

Faculty of Economics and Business Administration

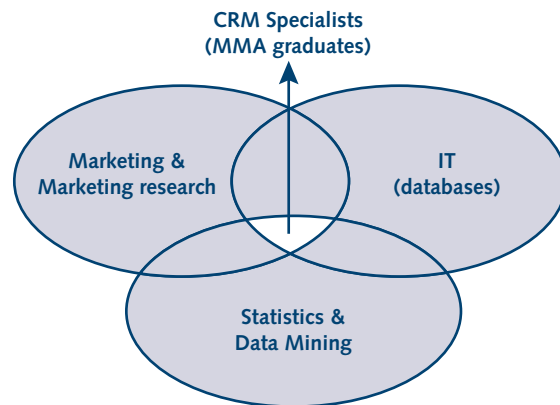
Master of Marketing Analysis



Master of Marketing Analysis

Using Marketing Analytics for Customer Intelligence

Many years of experience and established connections with the corporate world by means of business projects create a natural interface between a firm commitment to research and practical orientation. Thanks to these strong links with the corporate world, we are close to the marketplace and we are aware of current needs in the international corporate world. The **'Master of Marketing Analysis' (MMA)** provides a **specialization in the domain of marketing analysis and customer relationship management (CRM)**. More specifically, this program is designed to focus on three key disciplines mentioned in the figure below.



In an increasingly competitive world, just competing on superior product performance has become very tough. Therefore, companies have turned toward leveraging existing customer relationships. Actively managing customer relationships includes the following objectives:

1. Acquisition (identifying & attracting new customers)
2. Cross/up-selling (profitable usage stimulation)
3. Retention (identifying customers who intend to attrite/churn, and trying to keep profitable customers)
4. Recapturing lost customers

Each of these objectives can be supported by analytical tools powered by traditional statistical techniques or data mining algorithms. Hence, the field of analytical Customer Relationship Management (aCRM) has seen stellar growth.

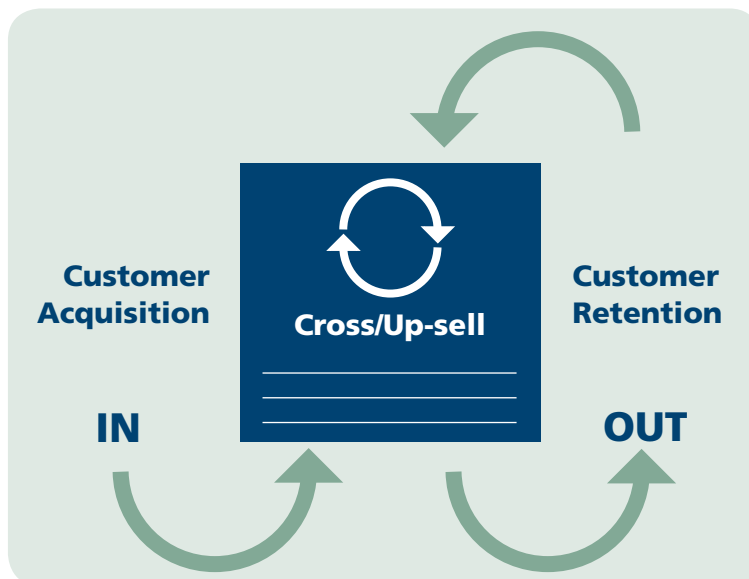
This new approach to conducting business has been acknowledged by book authors such as Thomas Davenport & Jeanne Harris in "Competing on Analytics" (2007) and Ian Ayres in "Super Crunchers" (2007).

The MMA program is not a master in marketing management, but it focuses on research and highlights mostly quantitative issues. The target group consists of both people with working experience and young graduates who feel the need for an in-depth education in marketing analysis. By bringing together a group of motivated students and teachers, and by dynamic and multimedia teaching methods, the Department of Marketing is striving to transfer in-depth knowledge of the marketing field.



Analytical Customer Relationship Management

In analytical CRM, we try to capture customer dynamics, i.e. customer inflows as well as outflows. CRM analysts construct statistical/data mining models to better understand, as well as predict customers' future behavior. This makes customer intelligence very actionable, because we are able to quantify, e.g. the probability a customer is going to stop purchasing a firm's products/services in the coming year. This 'propensity to churn or attrite' can then be used to rank their entire customer base in order to prioritize which customers should receive special customer retention treatment.



Using targeted marketing campaigns, analytical CRM empowers companies to learn from their campaigns, and finetune offers to different customer segments. Hence, businesses often turn to customer intelligence to increase their marketing ROI (return on investment). This enables marketing departments to become more accountable.

Many studies have shown that a good way to improve customer retention is to sell more products to the same customers, i.e. extend the portfolio of products or services bought from a given supplier. Of course, given a specific customer profile, companies would like to know what is the next most-likely product or service a customer is going to buy. In analytical CRM, we build cross-sell/up-sell models, also known as NPTB (next product to buy) models. These enable marketing analysts to target customers with the most appropriate product.

Customer intelligence goes beyond mere 'business intelligence', which is interpreted by software vendors as just report generation, and/or OLAP applications used to find reasons for deviations or above/below-average performance of businesses. While this approach is valuable, customer intelligence goes beyond reporting about the past. It empowers analysts to predict the most likely future events of individual customers.

In the Master of Marketing Analysis, we teach the analytics to build these analytical CRM models for retention, cross-sell, marketing optimization, ... This gives our graduates a real advantage on the job market, because these are sought-after skills in today's competitive markets.

Academic papers about customer intelligence can be found at www.crm.UGent.be.

