

MKTG 3700 MARKETING METRICS 2020 FALL

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UNT Catalog Description: ***MKTG 3700. Marketing Metrics.** 3 hours. Students are taught to calculate, understand and interpret fundamental metrics or indicators of performance in marketing contexts. The pedagogical method is hands-on analysis of mini-cases, problems, and exercises, using hand calculation as well as computer worksheets. Prerequisite(s): Junior standing + MKTG 3650 (concurrent OK, but completion is recommended).*

If you do not meet prerequisites, you will be dropped when the class roll is audited.

This is an online class. I expect you to access the course either through a desktop or a laptop computer. Devices such as an iPad, a tablet computer, or a cell phone may not be optimal for this class.

I assume that you have very basic familiarity with Excel 2019 or 2016. Please ensure this by using, if necessary, freely available resources such as introductory videos on YouTube. Other worksheet programs are not acceptable.

This is VERY important! The Canvas Inbox:

This is an online class. Therefore, all course-related messages are via the Canvas Inbox. You may auto-forward these to your preferred email address. Just click the Account link on the Canvas menu at the left extreme, followed by Settings, then look for the Email cluster. Add and * your preferred email address to make that the default.

Text and Other Needed Material:

1. The UNT Canvas website for this class is a mandatory and critical resource.
2. REQUIRED: An Introduction to Marketing Metrics 2021 by Gopala GG Ganesh or MMGG. The physical book may be purchased from the UNT Bookstore or via the link on Canvas. There is also an e-book option via another link on Canvas. Please note that there is no royalty to the author.
3. **(Bonus Points)^a** REQUIRED: www.Management-by-the-Numbers.com. Purchase access to a specific set of 16 MBTN modules for about \$25.00. MBTN will contact you at your UNT email address to complete the purchase and activate your login credentials. Please contact me if you have any issues or questions.
4. UNT-customized Respondus Lockdown Browser, downloadable using the link under Canvas/Quizzes.
5. MSExcel for PC is required. Mac users need to be aware that the case assignment resources are all designed in MSExcel for PC. Mac users may desire to use VMWare to access MSExcel for PC. This course does not include instruction on using VMWare nor spreadsheet software in a Mac environment.
6. I strongly recommend a notepad, a calculator, and a flash drive dedicated to MKTG 3700. You learn better in this class if you simply do not read/watch videos but actively repeat everything yourself.

The I am Here survey and the Syllabus Quiz:

(Bonus Points) Please complete (1) the I am Here survey and (2) the syllabus quiz via links on Canvas by 9/4/2020. I shall use completion of these as evidence of your class attendance for the audit rolls.

^aWherever indicated, there is a corresponding bonus semester points opportunity, explained later

Distribution of Important Files for Challenge Cases:

I shall place additional resources for each such assignment under its Canvas module.

Course Objectives:

This course aims to provide a basic, managerially relevant understanding of various marketing metrics, the benchmark measures of past or planned marketing performance, that guide managerial decision making. Specifically, we shall do the following:

1. Describe the metrics for marketing decision making
2. Recognize the data requirements for each marketing metric.
3. Compute each marketing metric correctly.
4. Interpret each marketing metric in managerial contexts
5. Explain how the metric, as interpreted, would inform and influence marketing decisions.
6. Construct worksheets to calculate various marketing metrics.

We shall only use simple mathematical techniques such as +, -, *, /, %, some ^, and index numbers. There will be lots of hands-on, very intensive analysis emphasizing "learn by doing." Hopefully, the knowledge you build up here will help you (a) in more advanced marketing classes, (b) in your marketing career, especially as you advance to managerial positions, and, (c) explore this topic further in the future.

Grading Criteria:

This class carries a total of 1,000 points. Your semester percentage will result from this total.

