



Core Qualifications

Training Field Description

Customer Relationship Management

Modules:

- Change of values and quality of touristic Services
- New Media and Tourism
- Polarisation of Markets
- Customer Value
- Measurement of Customer Satisfaction
- The Customer as King
- Customer Win-back

1. Targets

This paper is not only for participants that want to learn about customer relationship management, it also takes care of the fact that quite an important aspect is carried through the personality of employees that work in this area. New knowledge and role-plays are continuously provided; discussions and fieldwork within the group help to dig deeper into the material. A completely new consciousness towards the customers can develop – of course with the special consideration of the participants' individual characters. This doesn't mean that they are being brainwashed, but a certain suggestion happens that allows the attitude towards the customers to change and supports an open approach.

After having passed all 10 seminars, the participants should be able to work in all areas of the tourist work field especially in customer related work schemes.

The paper uses lots of examples from practice that help increasing consciousness towards these kinds of work processes; they also help to give the right impulse to the participants. The closeness to practice shall help to work on problems and tasks later on as closely and realistically as possible. The training field is short and designed in an easy applicable manner – this makes it easy to be implemented later on in practice.

2. Definition of the Training field

Customer relationship management deals with all situations that are related to the customer.

This begins even before the actual sale happens and reaches as far as subsequent care and customer re-acquisition. This paper is mainly targeted at relationships. Technical details concerning CRM are treated only marginally.

The main attention revolves around customer relationship versus product orientation.

The paper is targeted at customer relationship improvement and all complementary abilities that employees should have.

3. Scenarios

The paper is equipped with lots of examples from practice. They should show how the situation should be and must not be. The paper is built up on a modular system which makes it necessary to work with it one after the other. There is a connection shown to the so-called new media with helpful links and other sources.

4. Didactical methodological details

This area is difficult to study with the usual teaching methods. It is very important to show practical implementation; that's why role-plays, fieldwork and case studies are used and suggested. Only like this the accumulated knowledge can be easily implemented into reality. With role-plays it is further important to take care that all members of the group work with similar intensity. Role-plays offer the possibility to acquire other personality related abilities ("to overcome one's shadow"). Shy students should be delicately motivated to make inputs and take actually part in the play. Theoretical units play a rather limited role due to the special topic and due to the practice-oriented specifications.

Module 1 Introduction

The module gives primarily an introduction. Differentiations to other areas are made with respect to other tourist problems and topics. First contacts with concepts like customer relationship and customer satisfaction are made.

Suggestions: theoretical lessons with examples

Module 2 Definitions

The most used definitions are shown and explained (theoretical lessons) followed by a brief fieldwork – done in small groups.

Module 3 Changes of Values in Tourism

Deals with mind expansion with a view to changes of values in tourism - and its influence (theoretical lessons) in order to find solutions and ways related to how could somebody make it better. Further more role-plays with the whole group might be effective.

This is difficult for some group members and is a good remedy to “cure” inhibitions.

Forms are sketched and designed.

Module 4 New Media and Tourism

The implementation and the use of new media are going to be taught through lessons and through self-study sequences.

E-mails are sketched within the group; all of these efforts are supported by Internet recherche and field work. Communication by means of “chat” – this can be shown on the blackboard (it might be important to tell the participants that “talking” –the use of voice- is not allowed; only “talking” through the use of written words on the blackboard is allowed- as you normally do when you are chatting).

Briefing and analysing of criteria in-group work.

Module 5 Polarising the Markets

The increase of consciousness (through lessons taught by the teacher) - followed by recherche. Participants have to realise that not only theoretical facts, but also social skills and personal professional knowledge is important. This is followed by case studies (group work).

Module 6 Customer Value

Theoretical introduction and definitions (seminars). Key qualifications and future competences of all group members (group). The module is completed by the further use of links to get deeper into the material and examples.

Module 7 Measuring Customer Satisfaction

Theoretical introduction and building up consciousness about the importance of the issue. Discussions within the group about existing characters and role-play to get deeper into the matter.

Theoretical knowledge about designing questionnaires. Field research is for the collection of facts and data. Questionnaires are designed for different areas (airlines, tourist region, hotel...) in-group work.

Module 8 The Customer is always the King

Introduction (theory and group work). Case studies and brainstorming (group) concerning discount-systems, coupons, customer cards.

Module 9 Communication

The work of call centres and web centres is explained and put in connection with the customer complaints. This is intended because both areas are effectively combined. On the other hand call centres and web centres are very much concerned with customer complaints – and also -this field is very often outsourced by other tourist related companies.

Didactical structure:

Theory of call- and web centres

Theory of customer complaint management

Role plays – how to deal with different situations of complaint

Module 10 Customer Re-Acquisition

Probably this must be “new material” for most of the participants. In school nobody talks about this – and in work life not many professionals have already been confronted with the topic. Build up a new consciousness and provide knowledge through theoretical lessons. Customer relation - life cycles are shown and explained. On grids each stage is discussed and analysed. Single discussions of all steps are suggested. Support is given through brainstorming. Reasons should be found why customers leave a company. Based on the results and supplemented by research a measure catalogue for customers re-gaining possibilities is to be compiled - in form of a case study.

Appendix: Body Language

The appendix offers the possibility of becoming aware of the importance of body language elements of different ethnical groups and of the way these could affect customer satisfaction

Didactical methods: seminar and group discussions

Annex

The appendix offers a further example of a guest questionnaire and a reply letter to a complaint.

5. Content (total of 112 hrs)

The allocation of hours is exactly defined with each individual module.

6. Interfaces to other training fields

It is obvious that the field Customer Relation Management is close and very familiar to the field “Marketing” in general. It cannot be discussed separately. An example is the collection of customer behavioural patterns that belongs rather within the field of customer relations, while it is indispensable for a successful marketing to incorporate these data into the designing of the activities

Successful customer relationship marketing leads to high customer binding. This knowledge must be respected more in good marketing and used for a good and effective customer care – not only for new acquisition.