



**Course Guide
Academic Year
2016-2017**

COURSE INFORMATION SHEET

Course Information	
Course Title	Marketing metrics and performance
Code	
Degree	MSc in Marketing
Year	2016-2017
Semester	2
ECTS Credits	3
Type	Compulsory
Department	Marketing
Field	Marketing
University	Pontificia Comillas
Hours/week	2 hours/week
Teachers	Juan Pablo Sánchez
Descriptor	

Lecturers Information	
Lecturer	
Name	Juan Pablo Sánchez
Department	Marketing
Field	Marketing
Office	
e-mail	jsanchez@deloitte.es
Phone number	
Tutorial Hours	Permanently available via email

DETAILED INFORMATION ABOUT THE COURSE

Context of the course	
Contribution to the professional profile of the degree	
This course introduces the student to the metrics and procedures necessary to measure and justify the results of marketing activities, adopting a perspective of triple value (financial, social and environmental). The course introduces students to key metrics and their interpretation, teaches them to determine the main KPIs for each plan and campaign, to build a dashboard, to infer the causes that explain results and to use performance information as input to new processes of improvement.	
Objectives	
At the end of the course, students should be able to: <ul style="list-style-type: none"> • Identifying the metrics (financial and non-financial) for marketing actions/strategies. • Understanding economic and financial impacts of marketing actions/strategies. • Designing a system to obtain the information. • Providing strong recommendations to solve real business problems. 	

Prerequisites

THEMATIC UNITS AND CONTENT

Content – Thematic Units

Module 1 - Performance Measurement Framework

1. Introducing metrics and metric types
2. Modelling performance
3. Measuring company accountability domains
4. Managing information for performance measurement
5. Reporting on performance

Module 2 – Marketing Performance Measurement

6. Marketing & firm performance
7. Marketing domains & accountabilities
8. Marketing performance models & metrics

Module 3 – Discussion of specific areas of analysis and monitoring

9. Measuring economics & financial performance of marketing programs
10. Measuring customer value
11. Measuring product performance
12. Measuring pricing & promotions management
13. Measuring the reach of communication strategies
14. Measuring social and environmental impacts
15. Measuring performance of commercial intangible assets

Skills

Generic skills of degree programme

- CG 1. Ability to manage information and data about the context, markets, and results of the marketing strategy.
- CG 2. Analysis and summarizing ability applied to market situations and organizational problems in marketing.
- CG 5. Critical thinking and arguing consistent with comprehension of the external context and marketing administration and management process.

Skills specific to the sub-field of knowledge

- CE 12. Ability to propose metrics to evaluate the result of strategies and actions in the financial, social and environmental spheres, making suggestions for improvement.

General learning and teaching approach of the course

The course main objective is to enable students to apply the relevant Marketing Metrics concepts and tools to specific business situations.

The teacher will provide the relevant documentation, which students are REQUIRED TO READ BEFORE EACH LECTURE. During the class, students will work to solve problems and debate issues related to the theory covered.

Class-based activities	Skills
AF1. Lectures	CE12, CG5
AF3. Discussion of proposed papers	CE12
AF3. Debate introduction presentations	CE12
Out of class activities	Skills
AF4. Individual research	CG12, CG2
AF5. Reading and analysis of proposed papers	CG2
AF6. Group work	CE12

ASSESSMENTS AND ASSESSMENT CRITERIA

Assessment activities*	CRITERIA	Weight
Reading preparation of proposed papers	Problem solving skills. Ability to organise, plan and manage against time constraints. Analysis and synthesis skills	40%
Group work assignment	Rubric. (*)	50%
Student debate	Participation. Depth of judgment and critical capacity. Capacity of persuasion and dialogue.	10%
If you fail the course	CRITERIA	Weight
Individual assignment	Rubric	100%

(*) The expectations framework for the Group work assignment will be explained to the students at the beginning of the course.

SUMMARY OF STUDENT WORKLOAD		
CONTACT HOURS		
LECTURES	ACTIVITY BASED CLASSES	TESTS
15	10	5
HORAS NO PRESENCIALES		
INDEPENDENT STUDY AND WORK	GROUP WORK	STUDY
16	16	13
CREDITS ECTS 3		75 hours

RESOURCES

Basic Bibliography

Ambler, T. and Roberts, J. H. (2008): "Assessing marketing performance: don't settle for a silver metric", *Journal of Marketing Management*, Vol. 24, No. 7-8, pp.733-750.

