

School of Business  
 Program: Marketing Management  
 Option: A-E

**MKTG 4432**  
**Customer Service Strategies**

<b>Start Date:</b>	March 19th, 2007	<b>End Date:</b>	May 25th, 2007
<b>Total Hours:</b>	30	<b>Total Weeks:</b>	10
<b>Hours/Week:</b>	3	<b>Lecture:</b>	2
		<b>Lab:</b>	1
		<b>Shop:</b>	
		<b>Course Credits:</b>	2.0
		<b>Seminar:</b>	
		<b>Other:</b>	

**Prerequisites**

Course No.	Course Name
MKTG 1102	Essentials of Marketing

**Course Number is a Prerequisite for:**

Course No.	Course Name
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■ **Course Description (required)**

This course deals with the impact of customer service on organizations. The material takes the student through the steps necessary to make an organization truly customer-focused, from a strategy perspective. Emphasis is placed on practical methods of assessment and implementation of measurable corporate objectives. The student will be able to design and implement a strategy for transforming an organization into a customer-centered enterprise.

■ **Evaluation**

Midterm Quiz	15%	Comments: failure to achieve 50% or more on: the combination of the exams (midterm & final), and the individual assignments/participation marks, will require 0% being assigned for all other projects and assignments, resulting in a failing grade for this course.
Final Exam	35%	
Term Project	30%	
Lab Participation	<u>20%</u>	
<b>TOTAL</b>	<b>100%</b>	

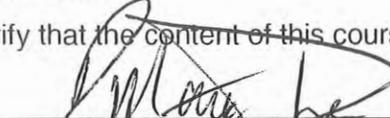
■ **Course Learning Outcomes/Competencies**

Upon successful completion of this course, the student will be able to:

- Systematically evaluate the state of customer service within an organization
- Identify key drivers of customer retention for an organization
- Establish goals and performance standards to increase customer retention
- Lay plans to meet performance standards. More specifically the student will know how to:
  - Determine what processes are needed for optimum service delivery
  - Determine what infrastructure is needed to facilitate the processes
- Design an effective people strategy to ensure the organization remains customer-focused
- Identify barriers to successful implementation of excellent customer service
- Implement tactics to overcome these barriers
- Utilize tracking audits to ensure successful implementation over the long term

■ Verification

I verify that the content of this course outline is current.

  
\_\_\_\_\_  
Pierre Matthee, MBA – Authoring Instructor

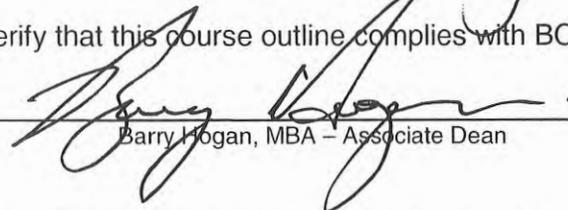
March 9, 07  
\_\_\_\_\_  
March 9, 2007

I verify that this course outline has been reviewed.

  
\_\_\_\_\_  
David Chapin, DBA – Program Head

March 9 / 07  
\_\_\_\_\_  
Date

I verify that this course outline complies with BCIT policy.

  
\_\_\_\_\_  
Barry Hogan, MBA – Associate Dean

March 12 / 07.  
\_\_\_\_\_  
Date

Note: Should changes be required to the content of this course outline, students will be given reasonable notice.

■ Instructor(s)

Pierre Matthee      Office Location: SE6-370L    Office Phone: 604.456.1182  
Office Hrs.: As posted    E-mail Address: Pierre\_Matthee@bcit.ca

■ **Learning Resources**

**Required:** There is no textbook for the course. The course is built on the following books:

**Recommended:** Students interested in further pursuing their knowledge of customer service may find the following books of interest.

Blanchard and Bowles. *Raving Fans: A Revolutionary approach to Customer Service.* William Morrow & Company, Inc., New York: 1993.

Gerson, Richard. *Measuring Customer Satisfaction* . Crisp Publications. Menlo Park CA: 1993.

Goetsch, David, Davis, Stanley. *Effective Customer Service Pearson,* Prentice Hall, Upper Saddle River NJ: 2004.

