



**BUSI 4901C**  
**Marketing Metrics**  
**Fall 2017**

Last updated: 2017-08-03

**Professor:** Dr Irene Lu  
**Office:** 929 DT  
**Office Hours:** by appointment only  
**Class:** Thursdays, 8:35 a.m. to 11:25 a.m.  
**Email:** listed under course cuLearn Mail  
**Telephone:** 613-520-2600 ext. 2970  
**Teaching Assistant:** TBA  
**Teaching Assistant Email:** TBA

**COURSE Description**

This course takes an applied and data-driven approach to understanding how firms make decisions about marketing investments. Students learn how to use metric-driven tools and techniques to enhance marketing decisions. The course consists of seven core modules: share metrics, margins and profits, pricing, product and portfolio management, sales force management, promotion profitability, and customer profitability.

**COURSE PREREQUISITES**

BUSI 1005, BUSI 2208, open to BCom, BIB, all Minors (note: able to count as Marketing elective)

**COURSE OBJECTIVES**

The key learning objective is to provide students with an overview of tools and techniques that can be used to quantify the strategic value of marketing initiatives.

The course is designed to help students to:

- a) develop expertise in using numerical information to justify and evaluate marketing strategies
- b) be able to correctly select, calculate, and interpret specific marketing metrics for marketing decisions and articulate returns on marketing investment
- c) understand the connections across various marketing metrics

**RECOMMENDED BOOKS:**

Bendle, N.T., Farris, P.W., Pfeifer, P.E., and Reibstein, D.J. (2016) *Marketing Metrics: The Manager's Guide to Measuring Marketing Performance* (Third edition). Upper Saddle River, New Jersey: Pearson. ISBN-10: 0134085965 • ISBN-13: 9780134085968  
(Available for purchase at Carleton's bookstore).

Winston, W. L. (2014). *Marketing Analytics: Data-driven Techniques with Microsoft Excel* (First edition). Indianapolis, Indiana: John Wiley & Sons.

### **REQUIRED MATERIALS:**

Bring your laptop (installed with Excel) and calculator to class.

### **COURSE NORMS:**

#### **Use of cuLearn**

This course uses cuLearn, Carleton's learning management system. To access your courses on cuLearn go to <http://carleton.ca/culearn>.

The course cuLearn website contains all the pertinent course information. This site will be the primary source for course announcements and distribution of materials. Grades will be posted to cuLearn as soon as they become available. In line with Sprott policy, it is your responsibility to check your grades by clicking on 'Grades.' In case of class cancellation due to inclement weather, an announcement will be posted on cuLearn as soon as possible.

#### **Email Policy**

The best way to contact the professor is to send her an email via cuLearn. If you wish to send her an email directly, please add "**BUSI 4901C**" in your email's subject line. In keeping with Carleton University policy, your @cmail accounts must be used for any enquiries which involve confidential student information (e.g., about grades or health issues). The professor does not respond to student emails over the weekend. During the week the professor will endeavor to answer your emails within 48 hours; you should not expect an immediate response. She will also not answer by email questions that have already been asked and answered in class. Please use the cuLearn course Forum (discussion board) to ascertain whether your classmates can assist you.

#### **Course Material Sharing Policy**

Student or professor materials created for this course (including presentations and posted notes/slides, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may NOT be reproduced or redistributed without prior written consent of the author(s).

#### **Recording or Videotaping Policy**

Students are not permitted to make any unauthorized recordings or video of lectures.

## MARK ALLOCATION

<b>Grading Component</b>	<b>Weight</b>
Participation	5%
Quizzes (4% each quiz) (best 3 out of 4)	12%
Test 1	40%
Test 2	33%
Marketing Metrics Certification	10%
<b>Total</b>	<b>100%</b>

### **Satisfactory In-term Performance**

The criteria and the standards for Satisfactory In-term Performance are as follows:

Minimum grade of 50% on Test #1

Minimum grade of 50% on Test #2

Unsatisfactory In-term Performance in this course will lead to:

Failure in this course (regardless of the performance on Test 2) Yes  No

## EVALUATION CRITERIA

### **1. Class Participation**

Your engagement and participation are necessary for learning and success. Class participation is equivalent to professionals' participation in meetings. It is, therefore, considered important to success in this course. Mere attendance does not count towards full class participation. Effective participation implies active and continuous contribution to class discussion. The professor will take attendance and keep track of student participation at each class.

It is a serious violation of academic integrity to ask someone to sign an attendance sheet for you or to sign an attendance sheet for others. Students who violate this regulation will automatically fail the course.

