Relationship Marketing

Professor: Julia von Schuckmann & Paula Bolzani Prunés
Office hours: by appointment
Course Type: Elective
Credits: 4 ECST
Term: 2nd Term

Course Description

Unlock the power of modern Customer Relationship Management (CRM) and transform how you connect with your customers. Far more than just a tool or technology, CRM is a strategic approach to building and maximizing valuable relationships—one where customer understanding and value co-creation are at the forefront. In this course, you'll dive into the evolution of CRM from its beginnings in the 80s to its critical role today, where it goes beyond sales automation to enhance every touchpoint between your brand and your audience.

Why CRM Now?

With the explosion of social media and digital networks, customers now hold the power to shape brand narratives. Peer-to-peer recommendations and customer communities matter more than any corporate message, and it's here that CRM finds its strength: building authentic, long-lasting connections. By deeply understanding customer preferences and behaviors, you'll gain the insights to create personalized experiences that drive loyalty and mutual value.

Course Highlights

Master Customer Insights: Learn to analyze behaviors and preferences at an individual and segment level, helping you anticipate needs and personalize interactions.

Value Co-Creation: Go beyond delivering value; discover how to collaborate with customers to co-create experiences that resonate.

Network-Centric Strategies: Explore how today's CRM thrives on interconnected networks, making customer voices and peer trust essential to your success.

Creating Adaptive Customer Engagement Plans: Learn to build flexible, personalized engagement strategies that leverage relational marketing tools to deliver impactful customer experiences across channels.

Dynamic Segmentation & Personalization: Discover how to harness advanced segmentation techniques, with a focus on hyper-granularity and individual-level targeting that adapts to shifting customer needs.

Data-Driven Customer Insights: Gain hands-on experience with critical CRM metrics, such as customer lifetime value and churn rate, to track success and adapt in real time to customer behaviors and market shifts.

Cutting-Edge CRM Tools & Technology: Explore the latest CRM tools, from AI-driven marketing automation to social listening and big data analytics. Learn how to leverage these tools for customer insight, engagement, and loyalty in the digital-first world.

Customer Loyalty & Revenue Growth: Develop loyalty programs that resonate, while effectively using cross-selling and up-selling techniques to drive deeper engagement and customer lifetime value.

This course combines intellectual rigor with hands-on experience to master the art of relationship marketing. You'll dive into five compelling case studies that spark lively discussions and critical analysis. Stay ahead of the curve by exploring the latest research articles and sharing your insights in an engaging collaborative environment. Unleash your creativity in dynamic brainstorming sessions, where innovative ideas come to life. Finally, put your learning into action with a capstone project that challenges you to craft a strategic CRM plan, showcasing your ability to apply relationship marketing concepts in real-world scenarios. Get ready to transform theory into practice and become a relationship marketing pro!.

Objectives

- Get to know the fundamental concepts of retail marketing to successfully manage a retail project, both digitally and physically.
- Deepen into the retail experience concept, and understand topics such as omnichannel, digitalization and big data applied to stores.
- Discover the most important KPI's in retail environment, and master the strategies and techniques to improve them.
- Understand the dynamics and daily habits in a retail store that will bring any team to performance excellence.
- Be informed and attentive to the latest trends in retail, especially after the global COVID19 crisis.

Competencies to Acquire

CE5. Plan through the mastery of specific techniques, the different elements of the marketing mix that are connected to the marketing of a company

CE8. Plan through the mastery of specific techniques, the different elements of the marketing mix that are connected to the marketing of a company

Learning Outcomes

CE5

R1. Discriminate between the various decisions that make up the marketing mix for its execution.

R2. Apply analysis techniques to facilitate decision-making corresponding to the elements of the marketing mix based on the results.

R3. Make management recommendations for all elements of the marketing mix.

CE8

R1 Differentiate between the different tactical possibilities of implementation of the marketing plan.

R2 Develop a promotional plan.

R3 Make an action plan at the point of sale.