<u>Due on</u>	<u>Component</u>	<u>Max Points</u>
9/20	Management-by-the-Numbers (MBTN) Set I	100
10/9	Challenge Case #1: Create and solve a case.xlsx	50
10/18	Management-by-the-Numbers (MBTN) Set II	100
10/30	Challenge Case #2: Create and solve a case.xlsx	75
11/13	Challenge Case #3: Create and solve a case.xlsx	125
Read on!	3 Online Quizzes (Q1=50, Q2=100, Q3=100)	250
week of 12/7	Final Exam per University schedule. Details Later	300
Semester Total		1,000

End-of-semester Letter Grades:

Your course grade will be assigned based on earned cumulative semester% using the cutoffs stated below. The grade interpretations are per COB. If you are a non-COB student, please check with your department of major.

90%+	= A	Means "Excellent"	50% - 69%	= D	Means "Failing"
80% - 89%	= B	Means "Good"	less than 50%	= F	Means "Failing"
70% - 79%	= C	Means "Passing"			

Class Schedule for the Semester (subject to revision)

Note: Everything listed below is based on MMGG book plus related Canvas content

Week	Starts	MMGG Chapter	Topic
1	August 24	1 2	Percentages, Weighted Average, Balance Sheet and Income Statement
2	August 31	3	Channel Markups
3	September 7	3	Channel Markups
4	September 14	4	Contribution and Breakeven Analysis
5	September 21	4	Contribution and Breakeven Analysis
6	September 28	9	Net Present Value and Customer Lifetime Value
7	October 5	9	Net Present Value and Customer Lifetime Value
8	October 12	7	Marketing Mix: Price
9	October 19	8	Marketing Mix: Place
10	October 26	6	Marketing Mix: Promotion
11	November 2	6	Marketing Mix: Promotion
12	November 9	5	Marketing Mix: Product
13	November 16	5	Marketing Mix: Product
14	November 23	Catchup	Thanksgiving week
15	November 30	Review	
16	December 7	Final Exam per University Schedule	

Class Policies

Canvas Discussions:	Ours is an online class, and hence, please post all your questions related to class content and graded assignments to the Discussion Board. Someone, even a fellow student, might answer these. It would help the entire class to access the clarifications via the Discussion Board, which is set up by topic.
Honesty:	You may not simply pass on your completed work to and/or copy the effort of another student and/or post your complete/partial solutions etc. to Canvas. Each assignment <u>requires individual effort and the use of materials specifically prepared and distributed for it this semester</u> . Dishonest practices <u>will result in a failing semester grade for the recipient and the giver of unfair help</u> . Please see http://policy.unt.edu/policy/06-003 .
ADA Compliance:	COB complies with, and I am personally committed to, the Americans with Disabilities Act. If you need special arrangements, please see me.
Attendance:	(Bonus Points) I shall monitor your presence in the Canvas website for the class every week. I expect you to spend a median of 6 hours per week on Canvas.
Submitting Challenge Cases:	(Bonus Points) Must upload your submission to Canvas under the relevant Challenge Case module as a <u>single PDF file</u> . How to produce this and what to upload will be explained as part of Challenge Case 1.
Grades on Challenge Cases:	Post-grading, your case will be returned under Canvas-Grades.
Backup of Challenge Cases:	Please maintain an electronic copy of all completed Challenge Cases in original, pre-PDF, xlsx format. If and when necessary, I may ask for it.
Diligence Policy:	Students who (1) do not complete all the required quizzes/examinations and/or (2) fail to submit any Challenge Case, will lose ALL bonus points (built-in or add-on), doles, curves, etc., even those earned, at the end of the semester. Further, such students will have to settle for the grade earned strictly as per the syllabus, no matter how close they are to a better grade, e.g., 799.99=C.
Post-grading Review:	Post-grading, I expect students to promptly review their Challenge Cases and see me if they have questions. Waiting until, e.g., the last week of the semester to ask about the CC1 will be too late to do anything. I shall not review ANY graded Quiz or Challenge Case AFTER the final examination is completed.
Class cancellation:	In our online class, cancellation is not an issue. If I am unable to hold or have to reschedule Zoom office hours during a week, I shall let you know.

Your task for the Management-by-the-Numbers.com exercise this semester

The above URL to access the MBTN site and all other MBTN-related resources have been placed under Canvas/Modules/MBTN.