Arriving to class late or leaving during a class (except in extenuating circumstances and after informing the professor) is rude to the instructor and your fellow students and disruptive of the learning environment. Such behaviour is not appreciated in any situation or organization, including this classroom and will affect your class participation mark.

A deduction of **1%** of your final grade will be imposed for each missed class.

### **2. Quizzes and Tests**

Quizzes and tests will be given during regular class time. No make-up test will be given unless it is a documented **extreme** circumstance. Should you wish to review your test, you need to book an appointment with the professor within one week after receiving your test grade.

### 3. Marketing Metrics Certification

To qualify for the certification exams held by Management by the Numbers (MBTN) organization, students must register for an MBTN account with a fee. If a student does not pass the certificate exam, she/he may take it again every 7 days until the deadline of **Dec 8, 11pm, EST.**

#### MISSED CLASSES:

Students should attend all classes. Topics build on each other on a weekly basis; one missed class is detrimental to understanding new material. If an absence is unavoidable, the student is responsible for obtaining any missed information (i.e., contacting classmates to copy notes). To be fair to students that attended class, no class time or the professor's office time will be used to re-present the missed information. Students who miss two classes will be advised to drop the course.

#### TENTATIVE CLASS OUTLINE/SCHEDULE

While every attempt will be made to keep to the schedule listed below, unforeseen circumstances may necessitate modifications throughout the term.

<b>Session</b>	<b>Date</b>	<b>Content</b>	<b>Note</b>
1	Sept 7	Course Administration Overview An Introduction to Marketing Metrics	
2	Sept 14	Module A: Share Metrics	
3	Sept 21	Module A: Share Metrics (cont'd)	
4	Sept 28	Module B: Margins and Profits	<b>Quiz #1 on Module A</b> After class, do MBTN's online evaluation modules: -Introduction to Margins -Calculating margins -Breakeven Analysis -Profit Dynamics
5	Oct 5	Module C: Pricing	
6	Oct 12	Module C: Pricing (cont'd)	<b>Quiz #2 on Modules B and C</b>
7	Oct 19	<b>Test #1</b>	
<b>Fall Break (Oct 23-27)</b>			
8	Nov 2	Module D: Product and Portfolio Management Module E: Sales Force Management	After class, do MBTN's "Cannibalization" online evaluation module.  Take MBTN's Profit Impact Metrics Certificate Exam.
9	Nov 9	Module F: Promotion Profitability	<b>Quiz #3 on Modules D and E</b>
10	Nov 16	Module G: Customer Profitability	<b>Quiz #4 on Module F</b>

11	Nov 23	<b>Test #2</b>	
12	Nov 30	Marketing Metrics X-Ray	Deadline for last attempt at Profit Impact Metrics Certificate Exam: <b>Dec 8, 11pm, EST</b>

## Module Contents

<b>Module A:</b>	<b>Module B:</b>	<b>Module C:</b>	<b>Module D:</b>
<b>Share metrics</b>	<b>Margins and profits</b>	<b>Pricing</b>	<b>Product and portfolio management</b>
market share	variable and fixed costs	price premium	trial volume and trial rate
relative market share	margins		repeat volume and repeat rate
market concentration	markups	maximum reservation price and maximum willingness to buy	adjusted trial rate
market penetration	channel margins	price elasticity	product introduction forecasted volume
brand penetration	average price per unit	optimal price	cannibalization rate
penetration share	contribution per unit	% breakeven price change	weighted contribution margin
share of requirements	contribution margin		breakeven with cannibalization
heavy usage index	breakeven sales level	price discrimination / segmented pricing	
market share decomposition	target profit		
brand development index	rate of return on sales	competitor reaction elasticity, and cross and residual price elasticity	
category development index	breakeven on incremental investment		
<b>Module E:</b>	<b>Module F:</b>	<b>Module G:</b>	
<b>Sales force management</b>	<b>Promotion profitability</b>	<b>Customer profitability</b>	
sales funnel	baseline sales	share of voice	customer lifetime value
sales pipeline	incremental sales	pageviews	retention rate
lead	promotional lift	visits	attrition rate
closure rate	return on marketing investment	visitors	churn rate
sales forecasting	coupon redemption	clickthrough rates	
workload	pass-through	cost per click	
sales force effectiveness	gross rating points	cost per order	
	impression	cost per customer acquired	
	cost per thousand impressions	bounce rate	
	reach	abandonment rate	
	frequency		

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations, Accommodations, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### Requests for Academic Accommodations

*For Students with Disabilities:*

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a

formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

#### *For Religious Obligations:*

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

#### *For Pregnancy:*

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

#### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <http://carleton.ca/studentaffairs/academic-integrity>.

#### **Sprott Student Services**

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this

course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
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