Grescoe, Paul. *Flightpath: How Westjet is Flying High in Canada's most Tubulent Industry* John Wiley & Sons Canada Ltd.: 2004

Kohn, S & O'Connell,V. *6 Habits of Highly Effective Bosses.* Career Press, Franklin Lakes, NJ: 2005.

Lucas, Robert. *Customer Service – Skills and Concepts for Success,* Glencoe McGraw, New York: 2002.

Timm, Paul. *Customer Service.* Prentice Hall, Upper Saddle River, NJ: 2001.

Zikmund, William et al. *Customer Relationship Management.* John Wiley & Sons Inc. Hoboken, NJ: 2003.

**In addition,** the following **articles and cases** can provide specific company and topic information:

Bick, Julie *Windows to the world - Microsoft Corp's management strategies.* Entrepreneur, June 1998. Copyright 2004 Gale Group

Billington, Jim. *Five Keys to Keeping Your Best Customers.* Harvard Management Update, 1996, pp 3-6.

Brown, Stephen. *Torment Your Customers (They'll Love It)* HBR OnPoint, 2001, #7855

Jones, T., Sasser, W.E, *Why Satisfied Customers Defect.* HBR OnPoint, 2001 #6838.

McNulty, Eric. *They Bought In Now They Want to Bail Out.* Harvard Business Review, December, 2003, pp 28-31.

Nunes, P. & Cespedes, F., *The Customer Has Escaped.* Harvard Business Review, November, 2003, pp 1-10.

Pooley, Erin *The Dean of Design* Canadian Business magazine, November 6-19, 2006

The instructor reserves the right to change the course as required should more on topic or contemporary material be made available.

## ■ Information for Students

*(Information below can be adapted and supplemented as necessary.)*

**Assignments:** Late assignments, lab reports or projects will be subjected to a late penalty of 10% per day. Assignments must be done on an individual basis unless otherwise specified by the instructor.

**Makeup Tests, Exams or Quizzes:** There will be **no** makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for **documented** medical reasons or extenuating circumstances. In such a case, it is the responsibility of the student to inform the instructor **immediately**.

**Ethics:** BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam, or project for all parties involved and/or expulsion from the course.

**Attendance:** The attendance policy as outlined in the current BCIT Calendar will be enforced. Attendance will be taken at the beginning of each session. Students not present at that time will be recorded as absent.

**Missing more than 10% of classes without prior arrangement and consent of your instructor may result in a grade of 0% being assigned for your final exam, equating to a failing grade for this course.**

**Illness:** A doctor's note is required for any illness causing you to miss assignments, quizzes, tests, projects, or exam. At the discretion of the instructor, you may complete the work missed or have the work prorated.

**Attempts:** Students must successfully complete a course within a maximum of three attempts at the course. Students with two attempts in a single course will be allowed to repeat the course only upon special written permission from the Associate Dean. Students who have not successfully completed a course within three attempts will not be eligible to graduate from the appropriate program.

**Course Outline Changes:** The material or schedule specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.

## ■ Assignment Details

The term project is broken down into four separate deliverables. Please note that the Assignment Requirements will be handed out during the first lecture.

**NOTE:** Dr David Chapin requires that the Customer Service Audit section of this project be incorporated with the Formal Report (before section vi. Recommendations) of MKTG 4404: Industry Sale Practicum.