Why this Master?

The goal of this specialized program is to create specialists in the domain of marketing analysis, more specifically in the field of analytical customer relationship management (customer intelligence) to support business marketing decisions of the firm.

This advanced Master program started in October 1999. The program addresses the strong need of companies for better-educated staff with strong skills in the domain of marketing analysis. Thanks to information technology and the availability of market data both at the demand side (customer information, e.g. scanning data,...) and supply side (internal information about marketing actions, competitors, ...), marketing as a discipline has evolved from a relatively qualitative to a more quantitative discipline. As a result, there is a strong need in the marketplace for people able to:

- control and cope with the huge amount of available data
- generate and use models to translate these raw data into useful marketing information

These people will be the interface between company management (e.g. product manager, marketing manager) and the suppliers of marketing data within the organization. Currently, marketing departments are not facing the problem how to obtain marketing data, but rather how to transform these massive amounts of data into useful marketing information and systems.

Program Overview

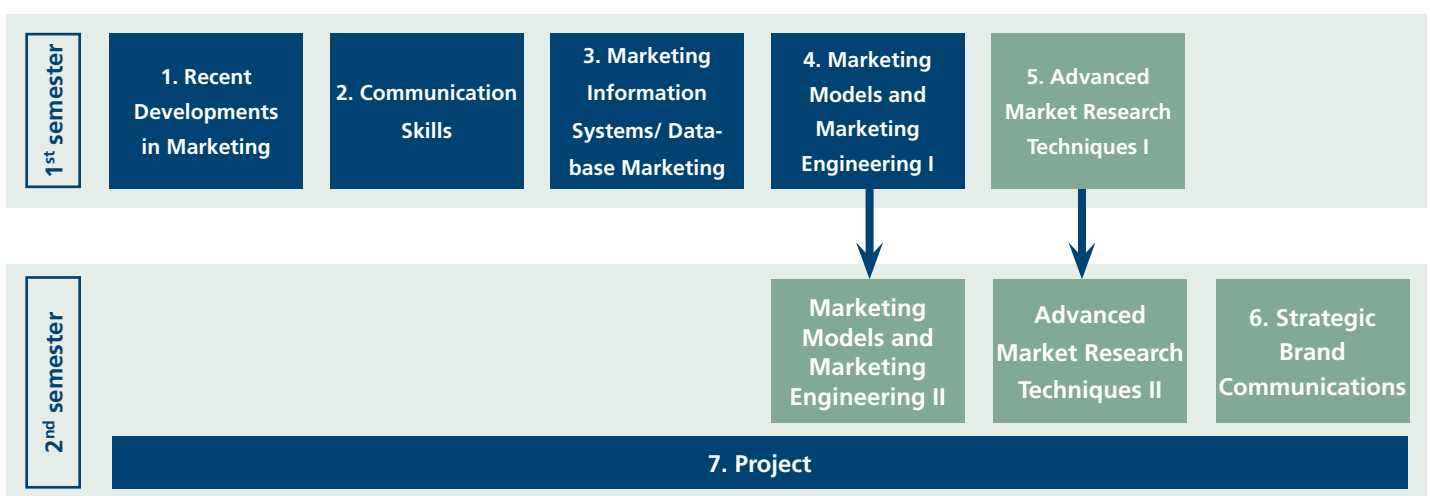
The Master of Marketing Analysis is a full-time program.



Herman Verwilt, Deputy CEO & COO Fortis, Chairman of the Management Committee of Fortis Bank

Today marketing is an integral part of our business model. Just twenty years ago most marketers would not even have considered working for a financial institution like Fortis. For a long time, bankers thought that customers needed them – and that is a seemingly comfortable position to be in. The only things they invested in were product management and an efficient distribution network. In addition, product development was strongly embedded in the IT and operations departments and mainly driven by internal processes. Once created, products were pushed through the network with virtually no marketing or sales support (“pull marketing”).

In the mid-eighties, however, bankers started to realize that customers were a real asset that required their full attention. At the same time increasing automation of simple transactions and the growing accessibility to financial information drove customers away from their traditional banker. “Push marketing” and the whole range of marketing techniques – already very popular in other retail businesses – finally entered the lives of the retail bankers. Today the marketing function at financial institutions is a flourishing and highly professional business attracting lots of young potentials as well as experienced marketers into specialized areas such as customer relationship management (CRM), campaign management, market research, channel development and market communication. Analytical competences, taught in programs such as the Master of Marketing Analysis, are highly valuable in today’s competitive business landscape. Although customer insights and campaign management remain typically locally driven, marketing competences in a company like Fortis are increasingly being deployed internationally. Activities such as CRM, product and channel development and the exchange of best practices (e.g. traffic generation, branding, loyalty programs) are a precondition for accelerating Fortis’ strategy of growing into a leading European provider of high-quality financial services.



The blue areas represent mandatory courses (i.e., Parts 1, 2, 3, 4 and 7). Students choose three out of the four available elective courses. From January on, the number of courses decreases significantly, enabling participants to fully concentrate on the project. Starting in April, students concentrate full time on their projects, which represents their master thesis.

The 7 Parts of the Master

Part 1: Current Developments in Marketing

Current Developments in Marketing

Prof. dr. Maggie GEUENS

Marketing is not a rigid management function. It is dynamic, outward looking and responding to what is happening both inside and outside the organization. Furthermore, marketing also tries to drive its environment in order to capitalize on opportunities. As a consequence marketing is an ever-evolving discipline. A first goal of the course is to familiarize students with recent developments in strategic marketing thinking. A second objective is to have the students experience the importance of a thorough strategic analysis, the value of creating business opportunities and the interdependence of the different aspects of the marketing discipline. To this end, the simulation game "Markstrat" will be used. In this game teams of students have to manage their own company and compete with fellow-student teams for market share and profitability.