While there is some overlap between the two resources, MBTN nicely supplements the MMGG book by covering metrics and topics that we shall not cover in class simply because of lack of time to do everything I want to.

The MBTN website for our class consists of the 16 modules shown on the next page, organized into Set I and Set II of 8 modules each. It is **not necessary** to wait for the completion of the MMGG chapter in class before attempting the corresponding MBTN module. The MMGG book chapters and the MBTN modules are in the general topic area and correspond approximately.

How to proceed? First, watch the MBTN intro video; then do a quick review of the PDF tutorial for each module on the MBTN site and start your work. Keep the PDF open in another window and refer to it when needed.

There is a book, Marketing Metrics 2e, by Professors Bendle, Farris, Pfeifer, and Reibstein, which goes with the MBTN site. However, in my judgment, it is NOT necessary to buy the book. Just the above PDF tutorials, all derived from that book, are sufficient. After you are done with MBTN, if you would like to buy the book for future reference, please contact me and I shall give you additional details.

Each MBTN module consists of four Problem Sets that go from relatively easy to more challenging. Each PS consists of between 4 to 10 questions, mostly non-multiple-choice. Starting with the first PS, you get two attempts to answer each question right. After the second, wrong attempt of a question, MBTN shows you how to calculate it correctly AND it remembers that you got that question wrong. There is NO time limit for answering a question. You may refer to the PDF for clarification and then attempt.

After all questions in a Problem Set are answered (right or wrong), MBTN moves to the next PS. Once all four PS's in a module are completed and if you missed any questions, MBTN cycles through all four PS's again with different input numbers. This time it gives you the option of skipping questions you answered correctly previously but it does not allow you to skip those that you got wrong. You may keep doing this until you get every question correct. Therefore, completing an MBTN module means scoring 100%. There is no limit on the number of attempts or time for completing a module (other than the deadline for its Set).

You start each module as "Mailroom Clerk". You move from there to "Brand Assistant" (one PS completed or correctly answered 60% of all questions in that module), Brand Manager" (two PS's completed or 80% of all questions) and finally "CEO/CMO" (all four PS's completed or 100% of all questions).

If you feel exhausted by a particular module, say after reaching the Brand Manager level, feel free to leave that module, go to another one and come back later to complete it. MBTN will take you to the location where you left. Therefore, please do not stay stuck and frustrated.

Of course, "Go for the Gold!" Achieve CEO/CMO (i.e. 100%) in all 16 modules! That will be great! ☺

MBTN Schedule

SET	MBTN module	Deals with these Metrics	Goes with MMGG Chapter
Set I: Due 9/20, Extended Deadline 10/18			
I	1	Percentages	Chapter 1
I	2	Growth Rates	Chapter 1
I	3	Financial Statements 1: Introduction	Chapter 2
I	4	Margins 1: Introduction to Margins	Chapter 3
I	5	Margins 2: Channels (Calculating Margins)	Chapter 3
I	6	Breakeven Analysis	Chapter 4
I	7	Profit Dynamics	Chapter 4
I	8	Market Share Metrics I	Chapter 4
Set II: Due 10/18, Extended Deadline 11/25			
II	9	Market Share Metrics II	Chapter 4
II	10	Cannibalization	Chapter 5
II	11	Advertising Metrics	Chapter 6
II	12	Web Metrics	Chapter 6
II	13	Pricing I: Linear Demand	Chapter 7
II	14	Distribution Metrics	Chapter 8
II	15	Net Present Value I: Time Value of Money	Chapter 9
II	16	Customer Lifetime Value I	Chapter 9
TWO BONUS POINT OPPORTUNITIES! BOTH DUE 12/2			
<p>Earn 10 + 10 = 20 Semester Bonus Points (2% boost to your Semester %) for passing two, online MBTN certificate examinations. Each lasts 45 minutes and you pass by correctly answering 8 out of 10 questions. If you are unsuccessful, you must wait for a week before attempting again. Also, you are restricted to answering each question once and MBTN does not provide any explanatory feedback. Therefore, the following prior reviews are a must before you attempt each certificate.</p> <p>Profitability Metrics Certificate (10 points): Based on the following MBTN modules: Breakeven Analysis, Profit Dynamics, Margins 1, Margins 2 (all Set I) and Cannibalization (Set II).</p> <p>Advertising Metrics Certificate (10 points): Based on Advertising Metrics, Web Metrics (both Set II).</p> <p>Given the schedule above, it would be advantageous to complete Sets I and II by the earlier "Due" dates so that you have plenty of remaining time in the semester to attempt both certificates.</p> <p>You do not have to pay anything extra to take the certification exams. Also, once you pass, the certificate is immediately awarded. You may print it, print to PDF, upload it to your LinkedIn account, etc. For our class purposes, simply take a photo of the certificate and upload it to Canvas under each certificate's link.</p>			