Clark, B.H. (1999): "Marketing Performance Measures: History and Interrelationships", *Journal of Marketing Management*, Vol. 15, pp. 711-732.

Cohen, M. A., Eliashberg, J. and Ho, T. H. (2000): "An Analysis of Several New Product Performance Metrics", *Manufacturing & Service Operations Management*, Vol. 2, No. 4, Fall 2000, pp. 337-349

Ewing, M. T. and Stewart, David B. (2014): "How contagious is your viral marketing campaign?", *Journal of Marketing Research*, June, 205-216).

Felgate, M., Fearne, A., DiFalco, S. and García Martínez, M. (2001): "Using supermarket loyalty card data to analyse the impact of promotions", *International Journal of Market Research* Vol. 54 Issue 2, 221-240.

Kaplan, S.R. and Norton, D.P. (1992): "The Balanced Scorecard: Measures that drive performance", *Harvard Business Review*, January-February.

Nguyen, B., Ekinci, Y., Simkin, L., Melewar, T.C. (2013): "The brand likeability scale", *International Journal of Market Research* Vol. 57 Issue 5, 777-800.

Srinivasan, S. and Hanssens, D. M. (2009): "Marketing and Firm Value: Metrics, Methods, Findings, and Future Directions", *Journal of Marketing Research* 293 Vol. XLVI, 293-312.

Weir, K. (2008): "Examining the theoretical influences of customer valuation metrics", *Journal of Marketing Management*, Vol. 24, No. 7-8, pp.797-824.

Complementary Bibliography

Ambler, T., Kokkinaki, F. and Puntoni, S. (2004): "Assessing Marketing Performance: Reasons for Metrics Selection", *Journal of Marketing Management*, 20,475-498.

Calantone, R.J., Randhawa, P. and Vorhees, C.M. (2014): "Breakeven Time on New Product Launches: An Investigation of the Drivers and Impact on Firm Performance", *Journal of Product Innovation Management*, 31(S1):94-104.

Pergelova, A. and Angulo-Ruiz, L.F. (2013): "Marketing and Corporate Social Performance: Steering the wheel towards marketing's impact on society", *Social Business*, Vol. 3, No. 3, pp.201-224.

Shaw, R. (2015): "Marketing's magic metric", *Market Leader*, Quarter 4, 34-36.



Smit, E. G. and Neffens, P. C. (2011). "The March to Reliable Metrics. A Half-century of Coming Closer to the Truth", Journal of Advertising Research, March, 124-135.

Zoellner, F. and Schaefer, T. (2015): "Do Price Promotions Help or Hurt Premium-Product Brands?", Journal of Advertising Research, September, 270-283.

Transparencies and additional course materials

They will be provided during the course



FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
Nombre	Control en Marketing
Titulación	Máster Universitario en Marketing
Curso	Único
Semestre	2
Créditos ECTS	3
Carácter	Obligatoria
Departamento	Departamento de Marketing
Área	Marketing

Profesor	
Nombre	Juan Pablo Sánchez
Departamento	Departamento de Marketing
Área	Marketing
Despacho	
e-mail	jsanchez@deloitte.es
Teléfono	
Horario de Tutorías	Disponibilidad continua vía e-mail

DATOS ESPECÍFICOS DE LA ASIGNATURA

Contextualización de la asignatura	
Aportación al perfil profesional de la titulación	
<p>Esta asignatura introduce al alumno a las métricas y procedimientos necesarios para medir y justificar los resultados de las acciones de marketing, adoptando una perspectiva de triple valor (financiero, social y ambiental). El curso introduce a los alumnos en las principales métricas y su interpretación, les enseña a determinar las principales KPIs para cada plan y campaña, a construir un cuadro de mando, a inferir las causas que pueden explicar resultados y a utilizar la información del desempeño como input para nuevos procesos de mejora.</p>	
Objetivos	
<p>Al final del curso, los estudiantes deben ser capaces de:</p> <ul style="list-style-type: none"> • Identificar los indicadores financieros y no financieros) para evaluar las acciones/estrategias de marketing. • Identificar los impactos económicos y financieros de las acciones/estrategias de marketing. • Diseñar un sistema para obtener la información. • Dar recomendaciones sólidas para resolver problemas de negocio reales. • Comunicar conclusiones de manera eficaz. 	