Part 2: Communication Skills

Reporting Techniques for Marketing Analysis

Prof. dr. Marc BUELENS

Given the supporting role of marketing professionals, the communication process needs to be very efficient. Consequently, communication skills are incorporated in the program with a strong emphasis on oral and written communication. This course enables you to communicate technical information in a non-technical way.

Part 3: Marketing Information Systems/Database Marketing

Marketing Information Systems and Database Marketing

Prof. dr. Dirk VAN DEN POEL

The overall goal of this course is to provide participants with the knowledge to create, use and manage database systems aimed at optimizing the decision-making process of the marketer. After this course, participants should be able to:

- apply the basic principles of database creation and management in a real-life marketing context
- query a large database using SQL (Structured Query Language) to answer marketing-related questions
- develop an application in Oracle® PL/SQL.

Marketing analysts who possess these skills have a big advantage: They do not need to rely on the IT department (which is traditionally swamped with work) for data extraction and data preparation for marketing analysis. These particular skills are very much sought-after on the job market.

Part 4: Marketing Models and Marketing Engineering

Marketing Models and Marketing Engineering I & II

Prof. dr. Dirk VAN DEN POEL & Prof. dr. Anita PRINZIE

The purpose of these courses is to make you familiar with:

- The SAS® programming language (and SAS macro's). SAS certification is optional.
- MATLAB®
- valuation of customers ('customer life-time value' calculations)
- building a profitable customer relationship ('customer relationship management')
- checking the impact of modifications of internal marketing-mix elements (or those of competitors) on sales
- perform data mining (e.g. using association rules & neural networks).

The following elements are crucial:

- Starting from a well-defined formulation of a problem enables us to turn our attention always to relevant problems. Our main focus is on the marketing problem at hand, not the technique used to solve the problems.
- The use of the most advanced software packages: due to growing complexity of marketing models, the use of appropriate software becomes crucial. In particular, emphasis is on electronic spreadsheets, statistical and econometric software.
- An overview of the research being taught can be found at: www.crm.UGent.be and www.textmining.UGent.be

Part 5: Market Research and Methodology

Advanced Market Research Techniques I & II

Prof. dr. Patrick VAN KENHOVE

After these courses, participants should be able to:

- check reliability and validity of real questionnaires in a quantitative manner
- design Internet questionnaires and collect data via the Internet
- better evaluate models of qualitative research
- process and interpret data of qualitative research (interviews) in a reliable way
- create, analyze and interpret experiments keeping in mind practical relevance
- perform trade-off analyses with plenty of variables
- execute cluster analysis with optimization of a target variable

Briefly, participants will be taught to work with the following software packages: SPSS, Lisrel, Adaptive Conjoint Analysis. These packages of high practical value are providing the

The 7 Parts of the Master

opportunity to tackle current marketing research problems quickly and precisely. Attention is given both to the methodological aspect and to an efficient translation of the results to the decision maker. The overall goal of this course is to provide an in-depth treatment of the spectrum of exploratory, descriptive and conclusive research. As a result, attention will be devoted to qualitative, quantitative, experimental and non-experimental research designs.

Part 6: Marketing Communications (elective part)

Strategic Brand Communications

Prof. dr. Maggie GEUENS

In a global world, with a staggering amount of choices within each product category, brands have become important in a way they never were before. A strong brand can act as an important touchstone during a consumer's shopping trip, it can serve as an ambassador when a company enters a new market or offers a new product, and it allows a company to charge a higher price. Moreover, companies that once measured their company value strictly in terms of tangibles such as factories, inventory, and cash have realized that a strong brand represents an equally important asset (brand equity). Therefore, in this course, the objectives are (1) to develop an understanding of how brand equity can be built and communicated, (2) to provide an insight in how brand equity can be measured, and (3) to familiarize students with strategies to maintain brand equity over time. Case-study analyses, class discussions and discussions with guest lecturers will complement the theoretical classes.

Part 7: Project

Participants are asked to carry out a real-life project in small groups in cooperation with a particular company. The purpose is to solve a problem in the field of marketing analysis and/or marketing research. The project offers participants the opportunity to demonstrate their newly acquired skills and competences. At the end of June, participants will provide teaching staff and company-internal supervisors a project report and a presentation of the project. This part of the program is generally perceived by the students as the most interesting as it integrates all elements of the program into a specific assignment. Moreover, it entails close cooperation with assistants, professors and company-internal experts to solve a real-life problem (not just an artificial class-room case study). Companies pay a real fee for the project, so the involvement of all

parties is high as this is the only real source of revenues to the program (because tuition fees are very low). Both "customer intelligence" as well as "marketing research" projects are carried out.

Examples of the "analytical Customer Relationship Management" category include:

- Corona Direct, a direct writer (i.e. an insurance company selling only through direct channels such as the direct mail and the internet), asked us in 2001 to optimize the process of customer acquisition. By using quantitative database marketing techniques, we improved their mailing efficiency significantly. Satisfaction of companies with our projects often leads to extend previous studies. Therefore, in the Spring of 2002, we analyzed multiple mailing strategies to further optimize their customer relationship management (CRM) program. In 2007, we built an acquisition model for their new type of car insurance based on the exact number of kilometers driven.
- Delhaize, a major retailer operating worldwide, turned to us for a segmentation analysis of their loyalty cardholders. This was then linked to their behavioral characteristics to customize communication towards these segments, e.g., based on the product categories customers purchase from.
- For AXA, a financial powerhouse, we carried out a churn analysis of their customers. This included a thorough analytical CRM analysis of who leaves the institution (as a customer), how can the company prevent this from happening, what are key signals exhibited by customers who are likely to leave, ... Given this successful implementation, we extend this approach in 2002 to the analysis of cross-sell behavior. This study tries to give insight into what products are likely to be the next purchases of individual customers.