How I shall score MBTN:

Your syllabus score ?/100 on **Sets I and II**: For each set, I shall average the % scores earned by you in the 8 modules of that set, first by the Due date and then again by the Extended deadline. Then I shall weight these two averages, by 25% for Due Date and by 75% for Extended Deadline. The resulting weighted % will determine your score for the Set, e.g., 100% = 100 points, 94% = 94 points, etc.

There is nothing to upload to Canvas for MBTN Sets I and II, which automatically keeps track of student progress in the post-login page of each student and the professor.

Online Quizzes on Canvas

- The quizzes require the UNT-version of the Respondus Lockdown Browser, downloadable through the link under Canvas/Quizzes. However, camera-monitoring is NOT required.
- Three mandatory Canvas quizzes are scheduled during the semester. All three are based on the relevant MMGG book chapters and Canvas video material. MBTN has nothing to do with the quizzes.
- Open book but own effort. May refer to MMGG book + Canvas materials, but NOT consult other students. Do not resort to self-defeating short cuts. What you learn in this class will serve you well in the future but only if you invest the time to learn for yourself by yourself.
- Completing the quizzes using your computer from home or work or through campus WiFi hotspots is appropriate. Please do not take the quizzes in the COB or other UNT labs because that would inconvenience other students.
- Please use Chrome or Firefox browser on a desktop or laptop for trouble-free quiz attempts.
- You are permitted to take each quiz twice, and the average of those two will be recorded as your score. If you did not take a quiz twice, the score from your single attempt will be recorded.
- There is a 50-minute time limit per quiz attempt from start time. You must complete the attempt in that time window because the quizzes auto-submit. The clock will be ticking while you take breaks if any.
- Each quiz consists of 25 multiple-choice questions. Please note that Q1 is worth 50 points, that is, 2 points per question. In contrast, Q2 and Q3 are worth 100 points each, that is, 4 points per question. The questions draw randomly from a large pool, resulting in a customized quiz for each student.
- The questions will be presented one at a time and will be locked once you answer. That is, going back to change the answer to a question is not allowed.
- Missed quizzes score as zeros

Four-Day Availability Window for Online Quizzes

Quiz#	Based on MMGG	Opens Friday	Closes Monday
01	Chapters 1 and 2	September 25	September 28
02	Chapters 3 and 4	October 23	October 26
03	Chapters 5 through 9	November 20	November 23
Each quiz will BEGIN @ 12:01 am on the first date and END @ 11:59 pm on the second date.			
example: Quiz 01 begins at 12:01 am on Friday, 9/25 and ends at 11:59 pm on Monday, 9/28.			
Please schedule a convenient single block of time during the availability window of each 50-minute quiz to take it.			
Quizzes "auto-submit" when time expires. Hence, time management is VERY important!			
Your score and complete feedback will post to Canvas Grades as soon as you submit a quiz.			

Summary of Bonus Points Opportunities this semester

Item	Description	Completion Deadline	Bonus Points
1	I am Here survey	9/4	5
2	Syllabus Quiz. Must score at least 80%.	9/4	5
3	Sign-up and pay for MBTN	9/4	5
4	CC1: produce+upload the 5-page PDF correctly	10/9	5
5	MBTN Certificate 1. Must upload to Canvas/MBTN	12/2	10
6	MBTN Certificate 2. Must upload to Canvas/MBTN	12/2	10
7	Canvas Presence @ median of 6 hours a week	12/4	5
Total Bonus Points			45

Please note:

The applicable bonus points will post to Canvas as soon as possible after each deadline above.