Methodology

1. Professor combines lectures with practical exercises.
2. During the course, and outside of the academic calendar, the students will take action and experience a “Retail Tour” individually that will be presented throughout the course.
3. In the majority of the sessions of this course the students will have dedicated time to actively prepare a Workshop Project, in small groups, to put into practice all the concepts and learnings from this Retail Marketing Subject.

The course is designed to accompany the student throughout the learning process working in small groups and project development at a group level.

The methodology of individual work will be combined with the methodology of cooperative work.

Evaluation criteria

Students evaluation will be continuous and particularly based on their ability to actively Final individual presentation (10 min+ 5 min Q&A): 20%.

- Group assignments, given in class on previously read materials: 20%
- Group assignments on pre-given readings or cases: 20%
- Participation and contribution throughout the course: 20%
- Individual assignments, given in class on previously read or discussed materials: 20%

Important:

Courses in the Program will generally include group assignments (case studies, projects etc.). At the end of each term, and in order to disincentivize free-riding behaviors, students will have the opportunity to evaluate the involvement of the rest of their team members in all group assignments that took place within the term. Students who obtain sufficiently poor evaluations from their team members will be penalized. The penalty will involve a reduction in the overall group assignment grades of **all** courses that include group assignments (max penalty: 20% reduction of those grades). More details on the topic are available on eCampus.

STUDENTS WHO FAIL TO DELIVER ALL THE ASSIGNMENTS WILL NOT BE ALLOWED TO TAKE THE FINAL EXAM.

All the activities that are submitted past the deadline or that do not follow the submission instructions in terms of content, format, etc. will be considered as 'not submitted'. Students will be informed about the submission and presentation dates the first day of class.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of

rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Plagiarism is to use another’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the “Honor Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.”

Calendar and Contents

Session	Topic	Content	Reading some	Instructor
1	Introduction to Relationship Marketing	- Course overview. - Evolution from traditional marketing to RM. - Value of relationships. - CRM in B2B & B2C.	To Be Announced	Julia/Paula
2	B2C Customer Value Creation	Implementing CRM in B2C. - Innovative business models. - Guest expert insights. -Customer Lifetime Value (CLTV).	To Be Announced	Julia
3	Customer Segmentation Strategies	- Leads and opportunities assessment. - Churn rates & payback periods. - Introduction to B2B CRM.	To Be Announced	Paula
4	Segmentations in B2B	- B2B segmentation strategies. - GTM decisions based on segmentation. - Account Management best practices.	To Be Announced	Paula
5	Data Driven consumer relationship & Customer experience design	Importance of data driven decisions in marketing -understanding how to use data and how to design customer experiences. - Aligning goals and customer expectations. - Designing CX.	To Be Announced	Julia
6	& Crisis Management	CRM's role in navigating organizational crises or challenging times. - Impact on brand development. - Designing frameworks for effective communication and strategies that mitigate churn and reinforce trust.	To Be Announced	Julia
7	Implementing B2B Customer Management Tools	- Creating marketing teams. - Designing effective GTM processes - CRM tools for implementation.	To Be Announced	Paula
8	Future Trends in Relationship Marketing	- The transformative impact of cutting edge CRM technologies on RM. - Impact of digital transformation on customer relationships.	To Be Announced	Paula
9	Relationships in the age of AI and new Technologies	Understanding how new technologies affect consumer-firm relationships .(Applying theoretical models to real world scenarios). - How are AI, blockchain, and AR/VR are shaping CRM strategies. - Customer personalization, data security, and engagement.	To Be Announced	Julia
10	CRM & sustainability	Explore the integration of sustainability into CRM strategies, with customer values to foster trust, loyalty, and advocacy. Learn how sustainability initiatives can be leveraged through CRM tools and frameworks to co-create value and enhance brand loyalty.		Paula
11	Final Presentations	Each student will develop an individual presentation of his/her Product/ service of interest focusing on Relationship marketing		Paula & Julia