An example of a previous "Marketing Research" project:

- Direct Mail Distributors (DMD), a sister company of Necker-mann Postorders, is active in selling products through niche catalogs. MMA students carried out a qualitative study to improve the company's understanding of the consumer's (mail-order) buying process of one of their catalogs (Baby Walz), featuring baby products. Students used focus group interviews and personal interviews to carry out exploratory research. This also included an adaptive conjoint analysis to force trade-offs to learn more about the priorities of their customers in terms of the 'shopping experience'.

During the projects, software packages, taught during the classes, are used in a real-life application. These include SAS (& Enterprise Miner), S-Plus, SPSS and MATLAB.

Testimonials

The choice of engaging in a specific Advanced Master program is, even more than a Master program, related to the question “Which job(s) will I be trained for?”. Fortunately, there is a broad variety of jobs for which students are trained. About equal proportions of MMA graduates are currently working in different aspects of the Marketing discipline, although the majority of functions are clearly analytical in nature. In order to offer potential students more insights into the variety of functions, companies, industries, and even countries where MMA graduates are already present, some former students were very willing to share their experiences in this program with – possibly – their future colleagues...

Mom Yem



**Sales Analyst,
Rogers Communications Inc.
Ottawa, Canada**

MMA graduate of 2005-2006

The MMA program is unique and distinct, with a clear focus on marketing analysis, customer relationship management, and marketing research. In fact, the MMA program provides extensive hands-on and practical training in conjunction with many leading edge software applications, delivered by a faculty of dedicated professors and support staff. Moreover, the hands-on training I received through various projects, including the in-company project, allowed me to further develop the skills, knowledge, networks and confidence essential for success in my current role as a Sales Analyst at Rogers Communications. In retrospect, my year of studies in the MMA program at Ghent University was exciting, challenging and definitely a valuable learning experience.

Haibin Wu



**Marketing Manager of GE
Money Bank Korea**

MMA graduate of 2001-2002

Starting as a marketing analyst, acting as a senior risk analyst for a year and playing role now as marketing manager, I am very happy with my career path in GE Money. I must thank the MMA program of Ghent University, which inspired my potential of what I am good at, and always want to do. I took the MMA program in 2001. The program did really fresh me up with the newest methodologies and theories of quantitative marketing; the experienced professors were not only the teaching staffs, but the ones with help of coordinating on-site projects; the tools which were adopted to reach the insights were advanced; multinational study environment left us opportunities of building networks, sharing experiences and establishing friendships; another amazing part is that the program is very short and low-cost. Those are the advantages for those potentials who worry much about losing time and spending too much money on advanced education. This education will pay you off when you are back on track; last not least, I love the city Gent, a historic town with energy.

If you have the right background, please, MMA at Ghent University is your choice ..

Testimonials

Bruno D'havé



**Junior Business Intelligence Developer,
Volvo IT Consulting Services**
MMA graduate of 2005-2006

After obtaining my masters degree in Applied Economics, I decided to continue studying to improve my career prospects and enrolled for the MMA programme. In hindsight, this was most certainly a very wise choice. During this one year programme, I acquired a deeper insight in database structures, data querying and data manipulation (SQL). Moreover, the curriculum of the programme also contains subjects related to data mining and analytic CRM, two disciplines which are getting embraced by more and more companies. Thanks to the team-based exercises and the dedicated and competent staff of the marketing department, the atmosphere among the students and between the students and the staff is excellent. This team-based approach is good practice for the students' professional life, as most projects in the business world are team-based. In contrast with most academic programmes, the MMA has a clear link with the corporate world. Most of the examples used in the exercises relate to real marketing problems. Furthermore, students conduct projects for real companies, in which they are also trained to recognize the needs of the customer. When applying for a job, I quickly noticed that these projects are valued highly by most companies and are considered as a kind of working experience. After getting concrete offers from several companies, I decided to accept a position at Volvo IT Consulting Services as Junior Business Intelligence Developer. Volvo IT offers its services to all other companies in the Volvo Group. As part of my job, I maintain and enhance data warehouses and construct reports on the data in these warehouses. I also design semantic layers which translate the technical terms in the database to business terms which are understood by managers and employees of the Volvo Group all over the world. This layer enables them to construct their own reports, without having to know the technical details. I hope you too will enjoy the MMA programme, as it is hard work, but also a lot of fun and it will most definitely mean a career boost.

Michel De Schryver



**Analytical CRM and Business Intelligence Development and Reporting,
Novartis Pharma,**
MMA graduate of 2003-2004

In 2003 I graduated as a Master in Psychology. During my internship at the department Strategic Planning at the advertising agency VVL BBDO, I realized marketing was really the direction I wanted to specialize in. Since discovering relationships between facts and tendencies in consumer behavior interests me most, I chose for the Master of Marketing Analysis (MMA). I worked as a Senior Database Marketing Analyst at Sanoma Magazines Belgium, the Belgian n°1 in Magazine Publishing. At Sanoma I was responsible for segmenting the market and preparing direct marketing campaigns, supporting the Direct Sales (i.e. subscription sales) department. By testing and analyzing response rates of marketing campaigns, I gave advice how to increase revenue. Recently, I started working at Novartis Pharma where I am responsible for analytical CRM and Business Intelligence development and reporting. Being the link between ICT and the business, the skills I learnt in the MMA program are definitely very useful.

