



A POLYTECHNIC INSTITUTION

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

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

<b>Start Date:</b>	March 20th, 2006	<b>End Date:</b>	May 26th, 2006
<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>Seminar:</b>	
		<b>Other:</b>	
		<b>Term/Level:</b>	4B
		<b>Course Credits:</b>	2.0

**Prerequisites**

Course No.	Course Name
MKTG 1102	Essentials of Marketing

**Course Number is a Prerequisite for:**

Course No.	Course Name
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**v 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.

**v Evaluation**

Midterm Exam	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	40%	
Participation	10%	
<b>TOTAL</b>	<b>100%</b>	

**v Course Learning Outcomes/Competencies**

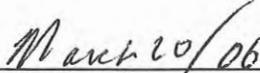
Upon successful completion of this course, the student will be able to:

- 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 personnel 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

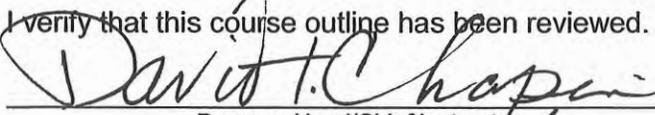
**v Verification**

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

  
\_\_\_\_\_  
Valerie Jenkinson

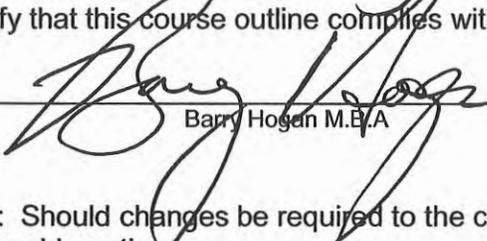
  
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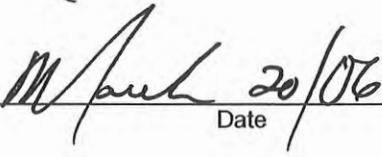
I verify that this course outline has been reviewed.

  
\_\_\_\_\_  
Program Head/Chief Instructor

  
\_\_\_\_\_  
Date

I verify that this course outline complies with BCIT policy.

  
\_\_\_\_\_  
Barry Hogan M.B.A.

  
\_\_\_\_\_  
Date

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

**v Instructor(s)**

Valerie Jenkinson      Office Location: SE6-370I      Office Phone: (604)432-8304 (604)290-3803  
Office Hrs.: As posted      E-mail Address: Valerie\_Jenkinson@bcit.ca

**v 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.

Whiteley, Richard. *The Customer Driven Company*. Perseus Books, Harper-Collins New York: 1991.

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

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

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

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

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

In addition to these resources, the following articles and cases can provide specific company and topic information.

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

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

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

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

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

Pine, Joseph, Peppers, Don, Rogers, Martha. *Do You Want To Keep Your Customers Forever*. Harvard Business Review, March-April 1995, pp 104-114.

Zeithaml, V., Rust, Roland, Lemon, Katherine,. *The Customer Pyramid. Creating and Serving Profitable Customers*. California management Review, Vol. 43, No. 4 Summer 2001 pp 118-141.

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

## v 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.

## v Assignment Details

The term project is broken down into four separate deliverables. Please see the attached document *MKTG 4432 Term Project* for full details.

### Schedule

Wk of #	Material Covered	Reference/ Reading	Assignment	Due Date
Mar 20 #1	<p>Introduction: instructor, course outline, course project and deliverables</p> <p>Overview of the importance of customer service.</p> <p>Anatomy of a Customer Service Strategy.</p>	<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>Don't drown customers in choices.</i> Peppers, Don Rogers, Martha, Sales &amp; Marketing Management; Dec98, Vol. 150 Issue 13, p24, 2p</p>	Project Proposal (del.#1)	Week 2 lab
Mar 27th #2	<p>Conducting Initial Customer Service Audit</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>	<i>Other cases and readings to be assigned</i>	Customer Service Audit (del#2)	Week 3 lab
Apr 3rd #3	<p>Customer Loyalty</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>Harley Davidson - The 'Loved' Company</i>, Phil Dourado 2000. 6 pages</p> <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>Five Questions About Customer Loyalty</i>, Griffinm, 2003</p>	Customer and Employee surveys (del #3)	Week 4 lab
Apr 10th #4	<p>Customer Relationship Management</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>	<i>. They Bought In. Now They Want to Bail Out.</i> McNulty	Initial Customer Service Audit Report (del#2)	
April 17 <sup>th</sup> #5	Easter Monday No Classes.			Week 6 Lab
Apr 24th #6	<p>Midterm</p> <p>Identifying Key Drivers of</p>	<i>The ACSI - Corporate Subscribers</i> 1 page		

Wk of #	Material Covered	Reference/ Reading	Assignment	Due Date
	<p>Customer Retention - Focusing on Actionable Elements Benchmarking Against Self, Competitors, &amp; Other Industry Leaders</p> <p>Establishing Performance Goals &amp; Service Standards</p>	<p><i>The ACSI - Industry Scores 1 page</i> <i>The ACSI – Airlines (1 page)</i> <i>The ACSI – Automobiles (1 page)</i></p> <p><i>Other cases and readings to be assigned</i></p>		
<p>May 1 #7</p>	<p>Customer Driven Management Balanced Scorecard Value Performance - Aligning Customer Needs, Processes, &amp; Infrastructure - QFD (Quality Function Deployment) for Service Management</p>	<p><i>Cases and readings to be assigned</i></p> <p><i>Mystery shop assignment</i></p>		
<p>May 8 #8</p>	<p>- Six Sigma Approach to Quality Designing an effective personnel strategy to keep the organization customer-focused</p> <p>Identifying &amp; Overcoming Barriers</p> <p>Managing the Relationship with Customers - Keeping CRM systems subservient to your strategy.</p>	<p><i>Cases and readings to be assigned</i></p>		
<p>May 15 #9</p>	<p>Managing the Relationship with Customers (continued)</p> <p>Application of market damage model to cost/benefit analysis.</p>	<p><i>Review for final</i></p>	<p>Customer Service Strategic Plan (del#3)</p>	<p>May 17th, 4:00pm</p>
<p>May 23# 10</p>	<p>Final Exam</p>			