSITY
FISHER COLLEGE OF BUSINESS

BUSML 4212

Customer Relationship Management

Sem: SP 2020   **Class Day/Time:** TuTh 9:35AM – 10:55AM   **Room:** Gerlach Hall 305

Instructor:	Dr. Dong Soo Kim	**E-mail:**	kim.5042@osu.edu
Office Hours:	Wednesday, 10:00AM – 12:00PM (or by appointment)	**Location:**	Fisher Hall 558

Course Description:
This course introduces empirical methods and applications that evaluate customer lifetime value and customer equity and identify profitable customers.

Pre-Requirements: BUSML 4202 Marketing Research

Course Format: In-class Lecture + Laboratory

Required Text & Materials:
- Main course materials (lecture and lab notes) will be available on the course website.
- **"Customer Relationship Management: Concept, Strategy, and Tools,"** 3e
  ISBN(13): 978-3662553817   **Author(s):** V. Kumar and W. Reinartz   **Year:** 2018   **Publisher:** Springer
- Harvard Business Review Articles (download guide will be distributed in class)
  - (FC) F. X. Frei and D. Campbell (2001), "Pilgrim Bank (A): Customer Profitability"
  - (MS) D. M. McCarthy and E. M. Schwartz (2018), "Blue Apron: Turning Around the Struggling Meal Kit Market Leader"
  - (ND) J. C. Nunes and XZ. Dreze (2006), "Your Loyalty Program is Betraying You"
  - (RRS) D. K. Rigby, F. F. Reichheld, and P. Shefter (2002), "Avoid Four Perils of CRM"

Evaluation Criteria:

Graded Components	% of Total	Type
Lab Assignments	40%	O 💬
Individual Assignments	10%	N 🕴
Final Exam	30%	N 🕴
Attendance & Participation	20%	O 💬

(See remaining pages for Details/Due dates)

> **Requirements for each form of graded component.**
> **Failing to follow these will represent academic misconduct. See below.**
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> **Independent Work [N 🕴]:** Strictly non-collaborative, original individual work. You may discuss this assignment with your instructor only. Discussions with other individuals, either in person or electronically, are strictly prohibited.
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> **Collaboration Required [C 👥]:** An explicit expectation for collaboration among students either in class or outside of class (i.e. group work).
>
> **Collaboration Optional [O💬]:** Students are permitted, but not required, to discuss the assignment or ideas with each other. However, all submitted work must be one's original and individual creation.

Academic Conduct:
If a student is suspected of, or reported to have committed, academic misconduct in this course, I am obligated by University Rules to report my suspicions to COAM. If you have questions about the above policy or what constitutes academic misconduct in this course, please contact me. See OSU Prohibited Conduct – Section 3335-23-04(A)

Course Design in Depth

Extended Course Description:
This class mainly focuses on the strategic applications of Customer Relationship Management to managerial decision problems. The unit of analysis in marketing activities has been shifted to individual customers. Key drivers to this phenomenon are: (i) markets became mature, so firms cannot expect that traditional mass marketing works for customers' differentiated needs and wants, and (ii) information and data technologies have been significantly developed, so marketing managers are able to take advantage of individual level transaction data at lower costs. Therefore, in order to maximize marketing performance by improving customer experience and focusing on profitable customers, firms are required to identify different types of customers especially in terms of their tastes and financial values and develop specific strategies to interact with individual customers.
In this course, students will learn various customer centric metrics – such as share of category requirement (SCR), share of wallet (SW), and RFM – that quantify customer values and discuss empirical methods and applications that identify profitable customers.

Learning Goals and Objectives:
Having successfully passed this class, student should be capable of:
  (i)   explaining the need for customer centricity,
  (ii) understanding the role of CRM in managerial decision making,
  (iii) performing empirical analysis of customer values using Excel and SPSS,
  (iv) interpreting the results to apply to strategic decision making in real world problems, and
  (v)   understanding the ways for firms to create and enhance the sources of customer values.