Interacting with (internal) clients on the one hand and team working skills on the other are very important nowadays, not only in a consulting environment. During the MMA program, I learnt how to work as a team member with classmates and faculty staff, how to interact with clients and how to improve my presentation skills. Moreover, the combination of advanced marketing analysis skills and applying them in research projects during the Master program is of great market value. According to me, the Master in Marketing Analysis prepares students to be successful candidates on the demanding job market.

Testimonials

Joris Van Liefde



Product Manager Commercial Graphics & Window Films @ 3M.
MMA graduate 2005-2006

The ideal bridge between a university and job. That's the way I experienced it though. Due to the bachelor/master reformations at the university level, I will be one of the last graduated based on a license degree in Applied Economics. One of the advantages of the old system was that you could choose some courses out of an extensive range, including some marketing courses, my fields of interest. During my third year at the university, I already knew that I would not go out on the labour market to find a job, immediately after my 4 years of Applied Economics at the University of Ghent. So I started to look for something that match my interests in marketing. And so I got in touch with the Master of Marketing Analysis. Although the courses of MMA are taught by professors of the university, it's hard to compare it with most (ex cathedra) courses in a university setting. First of all, the structure of the year is completely different: there are 3 terms and from Easter on you only spend time on a final project. The first two terms, you are taught in an interactive way. Every week you get tasks to be done, but by doing so, you master the material. Examinations are organized differently: there are only open book tests, so the focus is no longer on theories. Practical relevance and ability to handle information are the two main drivers. Another difference with other university programs is the interactivity among students and between students and professors. Since MMA is a small group of people, you really get to know each other. You can always contact the professors when you have questions and so on. The last but maybe most important difference is the practical usefulness of the program. During the year, you learn to know different companies, because for a lot of courses you get assignments for big companies. The final project is no longer just reading and performing a related investigation, but is now a real company issue. So in sum, the theory you had to master in previous educational programs, is now being implemented in a real environment. And that is what I believe to be the major asset of the Master of Marketing Analysis. Nowadays, you can find me in Diegem where I work as a product manager Commercial Graphics and Window Films for the

company 3M, in a trilingual (Dutch, French and English) environment. Being product marketer means in a nutshell that you are responsible for a product portfolio. To conclude I can state that MMA has given an added value to my development, namely the insights and skills of how to transform theory into practice. So, what are you waiting for?

Filip Deforce



Consultant CRM global service line
Custom insight team
Accenture Belgium
MMA graduate of 2004-2005

The master of marketing analysis has been a great experience to me. In my opinion, the master does an excellent job of bridging the gap between my studies and the labor market. This was exactly what I was looking for in looking for a suited master degree. During the whole year I gained a broad and in depth conceptual understanding of CRM, data extraction, statistical modeling, data mining, market research, ... Every time a concept is introduced, you will immediately learn how to implement all these concepts in a very practical setting. The fact that you are able to work on projects based on real life company problems is a very big advantage of this master. As such you have the best of both, a theoretical reference and the skills to implement solutions in a business environment. The combination of these factors is very valued in the labor market. After the master, I started working as a customer insight analyst in London. I worked on the famous Tesco account which serves as one of the benchmarks for data driven marketing in the world. After my adventure in London, I came back to Belgium and I am currently employed with Accenture. I have been enrolled in many very interesting projects. I am convinced that I would not have had the same professional opportunities without this master. If you are interested in how data analysis can support marketing activities, then I would strongly recommend to sign up for this master. I am aware of the fact that this degree is an invaluable asset to me, and am thankful to everyone who has been teaching me all these concepts, and skills.

Testimonials

Maaïke Van den Branden, Thomas Meersseman, Maarten Verschuere & Koen Michiels



**DunnHumby Ltd, Ealing,
London**

MMA graduates of 2006-2007

In September 2006, a group of 12 people started the Master in Marketing Analysis

at Ghent University. This additional year was very appealing to us, because we could learn how to program in SAS, SQL and Matlab, in a very practical way. We applied these technical skills to real-life projects, such as for Plan Belgium (former Foster Parents). Additionally, we got the opportunity to visit leading marketing agencies and meet professionals to learn about their extensive experience. To obtain our degree, six of us were given the opportunity to go abroad and do a three-months internship at a London-based marketing consultancy company, Dunnhumby Ltd. After the successful completion of the master program, four of the six 'Londoners', decided the adventure wasn't over yet; they felt Dunnhumby could offer them a world of opportunities and challenges. As a result, they returned back to London after the summer, to work for Dunnhumby on a full time basis, as Custom Insight Analysts. Dunnhumby uses the till – and loyalty scheme – data of UK's biggest retailer, Tesco. This supermarket chain has a database of 14 million active customers, which provides us with a huge amount of information, and leads to interesting analysis work. Dunnhumby works both for Tesco, as for Tesco's suppliers, the fast-moving consumer good companies. They also have a department that works with non-Tesco related clients,

