

## Digital Customer Management

15.01.2025

### General Information

<b>Module Code</b>	W.MSCBA_DCM01.21ENG
<b>Programme</b>	Master of Science / Business Administration
<b>Type of Module</b>	Core module in foundation
<b>Level of Module</b>	Basic
<b>ECTS Credits / Workload</b>	6 ECTS Credits (180 hours)

### Module Dependencies

#### Pre-requisites

The following entry competences correspond to the learning objectives and contents of the Bachelor of Science in Business Administration (BSc BA) programme in the subject area of strategy, marketing, processes and organisation, HRM, ethics, entrepreneurship and communication.

Entry competencies in the area of strategic business management:

The students know methods of analysis for the influencing factors and needs of markets, companies and customers. The students have a basic understanding of the interactions between stakeholders, environmental factors and

Companies / organisations Students know the importance of company competences, differentiation and market positioning. The students know strategic decision determinants and are able to develop strategic directions in concrete company situations.

Entry skills in the field of marketing:

The students know the most important instruments for designing the marketing mix. They know the importance of customer needs and customer segments, possibilities for segment-specific design of the marketing mix. Students are able to distinguish between offline and online marketing instruments. The students are able to develop a marketing strategy as part of a corporate strategy.

Entry competences in the field of organisational design:

The students are familiar with different variants of organisational design approaches with the associated terminology and conceptual foundations of organisational theory. They are able to apply simple project management tools.

Entry competences in the area of processes:

The students know the basics of strategic and operational management of corporate processes. They are able to evaluate the effectiveness and efficiency potential of internal and external core processes, taking into account the relevant competitive factors as well as internationalisation and digitalisation.

Entry competencies in HRM:

The students know the most important functions and tasks of personnel management and can apply proven methods and instruments for motivation, personnel recruitment, utilisation of potential, personnel remuneration as well as personnel retention and exit.

Entry competences in the field of entrepreneurship

Students are able to develop, assess and market their own business idea using adequate methods.

Entry competences in the field of business ethics:

Students recognise the relevance of ethical aspects of entrepreneurial action both in the internal perspective and in the external perspective on companies.

Entry skills in the area of communication:  
Students are able to perform and communicate professionally.

#### Follow-up modules

All Modules of the Majors Business Development and Promotion, Public and Nonprofit Management, Online Business and Marketing, People Management and Organization und International Tourism Management.

#### Module Aims

The students have the knowledge and competences to holistically design customer relationships in an increasingly digital world. They are able to use the organisational, procedural, legal and technological possibilities and risks of the instruments of customer relationship management in a targeted manner to increase customer value.

#### Learning Outcome 1

The students

- Know the basics of customer relationship management and of digital customer management
- Know the influencing factors of customer relationships and know the value of customer relationships for the company
- Know the trends in Customer Experience Management
- Understand that good client relationships require holistic management that requires strategic, operational and analytical skills.
- Are able to strategically anchor CRM in a company's business model, determine customer value and develop CRM strategies to increase customer perceived value.
- Are aware of the importance of data and information in determining customer needs and are familiar with the terms Big Data and Artificial Intelligence in the context of customer relationship management
- Know the possibilities of analytical CRM for customer segmentation and the design of personalised campaigns, touchpoints and the customer journey.
- Know the data protection requirements based on Swiss and European data protection legislation
- Can classify and use digital technologies such as mobile technologies, social media, virtual reality and intelligent bots to improve customer service
- Know the importance of the democratisation of technology for the automation of customer acquisition and customer management as the basis of innovative business models.
- Know the different characteristics and benefits of electronic customer loyalty programmes.

	Importance	Relevant NQF-Descriptors
Subject knowledge and skills: The students know the causes of changes in customer relationships. They are able to analyse organisational, procedural, personnel and technological requirements, draw conclusions for customer relationship management and take suitable strategies and measures. They know the importance of data as a raw material and decisive competitive factor of the 21st century. They know how data can be used to improve personalised campaigns and increase customer satisfaction. They can measure customer satisfaction and customer value. They can classify technological developments such as mobile solutions, artificial intelligence, virtual and augmented reality, software bots, CRM and call centre systems for customer relationship management and derive requirements. They know the legal requirements for handling customer data. They are familiar with digital platforms for CRM solutions and can use them in a basic way. The students understand the importance of customer service and customer loyalty programmes and can develop customer loyalty programmes themselves. These competences are developed in a practical way through case study-based learning, the involvement of practice speakers, the writing of an essay in group work, and discovery-learning procedures and reflections.	medium	knowledge
Problem-solving: The students derive criteria for successful customer relationship management from the examples, methods and models. They can develop industry-, company- and context-specific strategies for holistic customer relationship management and make design recommendations. The focus is on holistic, digital approaches to customer relationship management.	medium	knowledge; application; judgement
Methodology: Students know methods for holistic analysis of customer relationship management requirements, as well as for measuring customer value, for customer segmentation and for personalisation and automation of campaigns. These methods include strategy approaches, maturity models, process management, customer satisfaction analyses, portfolio methods, etc..	high	knowledge; application; judgement
Communication: On the one hand, the students analyse and discuss questions on case studies or practical examples and present the results in plenary. On the other hand, they have to write essays on given questions, taking into account scientific methods, document them and present them in plenary.	medium	application; judgement; communication; learning autonomy

Social skills: As part of the module, students have to write essays on current CRM issues in group work. They have to work together in heterogeneous groups with different cultural backgrounds, divide up the work, bring it back together and present it jointly. In this way, they learn to look at issues from different perspectives, to come to a consensus and to integrate themselves fairly into the work process. Consequently, group work includes important social skills such as leadership, teamwork, role clarification and conflict management. In the context of face-to-face teaching, there is a lot of group work that requires emotional intelligence, commitment and initiative. As part of the knowledge transfer, the students recognise the importance of social competence and also the consideration of the individual and collective value dimension for successful CRM projects (e.g. that purely technological CRM approaches are not successful).	medium	knowledge; application; judgement; communication; learning autonomy
Self-related skills: Students reflect on their understanding of the importance of customers, customer satisfaction, long-term customer relationships, the use of technology, expectations of technology, but also their self-management/stress resistance, their handling of other opinions, their leadership and facilitation skills and creativity.	medium	knowledge; application; judgement; learning autonomy

## Content Outline

- CRM definition, basics, stages of CRM, advantages of CRM, CRM management process, trends in CRM
- CRM strategies, CRM maturity model, CRM business model, CRM goals, CRM BSC
- CRM Perceived Value and Customer Experience
- Customer Life Cycle Value
- The importance of data, big data, artificial intelligence in the context of CRM, customer segmentation, personalisation
- Legal requirements for the management of customer data
- Touchpoint Management, Customer Journey Management
- CRM systems and processes, closed loop CRM, marketing automation and campaign management
- Customer Service Management: Concepts, Technologies, Organisation and Processes
- New technologies for CRM: mobile technologies, AR/VR, bots, democratisation of technology Types, benefits and requirements of customer loyalty programmes

## Teaching and Learning Methods

<b>Contact Hours</b>	seminar; exercises; discussion; case studies; guest lectures; group work
<b>Directed Study</b>	individual work; group work; online training

## Workload

<b>Contact Hours</b>	28 lessons / 21 hours (11.7 %)
<b>Directed Study</b>	94 lessons / 70.5 hours (39.1%)
<b>Private Study</b>	88.5 hours (49.2%)

## Assignments and Assessments

Assessment Type	Quantity	Weight	Form	Evaluation Type	Time
Online Exam Data regulation and protection on the module		100%		Pass/fail grades	during semester hand in hand in end of semester