FACULTY

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Enrique Alvarez is Ph.D. candidate in Business Studies, Universitat de Barcelona. MBA from IESE. Bachelor of Economics, Universitat de Barcelona. He has worked as a consultant and executive for nearly 20 years in several countries in Europe and Latin America, having worked for multinationals such as Telefonica, Santander, CaixaBank, Generali, Mastercard, Siemens, Alcatel, Eli Lilly, Planet, … He is currently independent consultant at Focusonsales.net. Areas of expertise: business management (business effectiveness, organization, compensation, …); relationship marketing (segmentation, customer loyalty, customer value management, …); analytics and research in the field of trade.

FLORES, LAURENT
Dr. Laurent Flores holds a PhD in Marketing and is certified Phd supervisor (HDR) and Professor of Marketing. With a unique mix of over 20 years of academic, business and entrepreneurship experience in the US and Europe, Laurent worked and consults for Fortune 1,000 companies as well as innovating IT start-ups. A regular author and writer, his publications appeared in leading international marketing journals and books. His recent contributions deals with Digital Marketing, Marketing Value Management and Digital Marketing Return On Investment (ROI).

INTRODUCTION

Consider the “War of the Tablets”: How do Amazon.com, Apple and Samsung make money on their customer base? Why has Telefonica sold its UK mobile phone subsidiary for €14 bn while acquiring a cable operator in Brazil for €7 bn? Why is it critical for companies from different industries - social media, retail banking, online dating,… - to gather more and more data from their customer base? How is “big data” disrupting some traditional business models?

We will try to answer these and other related questions from a customer management perspective.

To do so, we will analyze concepts like “Customer centricity”, “Customer loyalty”, “Cross-selling”, “customer analytics” or “Customer Lifetime Value”, which are now more relevant than ever, given that competition for “good” customers has increased fiercely.

AIMS

Identify specific marketing actions to manage the customer base… for profits!
- Understand the phases along the customer - company relationship: acquisition, growth & retention
- Calculate the “value” (i.e. profits) that a company can obtain from a customer during that relationship, leveraging on analytic marketing
- Identify actions to increase cross selling and customer loyalty
- Prioritize specific customer segments and increase their profitability by customizing differentiated value propositions for each one of them

METHODOLOGY

Various methodologies will be combined to achieve the abovementioned objectives:
- Case studies, which require extensive previous preparation by students
- Conceptual explanations in class, complemented with various Reading Materials
- Questions & answers with a CRM Director
- Examples based on real life situations
- Analysis of "best practices", referred to how leading international companies from various industries manage their customer base

**EVALUATION**

Based on two criteria: class participation (40%) and a final exam (60%).
It is necessary to pass the written exam in order to pass the subject.

**BIBLIOGRAPHY**

- (Specific bibliography -books and articles will- be provided at the end of the program)
- "Outside in. The art of putting customers at the center of your business", Harley Manning & Kerry Bodine, Amazon Publishing, 2012
- "Customer centricity", Peter Fader, Wharton Executive education Essentials, 2011
- "The satisfied customer. Winners and losers in the battle for buyer preference", Claes Fornell, 2007
- "The ultimate question", Frederick Reichheld, Elsevier, 2006
- "The one to one manager : real-world lessons in customer relationship management" / Don Peppers ; Martha Rogers  . -- New York : Doubleday, 2002