Graded Component Details

Lab Assignments: (40% = 5% X 3 lab sessions + 10% X 1 lab session + 15% X 1 lab session)
There will be five lab sessions in this course. You will learn to use Excel and SPSS to conduct data analysis covered in class. Lab procedures and datasets will be uploaded on the course website. After each lab, *you will submit your answers and lab files online via the website*. Each lab is basically designed as an individual assignment, so that *each student must submit her/his own original answers*. The due date of each assignment is given in the course schedule. Late submissions will be accepted but *there will be a 10% penalty per day after the due date*.

Individual Assignments: (10% = 5% X 2 assignments)
Two HBR case study materials will be assigned. They are real world examples relevant to the corresponding textbook chapters. They will be discussed in class, so you are required to read and summarize the assigned case studies before class. *An online submission page will be provided on the course website* with several questions that help you summarize the cases. By answering the questions online, you can understand the case studies and critically think why they are important and how you can apply the knowledge to other cases. These are also individual assignments, so that *each student must submit her/his own original answers*. The due date of each assignment is given in the course schedule. Late submissions will be accepted but *there will be a 10% penalty per day after the due date*.

Final Exam: (30%)
There will be an exam on the last class day. It will be basically a closed-book exam; however, you can use *a one-page cheat sheet* written by yourselves (hand-writing is strongly recommended). The exam will include all contents from the course textbook and materials, classroom discussion, and other supplemental materials provided in class. FYI, a set of example questions will be offered before the exam. The exam will contain about 40 *multiple-choice* questions. You will need a calculator.

Class attendance and Participation: (20%)
Regular attendance is expected because you will be tested on the material covered in class. Your attendance will be noted during the class time.
Also, participation is a requirement for this course and *the "Packback Questions" platform will be used for online discussion about class topics*. "Packback Questions" is an online curiosity community where you can be fearlessly curious and ask BIG questions about how what we're studying relates to life and the real world. For a brief introduction to Packback Questions and why we are using it in class, watch this video: https://vimeo.com/packback/Welcome-to-Packback-Questions. My goals for using Packback are for you to
  • … help yourselves develop writing skills necessary for any career path,
  • … reinforce the imperative skill of justifying thoughts and claims with credible evidence and then citing the evidence,
  • … enhance critical thinking sought out by employers, and
  • … deepen your understanding of the course content by gaining diverse insights and perspectives from your peers.

Your participation on Packback will count towards *10% of your final grade*. In order to receive your points per week, you must post *1 question and 2 answers per week* relevant to our class subject matter per week. Before you start posting, be sure to read the [Community Guidelines](#) found in the tutorial on Packback. If you post doesn't follow the Packback Community Guidelines, there is a chance it will be removed and you won't receive points for that post. There will be a *Sunday 11:59PM deadline for submissions* in your community each week. Please see the additional resource below to register on Packback.

Grading Scale

Letter (Points)	A (4.0)	A- (3.7)	B+ (3.3)	B (3.0)	B- (2.7)	C+ (2.3)	C (2.0)	C- (1.7)	D+ (1.3)	D (1.0)	E (0.0)
Range	100% -	93% -	90% -	87% -	83% -	80% -	77% -	73% -	70% -	67% -	60% - 0%

* Note: Above percentages are % of overall points earned.

Additional Policies and Course Resources

Testing Policy:
Missed exams can only be made-up in extreme cases (e.g., death of family member, personal hospitalization, etc.) *with proper documentation* (e.g., a physician's note, ER paperwork, obituary, etc.). Each decision of potentially allowing a make-up exam is made by the instructor on a case-by-case basis. Additionally, you must contact the instructor (kim.5042@osu.edu) as soon as you know of a potential problem or conflict with an exam date. Alternative methods (e.g., oral exam, essay) of testing can be used for make-up exams. If you are experiencing an extreme situation or emergency, please attempt to notify the instructor (kim.5042@osu.edu) ASAP.