### Schedule

Wk of #	Material Covered	Reference/ Reading	Lab work	Assignment
Mar 19 #1	<p><b>Introduction:</b> Instructor, course outline, course project and deliverables</p> <p>Overview of the importance of customer service.</p> <p>Anatomy of a <b>Customer Service Strategy:</b></p> <ul style="list-style-type: none"> <li>Vision</li> <li>Customer Expectations</li> <li>Deliver Plus One Percent</li> </ul>	<p><i>Basic Facts on Customer Complaint Behavior and the Impact of Service on the Bottom Line</i>, John Goodman, 1999. 5 pages</p> <p><i>The Bottom Line (part I): Who's Managing Profitability?</i> Jonathon Byrnes, 2002. 3 pages</p> <p><i>Raving Fans</i>. Blanchard &amp; Bowles; p22, 51 p101-106</p>	<ol style="list-style-type: none"> <li>1. Customer Service Strategy</li> <li>2. Term Project</li> </ol>	<p>Project Proposal (del.#1) Due Lab 2</p>
Mar 26 #2	<p><b>Conducting Initial Customer Service Audit</b></p> <ul style="list-style-type: none"> <li>- Mapping Customer Touch Points</li> <li>- Examining Existing State of Customer Service Management</li> </ul> <p>Process mapping and evaluation</p>	<p><i>The Dean of Design</i>, Pooley, 2006</p> <p><i>The Customer Service Audit – Don't Allow Sacred Cows</i>, Martin Baird, 2007</p>	<p>Analysis of articles</p>	<p>Initial Customer Service Audit (del.#2) Due Lab 3</p>
Apr 02 #3	<p><b>Customer Loyalty</b></p> <ul style="list-style-type: none"> <li>- What it is and what it isn't.</li> <li>- Approaches to measuring loyalty.</li> <li>- Customer Driven Measurement</li> </ul>	<p><i>Why Satisfied Customers Defect</i>, Jones and Sasser 2001</p> <p><i>The Customer Has Escaped</i>, Nunes and Cespedes 2003</p> <p><i>Windows to the world - Microsoft Corp's management strategies</i>, Julie Bick, 2004</p>	<p>Lessons from Microsoft</p>	<p>Customer and Employee surveys (del #3) Due Lab5</p>
Apr 09 #4	<p>Easter Monday No Classes.</p>		<p>Fieldwork (Customer &amp; Employee surveys)</p>	
April 16 #5	<p><b>Customer Relationship Management</b></p> <p>Software Does Not Replace Strategy</p> <ul style="list-style-type: none"> <li>- Mechanics of the ACSI</li> </ul> <p>The Cost of Poor Service</p> <ul style="list-style-type: none"> <li>- Using problem &amp; complaint handling information to conduct cost/benefit analysis (TARP's market damage model)</li> </ul>	<p><i>They Bought In. Now They Want to Bail Out.</i> McNulty</p>	<p>"When the Going Gets Tough"</p>	

#	Material Covered	Reference/ Reading	Lab work	Assignment
Apr 23 #6	<p><b>Midterm Quiz</b></p> <p>Identifying Key Drivers of <b>Customer Retention</b></p> <ul style="list-style-type: none"> <li>- Focusing on Actionable Elements</li> <li>Benchmarking Against Self, Competitors, &amp; Other Industry Leaders</li> </ul> <p>Establishing Performance Goals &amp; Service Standards</p>	<i>Guest Speaker</i>	Exercise handed out by Guest Speaker	
Apr 30 #7	<p><b>Customer Driven Management</b></p> <p>Balanced Scorecard</p> <p>Value Performance</p> <ul style="list-style-type: none"> <li>- Aligning Customer Needs, Processes, &amp; Infrastructure</li> <li>- QFD (Quality Function Deployment) for Service Management</li> </ul>	<i>What are you measuring your Customer Service With? Leonard Buchholz, 2007</i>	"Amateur Architects"	
May 07 #8	<p><b>"Bring Everybody on Board"</b></p> <p>Designing an effective <b>people strategy</b> to keep the organization customer-focused</p> <p>Identifying &amp; Overcoming Barriers</p> <p><b>Managing the Relationship with Customers</b></p> <ul style="list-style-type: none"> <li>- Keeping CRM systems subservient to your strategy.</li> </ul>	<i>Flightpath – Paul Grescoe, 2004</i> p 69-90 p 227-252	"Delight Consultants"	Customer Service Strategic Plan (del#4) Due Week 8
May 14 #9	<p><b>Managing the Relationship with Customers</b> (continued)</p> <p>Keep it simple!</p>	<i>Review for final</i>	Quiz Gameshow	Term Assignment Due Week 9
May 22 #10	<b>Final Exam Week</b>	<i>Timing TBA</i>		