such as Littlewoods, Shell and Barclay Card. Thomas and Maarten ended up in the FMCG department, where they have the pleasure of working with the biggest FMCG/CPG – companies in the world: P&G, Unilever, Danone and many more. By using the Tesco data, they provide these companies with insights to a great variety of marketing questions: How has a promotional campaign performed? Is it possible to create a segmentation of our customers...? Koen and Maaïke, on the other hand, started in a position in the core team of the business, the Tesco team. The Tesco analysis team works on strategic projects, such as investigating the impact of promotions, performing competitor analysis of Tesco's biggest competitors, analyzing customer's shopping missions,... Besides this, they are responsible for operational deliveries, such as local store campaigns, coupons at till and a quarterly statement send out to customers. We realize that without the Master in Marketing Analysis, we would probably never have decided to go and work for Dunnhumby in London. Not only have we learned an awful lot in this extra year, we've met great and interesting people, we've had a lot of fun and made friends for life and on top of that, we were given the chance to get international experience. We, all four, agree on this, if you ask us what we would choose if we could turn the clock 18 months back: we would definitely do the "Master of Marketing Analysis" again!

Still not convinced? On our website, you can find additional testimonials from our graduates in leading companies in Belgium and abroad. Visit us at <http://www.mma.UGent.be> (click on the link to testimonials)

Griet Verhaert



**PhD candidate,
Ghent University**

MMA graduate 2005-2006

Maybe you would not expect it, but the Master of Marketing Analysis is not only an ideal preparation

to business life, it's also the ideal start into an academic career. The reason is that next to the very practical view on marketing analysis (realized by a lot of guest speakers, business studies, company visits, real life projects, ...), the master also offers the student an explanation of the techniques themselves in order to solve specific business cases. Scared to alienate from real business life? Don't be afraid! There are mainly two ways in how you, as a research

assistant, stay in touch with real business problems. The first way is that your project is done on real data offered by a company. Together with them you try to build a win-win relationship by means of giving them a tailor-made solution for their problem and in the mean time you can use this real-life case in your academic work. Secondly, once working as researcher at the Department of Marketing at Ghent University, you become closely engaged in the MMA program. During the real-life project and together with the current MMA students, you try to answer a specific business question. So if you want to exploit your marketing knowledge to the maximum and stay in touch with the new marketing trends, do the Master of Marketing Analysis at the Department of Marketing at Ghent University.

Unique Selling Proposition of the Master

A specialized program

Specialists are formed within the field of marketing analysis and marketing communications. All courses are specialized and advanced. This program does not offer introductory education into the field of marketing.

An in-depth and research focus

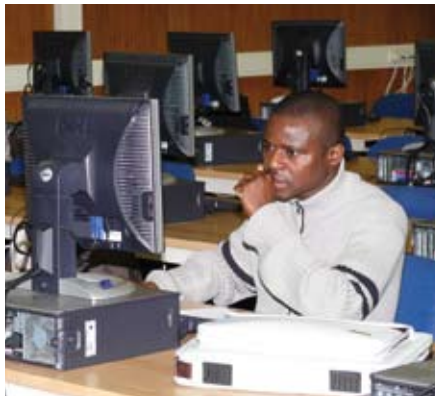
This program does not provide a general education in marketing management but, on the contrary, emphasizes research topics of a quantitative as well as of a qualitative nature. Having strong analytical skills is a must.

You will become familiar with the newest techniques in marketing analysis

Not only will your knowledge of existing research methods and techniques be improved, but you will also learn to cope with the most recent techniques in the domain of marketing analysis. A variety of advanced software tools is used to enhance the educational experience.

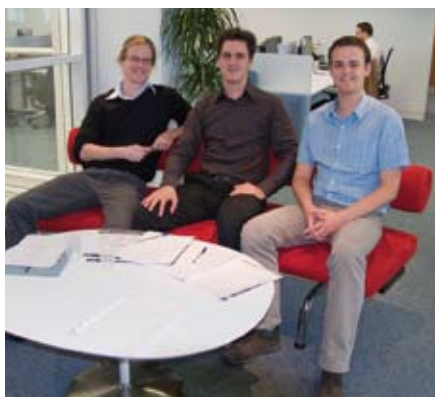
Strong relationships with software vendors

Thanks to our long-standing excellent relationship with software vendors such as SAS® and Oracle®, students are trained in state-of-the-art tools. This cooperation has led e.g. to SAS certification being held at our premises to facilitate our students to obtain these sought-after certificates. Moreover, several MMA graduates have been invited as "SAS Student Ambassadors" to attend and present at SAS conferences.



Instant usefulness to companies

This program is continuously testing the practical relevance and usefulness of the topics taught. Companies are encouraged to apply the techniques on their own business data. Practicality is a high priority! Young graduates are benefitting from the fact that they can work on a project together with experienced people.



Involvement of world experts in the field of marketing analysis

Regularly, national and international guest lecturers and professors are invited. They focus on specific topics and show how to translate theory into practice. There is ample opportunity to discuss several topics with these experts.

Visit our blog for more up-to-date detailed information (www.mma.UGent.be, click on the link to our blog) or alternatively visit <http://mmacrm.wordpress.com>.

Problem-focused education with professional support

Every session starts from a well-defined 'real business problem', focusing our attention always on relevant problems. Consequently, this enhances the practical value of this Master program. In addition, during the program, you will be under supervision of a professional teaching staff consisting of professors and assistants. The expertise available within the Department of Marketing constitutes a real asset, e.g. during the supervision of projects. Your expectations will often be checked and by taking into account your suggestions we are continuously striving to finetune the program.