Attendance / Participation Expectations:
You are responsible for your own success. This means that it is your responsibility to attend, participate and absorb this class. I count on your responsibility; therefore, *you may miss up to two classes for any reason (no need to present or even invent excuses)*. If you miss more than two times, there will be a proportional deduction from your class attendance and participation score unless you can present evidence of a valid excuse.
In addition, a part of your grade will be determined by your contribution to this class. Along with actively participating in class discussions, it will not hurt you to be "a professional" in class. For instance, *come to class on time and do not engage in side conversations during class*. Inappropriate behavior, such as being rude or disruptive, may result in a lower grade for the class participation component.

Disenrollment Policy:
Any student who fails to attend without giving prior notification to the instructor will be disenrolled after the third instructional day of the term, the first Friday of the term, or the second scheduled class meeting of the course, whichever occurs first. When the department elects to use this procedure, the instructor, the department chair or other appropriate administrative officer shall notify the student's enrollment unit. The enrollment unit will notify the student and take appropriate action to remove the student from the course.

Technology Policy:
There will be lab sessions where we will use technology together, and even in lecture, you are welcome to use a laptop or tablet as long as it contributes to your learning. However, all students are expected to actively listen to one another in order to participate in classroom activities. If you are unable to contribute to the discussion or are otherwise distracted by your computer, cell phone, or tablet, I, as the instructor of this course, will ask that you refrain from using it in class.

Course-specific Copyright Policy:
Material provided by the instructor may not be re-posted anywhere without the explicit permission of instructors. See University Copyright Policy.

Laptops and Software:
This course requires students to use two applications: Microsoft Excel and IBM SPSS Statistics. We will use those apps together during the lab sessions. So, all students should make arrangements to bring a *SPSS-ready* laptop to class. If you have your own laptop, I strongly recommend you to install the apps on it (please see below for the installations) and bring it to class. If not (or SPSS does not work on your laptop), no worries: a cart of 30 university-owned laptops will be arranged and you may use one of them.

- Excel
  It is highly recommended to use the latest version of Excel to avoid confusion in lab sessions. All OSU students are now eligible for free Microsoft Office 365 ProPlus including the latest version of Excel. Full instructions for downloading and installation can be found at https://ocio.osu.edu/kb04733.

- SPSS
  All OSU students are eligible for IBM SPSS Statistics for use on personally- or OSU-owned machine. Windows, Mac OS X, and Linux versions are currently available. To get SPSS on your personally-owned computer, you must go to the OCIO Self Service website (https://osuitsm.service-now.com/selfservice/) and follow the instructions below:
    1) Click "Sign in to your account" button and select "Log In" to log in the service.
    2) Click "Order Services" on the menu bar and then select "Software Services."
    3) Select "Site Licensed Software Request."
    4) Provide your name.number, email and phone number, and click "Next."
    5) Select "SPSS Statistics" (If you cannot find it, please scroll down to the bottom of the list).
    6) Select the version of the software: any version is okay, but the latest one is recommended. Please make sure whether your OS is 32-bit or 64-bit, if you are using Windows.
    7) Provide your license type (note: you need only one quantity), and click "Next."
    8) Select "Personally Owned" and click "Next."
    9) If you are asked to consent to the terms of the license agreement, check "I Agree" (with the license terms) and click "Next."
    10) Review and place your order.
    11) You will receive an email message from the IT Service Desk with a link to download software. Please keep your _License Code_ in the email. You will need it during the installation.
    12) Click the link to download software. It may take about 10 – 30 minutes.
    13) Install the software and enjoy it.

If you have any issues, or any further questions about the software, please visit https://ocio.osu.edu/help or contact the IT Service Desk by email at 8help@osu.edu or by calling 614-688-HELP (4357). Walk-in assistance is also available at the BuckeyeBar, 60A Thompson Library and Tech Hub. Service hours are available on the website (https://ocio.osu.edu/help/locations).

