

Relationship Marketing SIG Session 8.2 Relationship Marketing, Industry vs. Academia: Are We on the Same Page?

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The central focus of this discussion centered on (1) how customer relationship marketing (CRM) is being taught in the classroom and, (2) the tools that are currently available for educators. In a survey of 40 universities, researchers found that less than 50% of those universities sampled offered courses devoted entirely to CRM. Additionally, the majority of CRM courses (60-70%) that are offered are offered at the graduate level. However, CRM is often integrated into other courses such as Strategic Marketing, Principles of Marketing and Database Marketing.

Industry is increasingly interested in CRM education and there are many seminars and workshops that are available for executives and technicians. Interestingly, one of the biggest differences between academic courses on CRM, and industry courses is that while academics tend to focus on the managerial and strategic aspects of CRM, industry focuses more on more applied aspects of CRM such as customer service, customer loyalty and technology training.

Within the classroom CRM can be broken down into three major areas: analytical CRM, collaborative CRM, and operational CRM. Analytical CRM introduces students to databases and the ways that they can be mined for information. Specific types of analyses that can be emphasized are customer lifetime value, revenue/contribution margin analysis, and customer/profitability analysis. Collaborative CRM addresses those issues related to coordinating supplies and customers across different organization throughout the supply-chain. Since the B2C interaction is based on a whole network of B2B interactions a customer-focused multi-channel strategy is emphasized. Operational CRM focuses on the strategic importance of CRM, the importance of knowledge management, and the organizational benefits of CRM.

Several resources were recommended for educations. [The Ultimate CRM Handbook](#) by John Freeland was recommended for stimulating thought and discussion among students. [Managing Customer Relationships: A Strategic Framework](#) by Peppers and Rogers (2004) was a highly recommend textbook by several panelists. An additional textbook [Principles of Customer Relationship Marketing for Sales and Marketing](#) by Baran, Galka, and Strunk was just released this year. Additionally, several cases have been found to be

particularly useful including Nike, Harrah's, Omni Automated Systems, Amagensett, Towngas, and Oracle vs. Salesforce.com.