These bonus points will simply add on to your earned Semester Total out of 1,000. Therefore, they represent a VERY significant, generous 4.5% grade-boost opportunity. Occasionally, I might provide additional bonus point opportunities. Please be alert to these possibilities.

I do not curve at the end of the semester and expect my students to reach their grade objective with the help of these bonus points. With the help of these 45 points, a student accumulating 855/1,000 can reach 900/1,000 = 90% = A. Ditto for 755/1,000 to 800/1,000 = 80% = B, and 655/1,000 to 700/1,000 = 70% = C.

These bonus points are not difficult to earn but they do demand diligence. That means keeping track of them, and doing what is necessary by the deadlines. I sincerely hope that each of my students will mop up all 45 bonus points. I am sure you will!

Learning Objectives for Each Week

	Objectives for the Week	Learning Content	Assessed using
Week 1	<ol style="list-style-type: none"> 1. Compute growth rates correctly. 2. Explain simple trend extrapolation. 3. Predict using growth rate % and simple trend extrapolation. 4. Recognize the difference between year-to-year growth rate and CAGR. 5. Compute weighted average in different managerial contexts. 6. Interpret and use weighted average in managerial contexts. 7. Recognize the basic features of a Balance Sheet. 8. Recognize the basic features of an Income Statement. 9. Construct a simple Income Statement. 10. Recognize which, BS or IS, is more important for marketing. 11. Recognize the differences between Pro-forma IS and IS. 12. Compute and use Index Numbers from BS and IS. 	MMGG: C1 (Objectives 1 through 3, 5,6), C2 (Objectives 7 through 12) MBTN: M1 (Objective 1), M2 (Objective 2,3,4) M3 (Objectives 7,8,9)	Quiz 1, MBTN Set I, Final Exam
Week 2 Week 3	<ol style="list-style-type: none"> 1. Compute channel markups in dollars and as a %. 2. Recognize the cost and selling price bases for expressing markup as a %. 3. Recognize and use the correct markup formula for a given situation. 4. Recognize what markup information is known and unknown in a given situation and proceed further correctly based on that knowledge. 5. Recognize top-down and bottom-up markup situations correctly. 6. Write the correct top-down or bottom-up markup chain for a situation. 7. Convert markup % from one base to another. 8. Recognize the difference between markup and markdown. 9. Compute the markdown % correctly. 	MMGG: C3 (Objectives 1 through 9) MBTN: M4 (Objectives 1,2,4), M5 (Objectives 4,5,6)	Challenge Case 1, Challenge Case 2, Quiz 2, MBTN Set I, Final Exam
Week 4 Week 5	<ol style="list-style-type: none"> 1. Recognize the difference between variable and fixed costs. 2. Give examples of different types of variable costs and fixed costs. 3. Compute dollar contribution per unit and percentage contribution. 4. Explain the dollar contribution per unit and percentage contribution. 5. Compute the breakeven point in units and dollars. 6. Produce an Excel line chart of the breakeven point. 7. Demonstrate how to handle different profit goals in breakeven analysis. 8. Recognize the difference between full and incremental breakeven point. 9. Recognize and handle sunk costs correctly in a breakeven analysis. 10. Estimate the breakeven point in a multi-product situation. 11. Estimate the \$ breakeven point from publicly available IS. 12. Compute and interpret the unit market share % and \$ market share %. 13. Calculate, understand, and interpret the 3 components of market share. 	MMGG: C4 (Objectives 1 through 12) MBTN: M6 (Objectives 1 through 5), M7 (Objective 7), M8 (Objective 12), M9 (Objective 13)	Challenge Case 1, Challenge Case 2, Quiz 2, MBTN Set I, Final Exam
Week 6 Week 7	<ol style="list-style-type: none"> 1. Recognize the difference between simple and compound interest. 2. Compute repayment, assuming simple and then compound interest. 3. Recognize the similarities and differences between compound interest and present value analysis. 4. Describe the difference between the cost of capital and discount rate. 5. Compute Net Present Value, Payback Period and Internal Rate of Return 6. Interpret in a managerial sense, NPV, Payback Period, and IRR. 7. Explain the concept of Customer Lifetime Value. 8. Compute and interpret Customer Lifetime Value. 	MMMGG: C9 (Objectives 1 through 6) MBTN: M15 (Objectives 4 through 6), M16 (Objective 7,8)	Excel Homework 3, Review Quiz 3, MBTN 2, Final Exam