How to Register on Packback and Additional Instructions:
You will receive a welcome email from holla@packback.co prompting you to finish registration and payment. Packback has already created an account for you with your school email, _all you need to do is reset your password_. This email may be directed to spam or filtered out, so make sure you do a thorough scan of your inbox if you can't find the email. The additional instructions to use Packback are below:

- It takes 24 hours for the Packback team to moderate a post and send a coaching email. _If by any reason your post is moderated because it does NOT meet the Community Guidelines, you will need to edit and re-publish your post to receive credit for the week_. This is why it is important that you complete your Packback questions and responses far before the deadline in case your post is moderated.
- If you search your inbox and still can't find the welcome email, or if you are new to the course, you may manually register by following the instructions below:
    1) Navigate to https://Packback.co/questions and click "Register as a new student".
       Note: If you already have an account on Packback you can login with your credentials.
    2) Make sure to register with your SCHOOL email address and real first name and last name.
    3) Enter our class community's access code into the "Join a new Community" module on your dashboard. Please note, the following Community Lookup Key is only for locating the community; it is NOT a coupon code or access code.
       Our Community Lookup Key: **f88ba411-ee91-4e9a-9446-7fa4d1657b5a**
    4) Follow the instructions on your screen to finish your registration.
- If you have ANY questions or concerns regarding Packback throughout the semester, please contact the customer support team at holla@packback.co.

Tentative Course Schedule

The schedule is subject to change if necessary.

Week Theme	Date	Topics in Detail	Readings	Graded Components	Type*	Present Format	Assess. Format
Week 1 Conceptual foundations of CRM	Jan. 7 (T)	Welcome & course overview	Ch. 1, 2, 5			InClass	
	Jan. 9 (Th)	Conceptual foundations of CRM and traditional metrics					
Week 2 Customer centric metrics	Jan. 14 (T)	Customer centric metrics	Ch. 5			InClass	
	Jan. 16 (Th)	Lab1: CRM metrics in Excel		*Lab assignment #1 (due: Jan. 20 M.)*	O 🗨		File via Carmen
Week 3 Customer LTV	Jan. 21 (T)	Customer life-time value (LTV)	Ch. 6 HBR MS			InClass	
	Jan. 23 (Th)	Lab2: LTV in Excel		*Lab assignment #2 (due: Jan. 27 M.)*	O 🗨		File via Carmen
Week 4 Implementation of CRM & Loyalty program	Jan. 28 (T)	Implementation of CRM	Ch. 10, 11 HBR ND HBR RRS	*Individual assignment #1 (due: before class)*	N ♰	InClass	Text via Carmen
	Jan. 30 (Th)	Loyalty programs		*Individual assignment #2 (due: before class)*	N ♰		Text via Carmen
Week 5 RFM & Customer classification	Feb. 4 (T)	RFM analysis and customer classification	Ch. 6			InClass	
	Feb. 6 (Th)	Lab 3: RFM analysis in Excel		*Lab assignment #3 (due: Feb. 10 M.)*	O 🗨		File via Carmen
Week 6 Logistic regression	Feb. 11 (T)	Logistic regression	Ch. 6			InClass	
	Feb. 13 (Th)	Lab 4: Logistic regression in SPSS		*Lab assignment #4 (due: Feb. 17 M.)*	O 🗨		File via Carmen
Week 7 An application: Pilgrim bank	Feb. 18 (T) Feb. 20 (Th)	Lab 5: Pilgrim Bank case - customer profitability	Ch. 6 HBR FC	*Lab assignment #5 (due: Feb. 24 M.)*	O 🗨	InClass	File via Carmen
Week 8 Final exam	TBA	Final exam			N ♰	InClass	Scantron

Graded Component Types:	
N ♰	*Independent Work: Strictly non-collaborative, original individual work. Discussions with instructor only.*
O 🗨	*Optional-Collaboration: Original individual work/submissions; Students are permitted to discuss among themselves.*
C 👥	*Collaboration-Required: An explicit expectation for collaboration among students.*