Contenidos – Bloques Temáticos
BLOQUE 1: Marco de Medición del Rendimiento
Tema 1: Introducción a las métricas y su tipología
Tema 2: Modelización del rendimiento
Tema 3: Medición de los dominios funcionales en la empresa
Tema 4: Gestión de la información para la medición del rendimiento
Tema 5: Estructuras de reporting
BLOQUE 2: Medición del Rendimiento en Marketing
Tema 6: Marketing y rendimiento empresarial
Tema 7: Dominios funcionales y responsabilidades en Marketing
Tema 8: Modelos y métricas del rendimiento en Marketing
BLOQUE 3: Discusión de ámbitos específicos de análisis y seguimiento
Tema 9: Medición económico-financiera de los programas de Marketing
Tema 10: Medición del valor del cliente
Tema 11: Medición del rendimiento del producto
Tema 12: Medición de la gestión de precios y promociones
Tema 13: Medición del alcance de la comunicación
Tema 14: Medición del impacto social y ambiental de la firma
Tema 15: Medición del rendimiento de los activos comerciales intangibles

Competencias
Competencias Genéricas del área-asignatura
CG 1. Gestión de la información y de datos sobre entorno, mercados y resultados de la estrategia de marketing.
CG 2. Competencia de análisis y síntesis aplicadas a situaciones de mercados y problemáticas organizativas en marketing.
CG 5. Razonamiento crítico y argumentación acorde con la comprensión del contexto externo y el proceso de administración y dirección de marketing.
Competencias Específicas del área-asignatura
CE12. Capacidad para proponer métricas que evalúen el resultado de las estrategias y acciones tanto en el plano financiero como en el social y ambiental, haciendo sugerencias de mejora.

METODOLOGÍA DOCENTE

Aspectos metodológicos generales de la asignatura	
El objetivo principal del curso es permitir a los estudiantes aplicar los conceptos y herramientas relevantes para la medición del rendimiento en Marketing a situaciones empresariales específicas.	
Para ello el profesor facilitará la documentación necesaria que los alumnos DEBERÁN LEER ANTES DE CADA SESIÓN PRESENCIAL. Durante la clase, el grupo deberá trabajar en la resolución de problemas y en el debate de conceptos procedentes de la teoría cubierta.	
Metodología Presencial: Actividades	Competencias
AF1. Lecciones expositivas participadas	CE12, CG5
AF3. Discusión de los artículos propuestos	CE12
AF3. Presentaciones de introducción de debate	CE12
Metodología No presencial: Actividades	Competencias
AF4. Estudio individual y ampliación de la documentación	CG1, CG2

EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

Actividades de evaluación	CRITERIOS	PESO
Preparación de las lecturas propuestas	Resolución de problemas. Capacidad de organización y planificación con restricciones en plazos. Capacidades de análisis y síntesis.	40%
Trabajo en grupo	Matriz de evaluación (*).	50%
Debates en el aula	Actitud de participación. Profundidad de juicio y capacidad crítica. Capacidad de persuasión y diálogo.	10%

(*). El marco de expectativas para el trabajo de grupo será expuesto a los alumnos al comienzo del curso.

RESUMEN HORAS DE TRABAJO DEL ALUMNO *		
HORAS PRESENCIALES		
Clases teóricas	Actividades académicamente dirigidas	Evaluación
15	10	5
HORAS NO PRESENCIALES		
Trabajo autónomo	Realización de trabajos colaborativos	Estudio
16	16	13
CRÉDITOS ECTS: 3		75 horas

BIBLIOGRAFÍA Y RECURSOS *

Bibliografía Básica

Ambler, T. and Roberts, J. H. (2008): "Assessing marketing performance: don't settle for a silver metric", *Journal of Marketing Management*, Vol. 24, No. 7-8, pp.733-750.

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