Week	Objectives for the Week	Learning Content	Assessed Using
Week 8	<ol style="list-style-type: none"> 1. Explain the markup method of pricing a product. 2. Compute price using the markup method of pricing a product. 3. Explain the targeted rate of return method of pricing a product. 4. Compute price using the targeted rate of return method. 5. Explain Price Elasticity of Demand. 6. Compute PED and interpret it managerially. 7. Explain the role of consumer perceived value in adjusting price. 8. Compute price using the perceived value method of adjusting the proposed price of a new product. 	MMGG: C7 (Objectives 1 through 8) MBTN: M13 (Objectives 5,6)	Quiz 3, MBTN Set II, Final Exam
Week 9	<ol style="list-style-type: none"> 1. Explain the various cost components of a channel modification decision. 2. Explain inventory carrying cost in a channel of distribution. 3. Compute inventory carrying cost in a channel of distribution. 4. Explain accounts receivable carrying cost in a channel of distribution. 5. Compute accounts receivable carrying costs in a channel of distribution. 6. Compute the salesforce requirements to service a channel. 7. Recognize the various components that contribute to the cost of a channel modification decision. 8. Estimate the total cost of a channel modification decision. 9. Estimate the profit impact of a channel modification decision. 10. Recognize the various distribution metrics. 11. Compute and interpret the various distribution metrics. 	MMGG: C8 (Objectives 1 through 9) MBTN: M14 (Objectives 10,11)	Quiz 3, MBTN Set II, Final Exam
Week 10 Week 11	<ol style="list-style-type: none"> 1. Apply breakeven analysis in the context of promotion decisions. 2. Apply breakeven analysis in promotion support decisions. 3. Estimate the profit implications of alternative promotional plans. 4. Explain the role of the cannibalization problem in sales promotion. 5. Estimate the profit impact of cannibalization in sales promotion. 6. Compute and interpret various traditional advertising metrics. 7. Compute and interpret various website and web advertising metrics. 	MMGG: C6 (Objectives 1 through 5) MBTN: M11 (Objective 6), M12 (Objective 7)	Challenge Case 3, Quiz 3, MBTN Set II, Final Exam
Week 12 Week 13	<ol style="list-style-type: none"> 1. Apply breakeven analysis in new product introduction decisions. 2. Apply breakeven analysis in product support decisions. 3. Explain the role of the cannibalization problem in new product introduction decisions. 4. Estimate the profit impact of cannibalization in new product decisions. 5. Estimate a new product's forecast sales from typical test market data. 6. Estimate the profit impact of a new product's forecast sales. 	MMGG: C5 (Objectives 1 through 4) MBTN: M10 (Objective 5,6)	Challenge Case 3, Quiz 3, MBTN Set II, Final Exam

COVID-19 impact on this UNT ONLINE class

It is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are ill, or unable to complete a scheduled, graded class task on time due to any issue related to COVID-19. It is important that you communicate with me prior to the deadline for the task as to what may be preventing you from completing it so that I may make a decision about accommodating your request in a reasonable manner that is also fair to the other students.

If you are experiencing cough, shortness of breath or difficulty breathing, fever, or any of the other possible symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider. While regular, steady work is an important part of succeeding in this online class, your own health, and those of others in the community, is more important.

Here is the link to the UNT webpage on staying safe on campus during the pandemic.
<https://healthalerts.unt.edu/return>