Freedom to build your own program

Both business people and young graduates are offered the opportunity to choose among several elective courses within the program. Participants select the courses they want to become expert in. Please refer to the 'Program Overview' Section for more information. The customer relationship management manager or analyst who wants to increase his/her knowledge of marketing models may choose the modules 'Marketing Models and Marketing Engineering' and 'Market Research and Methodology'. The communications researcher may prefer to become proficient in the modules of 'Market Research and Methodology' and 'Marketing Communications'. In summary, you choose those modules that seem most relevant to you.

Opportunity to spread courses over 2 years

The program also targets people with several years of experience who are willing to make a substantial effort, either studying full-time or part-time. To facilitate the latter choice, we offer the opportunity to follow our program on a part-time basis, and to spread the program over 2 years. In addition, as already mentioned, you will carry out well-defined projects on your own business data.

Teaching Staff

Prof. Dr. Dirk Van den Poel (Program Director)



Dirk Van den Poel obtained the degree of Commercial Engineer in management informatics at K.U.Leuven in June 1991. He started his doctoral studies after his mandatory military service at the informatics department of the Logistics Headquarters (Tervuren). He obtained the degree of Doctor in Applied Economics at K.U.Leuven with a doctoral dissertation titled 'Response Modeling for Database Marketing using Binary Classification'. Since September 1999, he teaches at Ghent University. His main research interests are customer relationship management, database marketing, marketing optimization (optimal allocation of the marketing budget) and internet marketing, whereas his methodological interests are situated in the field of statistics (e.g. survival analysis), data mining, text mining and neural networks. He has publications in several international journals (including Information & Management, European Journal of Operational Research (EJOR), International Journal of Intelligent Systems, Decision Support Systems (DSS), Expert Systems with Applications (ESWA), Journal of the Operational Research Society (JORS), Journal of Business Research, the International Review of Retail, Distribution and Consumer Research, Lecture Notes in Computer Science (LNCS), and Lecture Notes in Artificial Intelligence (LNAI), many conference proceedings, and books. Most of these publications can be obtained from www.crm.UGent.be. During his research, he cooperated with (among others) the following companies: Axa Belgium, Proximus (Belgacom Mobile), and Wells Fargo (San Francisco).

Prof. Dr. Patrick Van Kenhove



Patrick Van Kenhove is Doctor in Business Economics, (Ghent University) and Master in Marketing Management (Ghent University). First, he worked as a scientific staff member at Ghent University. Since 1993, he is professor at the Department of Marketing, where he was co-founder in 1998 of the Research Center of Consumer Psychology and Marketing. He teaches at the Faculty of Economics and Business Administration and at Fucam (Mons). Currently, his main research interests are situated in the field of consumer behavior, distribution and methodological aspects of marketing research. He has contributed to several publications in national and international journals (Journal of Retailing, Journal of Business Ethics, International Review of Retail, Distribution and Consumer Research, Journal of Health Communication, Psychology & Marketing, Advances in Consumer Research) and conference proceedings. Finally, he is co-author of the books "Marktonderzoek. Methoden en toepassingen" (Antwerpen, Garant, 2002, 4th edition) and "Management van het distributiekanaal" (Antwerpen, Standaard uitgeverij, 1999, 1st edition)

Prof. Dr. Marc Buelens



Marc Buelens is doctor in industrial psychology (Ghent University). First, he worked as a scientific staff member (Ghent University), then he worked for Interbrew. He was the General Manager and Managing Director of the Vlerick School for Management. He is also partner of the Vlerick Leuven Gent Management School. He gave lectures at the Universities of Leuven, Antwerp, Moscow en Bandung (Indonesia) and currently teaches General Management and Organization at Ghent University and at the Vlerick Leuven Gent Management School.

Teaching Staff

Prof. Dr. Maggie Geuens



Maggie Geuens holds a PhD in Applied Economics of the University of Antwerp (RUCA), Belgium. She teaches at Ghent University and is academic director of the Brand Management Center of Vlerick Leuven Gent Management School. Currently,

her main research interests are situated in the field of consumer behavior and marketing communications. She has contributed to several publications in national and international journals (Journal of Advertising, Journal of Business Research, Advances in Consumer Research, Journal of Marketing Communications, Educational and Psychological Measurement, Psychology & Marketing, Journal of Marketing Communications, Psychological Reports, International Marketing Review, International Journal of Advertising, International Journal of Marketing Research, etc.) and conference proceedings. Finally, she is co-author of a European textbook 'Marketing Communications' (Pearson Education, London, 2001, 2004, 2007) and of a Benelux textbook 'Marketing' (Pearson Education, Benelux, 2003, 2007).

Prof. Dr. Anita Prinzie



Anita Prinzie received a Masters degree in Marketing Analysis and Planning as well as a PhD in Applied Economics from Ghent University. Her PhD thesis investigated the use of sequence-analysis methods for CRM purposes (churn and cross-sell analysis).

She worked as a visiting academic at Monash University, Australia. Since September 2007, she started as a post doctoral researcher in Economics and Business Administration at Manchester Business School, University of Manchester, UK. Anita Prinzie teaches as a visiting professor on the Marketing Modeling and Engineering course within the Master of Marketing Analysis. Her main research interests include 1) choice analysis and classification, 2) understanding and optimising customer decision processes from a marketing-action perspective and 3) assessing the value of sequential information for aCRM models. Her papers have been published in Decision Support Systems (DSS), European Journal of Operational Research (EJOR), Expert Systems with Applications (ESWA), Lecture Notes in Computer Science (LNCS) and Lecture Notes in Artificial Intelligence (LNAI).



