

Customer Value Strategy

Cycle /Year	Master
Courses in scope	Master in Business Management Master in Commercial Sciences Master in Business Engineering Advanced Master
Mandatory or optional	Optional
Total course hours (program)	36h
Actual teaching hours	18h
ECTS credits	3
Teaching language	English
Semester	1

Learning environment

ICHEC Brussels Management School is one of Belgium’s leading business schools, offering a wide range of management programs across undergraduate, graduate, and executive education. These programs are delivered in both daytime and evening formats, addressing the needs of diverse learner profiles.

ICHEC provides long-cycle higher education at university level and is committed to developing responsible, globally minded managers equipped to navigate complex business environments. Its identity is grounded in a clear vision, mission, and set of core values.

<https://www.ichec.be/en/about-ichec>

ICHEC is a department of the Haute École “ICHEC-ECAM-ISFSC”.

Position of the course in the program

This course is part of the Master program (Level 7 of the European Qualifications Framework).

It is delivered in English and is part of the **Data-Driven Marketing track**.

The course plays a central role in the program by connecting:

- marketing analytics
- strategic decision-making
- marketing activation (AI, automation, omnichannel)

Students taking this course have previously been introduced to marketing fundamentals and consumer behavior.

General Course Objectives

The objective of this course is to provide students with a comprehensive understanding of how to define, measure, and manage customer value from a strategic and financial perspective. The course emphasizes the ability to make data-driven marketing decisions by integrating analytical, financial, and strategic dimensions.

It also aims to make students operational by placing them in realistic decision-making situations reflecting complex business environments.

Learning Outcomes

In terms of knowledge

- Understand the theoretical foundations of customer value (perceived, economic, financial)
- Master Customer Lifetime Value (CLV) and customer equity concepts
- Understand the link between customer value, marketing performance, and firm value creation
- Identify key drivers of customer value creation and optimization
- Understand core financial metrics (CAC, margins, profitability, LTV)
- Analyze trade-offs between growth and profitability

In terms of skills

- Calculate and interpret Customer Lifetime Value using different models
- Segment customers based on value (RFM, behavioral segmentation)
- Identify and prioritize high-value customer segments
- Allocate marketing resources based on customer value
- Optimize value drivers (acquisition, retention, upsell, cross-sell)
- Make marketing decisions using financial and value-based metrics
- Build customer value dashboards and performance tracking systems

Course Content

1. Theoretical Foundations of Customer Value

- Perceived value vs economic value (willingness to pay)
- Value creation vs value capture
- Customer equity and customer base value
- Value theories (value-in-use, value-in-exchange)
- Link between customer value and shareholder value

2. Customer Lifetime Value (CLV) & Components

- CLV calculation models (historical, predictive, probabilistic)
- CLV components (acquisition, retention, margin, referral)
- Drivers of acquisition, retention, and profitability
- Managerial applications (segmentation, budgeting, valuation)
- CLV limitations and assumptions

3. Value-Based Segmentation & Resource Allocation

- Identification of high-value vs low-value customers
- RFM segmentation (Recency, Frequency, Monetary)
- Behavioral and predictive segmentation
- Segment prioritization and differentiated strategies
- Strategic marketing resource allocation

4. Customer Value Levers

- Acquisition quality and customer-product fit
- Retention strategies and churn reduction
- Loyalty programs and loyalty economics
- Cross-sell and upsell strategies
- Share of wallet expansion

- Customer journey optimization

5. Unit Economics & Financial Metrics

- Customer Acquisition Cost (CAC) and optimization
- Payback period and break-even analysis
- Contribution margin by customer and segment
- Customer-level profitability (customer-level P&L)
- LTV:CAC ratio and benchmarks

6. Value-Based Decision Making

- Customer value-driven budget allocation
- Trade-offs between growth and profitability
- Management of unprofitable customers (migration or exit strategies)
- Value-based pricing strategies
- ROI-driven marketing investments

7. Customer Value Measurement & Tracking

- Customer equity and its evolution over time
- Retention and churn metrics (rates, drivers, prediction)
- Cohort analysis and value evolution
- Linking metrics to business outcomes (revenue, profitability, enterprise value)
- Customer value dashboards and executive reporting

Contribution to the Program Learning Goals

The course contributes to the Master's program competencies through:

2.1 & 2.3 – Critical Thinking

By analyzing complex customer data and market dynamics, and by applying structured, data-driven reasoning to identify patterns, relationships, and insights that inform strategic decisions.

2.5 – Critical Perspective on Models

By questioning established marketing and financial models (e.g., CLV, segmentation frameworks) and confronting them with real-world business contexts and limitations.

3.2 – Designing Desirable Futures

By mobilizing analytical models, customer value frameworks, and emerging technologies to design forward-looking, customer-centric marketing strategies.

4.1 & 4.4 – Decision-Making

By understanding business contexts through relevant data and using decision-support tools (e.g., CLV models, dashboards) to guide strategic and operational marketing decisions.

4.5 – Responsible Management

By integrating long-term value creation principles and considering the sustainability and ethical implications of customer-related decisions (e.g., profitability vs. fairness, customer selection strategies).

5.1 & 5.5 – Entrepreneurship and Strategy Execution

By identifying value creation opportunities within customer portfolios and translating strategic insights into actionable marketing plans, resource allocation, and performance-driven initiatives.

Teaching Methods and Materials

Courses are delivered in a lecture format.

They aim to:

- Combine theoretical frameworks with practical applications
- Illustrate concepts through real-world cases and exercises
- Develop analytical and critical thinking skills
- Encourage interaction and discussion
- Connect academic concepts with business practice

Students will work both individually and in groups.

Materials include:

- Comprehensive slide decks
- Case studies
- Analytical tools (e.g., Excel-based models, dashboards)

All materials will be made available via Moodle.

Assessment Methods (suggested)

- Written exam
- Contribution to the Track 1's integrative business case and Applied assignments

Indicative Bibliography

Key references will be provided in the course materials, including:

- Academic literature on customer value and CLV
- Industry frameworks & reports
- Business case studies

Recrutement process :

- Send your CV motivation letter for the **30th of May**, at honore.sebahire@ichec.be ; with the communication « **Customer Value Strategy** ».
- The selected candidates will be interviewed at l'ICHEC Brussels Management School
- For mor information, you can contact marieisabelle.muninger@ichec.be.