



BUSI 4901C
Marketing Metrics
Winter 2017

Last updated: 2016-01-03

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Office: 929 DT
Office Hours: by appointment only
Class: Mondays, 8:35 a.m. to 11:25 a.m.
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COURSE Description

This course takes an applied and data-driven approach to understanding how firms make decisions about marketing investments. Through lectures, exercises, case studies, and a project, 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.

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 new 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 including assignments, supplemental readings, etc. Grades will be posted to cuLearn as soon as they become available. In line with Spratt 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

Grading Component	Weight
Participation	10%
Quizzes (4% each quiz) (best 3 out of 4)	12%
Test 1	35%
Test 2	28%
Group Project	15%
Total	100%

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

Minimum grade of 50% on the total grade of all the quizzes

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. You are also required to keep a record of your own participation.

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 (except Session 12) (even if your absence is due to late registration). Please note that attendance during the class when the group projects are being presented (i.e., Sessions 12) is **mandatory**; failure to attend this session will result in a reduction of **3%** of your final grade.

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. Group Project

A project will be assigned for group work.

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.

GROUP ASSIGNMENT:

The intent of having group assignments is to provide an opportunity for students to learn from each other in a more intimate setting than the classroom provides. Group work does NOT consist of dividing the assignment up into parts that may be completed by individuals and then throwing those parts together into one document. That is why a certain portion of the marks for each assignment are dedicated to how the assignment reads; it should flow as one piece of writing, not a collection of individual styles. Since you are considered to be working on the entire assignment together, you are all jointly and individually responsible for any infractions of academic integrity. This means that if one of you plagiarizes or fails to cite sources, all of you will receive the same penalty. You do not have recourse to the excuse that you personally did not complete that portion of the assignment – this is GROUP work. Please keep this in mind as you complete the Academic Integrity Declaration.

Group Peer Evaluation

A group grade will be assigned, but not all members in the group will necessarily receive the same grade. Each group member needs to submit a peer evaluation for each group report by the specified deadline. Students who fail to submit the peer evaluation on time will be penalized with **20%** of the value of the assignment per day. The evaluation form with detailed instruction is available at the course website.

LATE PENALTY:

All assignments are due at the beginning of class. Late assignments are penalized at the rate of 5% of the value of the assignment per day. This course is very demanding. It is to your advantage to

keep up with the required work and hand your assignments in on time. **No deadline extension will be given for group assignments.**

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.

Session	Date	Content	Note
1	Jan 9	An Introduction to Marketing Metrics Course Administration Overview Composition of Teams for Project	
2	Jan 16	Module A: Share metrics	*Items due on cuLearn - Group contract - Information of the chosen organization for the project
3	Jan 23	Module A: Share metrics	
4	Jan 30	Module B: Margins and Profits	Quiz #1 on Module A
5	Feb 6	Module C: Pricing	
6	Feb 13	Module C: Pricing Winter Break	Quiz #2 on Modules B and C
7	Feb 27	Test #1	
8	Mar 6	Module D: Product and Portfolio Management Module E: Sales Force Management	
9	Mar 13	Module G: Customer Profitability Module F: Promotion Profitability	Quiz #3 on Modules D and E
10	Mar 20	Marketing and Finance Marketing Metrics X-Ray	Quiz #4 on Modules F and G
11	Mar 27	Test #2	
12	April 3	Project Presentation	*Items due on cuLearn - Presentation slides - Group Project Report with signed academic integrity declaration form - Peer evaluation

Module Contents

Module A:	Module B:	Module C:	Module D:
Share metrics	Margins and profits	Pricing	Product and portfolio management
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 breakeven on incremental investment	competitor reaction elasticity, and cross and residual price elasticity	
category development index			
Module E:	Module F:		Module G:
Sales force management	Promotion profitability		Customer profitability
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

Student or professor 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			

WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

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 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) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).
The Deadline for April 2017 Exams is March 10th, 2017.

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 in 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’re 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/support-services/>
Be in the know with what’s happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

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, it would be easier to respond to your inquiries if you would send all email from your Carleton 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/>