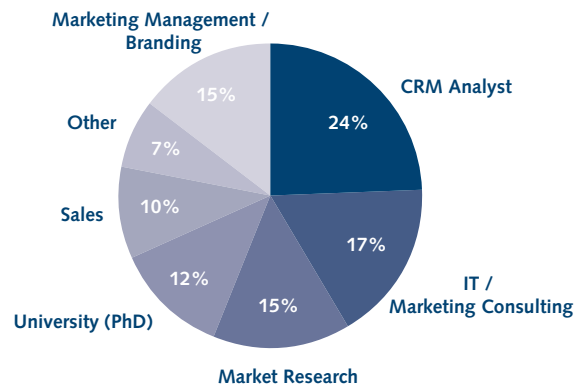
Master of Marketing Analysis

Target Group

On the one hand, the program is intended for **people with some years of working experience** who feel the need for a serious in-depth training in customer relationship management and marketing analysis (depending on the student's choice).

On the other hand, the program is targeting **individuals who recently graduated**. Applicants should already have gained some marketing knowledge during their previous education.

The graph to the right reveals that most MMA graduates fill in job positions for which they are specifically trained, i.e., CRM specialists, IT/marketing consulting, and market(ing) research.



Admission

- **Students with a Flemish university degree (2nd cycle Master degree) or a Flemish HOLT degree (higher education of minimum 4 years of study):** People meeting this requirement are invited to take an admission test, the purpose of which is to determine the prior knowledge of marketing, marketing research, (basic) statistics and English. (Partial) exemption of this admission test can be offered if, on the basis of the curriculum, the individual seems to be familiar with these basics. Please visit our website to obtain more detailed information about the specific content of the admission test. To apply for exemption, you should fill out the **information form**, available from our website, and mail it to mma@UGent.be.
- **Students with a non-Flemish degree:** There are 2 compulsory procedures for admission, we advise you to start both procedures at the same time. The first procedure allows us to ascertain whether the applicant has the necessary background to be able to successfully participate in the MMA program. The second procedure is the general acceptance procedure set up by Ghent University.

Procedure 1: First of all we ask you to complete the information form, available from our website, and mail it to mma@UGent.be. The application procedure is free of charge. Students with a non-Flemish degree are **required to take the GMAT** organised by the Graduate Management Admission Council with the exception of native English speakers. This test is organised at numerous locations all over the world (see <http://www.mba.com>). When taking the GMAT, please mention that the results should be forwarded to the Faculty of Economics and Business Administration of Ghent University (**GMAT code number 7096**). Based on their curriculum and this score, students may qualify for admission. In addition to the GMAT score, the student has to participate in an **admission test**. (Partial) exemption of this admission test can be offered if, on the basis of a strong academic curriculum, the individual seems to be familiar with the required basics. Please visit our website to obtain more detailed information about the specific content of the admission test. For any questions you may have with reference to procedure 1, please contact mma@UGent.be.

Procedure 2: In order to be able to register for the Master of Marketing Analysis, you **MUST** register at Ghent University. You can start by sending an e-mail to admission.studadmin@UGent.be to request the necessary forms. The application procedure is free of charge. Failure to comply fully with the procedure set by central administration will result in the inability to register as a student.

Master of Marketing Analysis

Some Practical Information

Evaluation: A dynamic approach

Students are expected to participate actively. The program frequently uses active learning methods. Opportunities are offered to hold group discussions, to solve case studies, to give presentations and to do business games. In other words, permanently evaluating the participants is indispensable. With the exception of some tests to examine the student's programming skills (e.g. in SQL and SAS) there are no classical exams.

E-learning and knowledge management tool

Since 2003, Ghent University uses Minerva as an e-learning and knowledge management tool as a web front-end towards students (minerva.ugent.be). This tool facilitates making available exercises, course material, ...

Schedule

When ?

The program consists of a mix of traditional lectures, hands-on software instruction sessions, and group discussions. Moreover, participants will prepare case studies, exercises, presentations, etc. The program runs from the last week of September until the first week of July.

Language?

The program will be taught in English. Consequently, a sufficient proficiency in English is a necessary entry requirement.

Where?

All courses take place on campus at Tweekerkenstraat 2, 9000 Gent. Rooms are equipped with the necessary IT-infrastructure and software that will always be at the disposal of the participants. This master program has its own separate computer room equipped with the latest machines. Moreover, the Department of Marketing has about 80 dual-processor servers for teaching and research featuring in excess of 100 Tb in storage capacity.

Tuition fee

Currently, the tuition fee for one academic year is about € 530. A lower tuition fee may be granted to students coming from certain developing countries. Participants have to enrol at Ghent University. For business people wanting to follow the program on a part-time basis, the tuition fee will also be spread over 2 years. In addition to the tuition fee, there are other specific costs like books, course material, use of software, etc. up to a maximum of € 300.

This low price tag of about € 830 in total for the whole program (during one academic year) should lower the threshold for students with (very) limited financial means looking for high-quality education. No additional grants or reductions are available from Ghent University.



Further Information

If you would like any further information about the Master of Marketing Analysis, please do not hesitate to contact us:

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Also visit our website: (e.g. for more detailed information on past, present and future guest speakers, projects,...)

<http://www.mma.UGent.be>

Do not forget to visit our blog (through a link from the webpage above) . A summary version of our blog is also available at <http://mmacrm.wordpress.com>.

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Other Master Program

The Faculty of Economics and Business Administration offers another Master program besides the Master of Marketing Analysis:

Master of Banking and Finance

Program Director

Prof. dr. Rudi Vander Vennet

Tel: +32(0)9 264 35 13

E-mail: mbf@UGent.be

HOW TO REACH US

