

Diploma in Professional Marketing

Mandatory Module: Mastering Metrics

Through the [CIM website](#) you have free access to a large range of journals and reports.

This document signposts articles, journals, web pages and a range of other material that is relevant to this module. We have divided it into the different learning outcomes to help you on your learning journey.

Unit 1: Metrics and analytics

Learning outcome 1: Understanding the role of marketing metrics

Learning outcome 2: Understanding the significance of different measurement techniques across a range of market contexts

Unit 2: Measuring effectiveness

Learning outcome 3: Know the relevant measures of marketing performance

Learning outcome 4: Apply marketing metrics to establish the effectiveness of marketing activities

Unit 3: Analytics for decision making

Learning outcome 5: Understanding appropriate sources of data for marketing analysis

Learning outcome 6: Utilise various analytics tools and techniques for marketing insight and strategic decision making

The official module guide

Your module guide is available to access via [My CIM](#) under the **Your ebook** tile.

The links were all checked as of August 2015. If any are broken please e-mail the details to library@cim.co.uk for resolution or alternatives. These resources are designed to be updated on a regular basis; there is a version number in the footer.

Our [electronic resources for members](#) has more information on accessing the services, alternatively please contact library@cim.co.uk or telephone +44 (0)1628 427333.

Unit 1: Metrics and Analytics

Learning outcome 1: Understand the role of marketing metrics

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

DEFINITIONS

A metric is measuring system that quantifies a trend, dynamic or characteristic. Farris *et al* (2006)

Metrics – a set of numbers that give information about a particular process or activity – Cambridge Business English Dictionary

ARTICLES

These articles are available via [CIM website](#). For the links to work go to MyCIM and log in. Click on the **Ebsco** and **Emerald** links and leave the pages open in your browser. Now click on the links below. [The publishers of *Harvard Business Review* do not permit direct links to be available – but they are available to search within the Ebsco database.]

Rogers, B. (2015) Will 'attention' become the new metric that matters for marketers? *Forbes.com*, 3/9/2015, p23. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101533300&site=ehost-live>

Grigsby, M. (2015) Analytical choices about pricing insights. *Marketing Insights*, Mar/Apr, Vol27(2), pp38-43. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102837673&site=ehost-live>

Schultz, D.E. (2015) A measurement retrospective. *Marketing Insight*, Feb, Vol49(2), pp34-35. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=100823384&site=ehost-live>

Ye Hu, Rex Yuxing Du and Damangir, S. (2014) Decomposing the impact of advertising: augmenting sales with online search data. *Journal of Marketing Research*, vol51(3), pp300-319. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96391578&site=ehost-live>

Greengard, S. (2014) Getting past the metrics disconnect. *CIO Insight*, 11 November, p3. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=99378182&site=ehost-live>

Pimenta da Gama, A. (2011) An expanded model of marketing performance. *Marketing Intelligence & Planning*, Vol29(7), pp643-661. Emerald
<http://dx.doi.org/10.1108/02634501111178677>

Frösén, J., Tikkanen, H., Jaakkola, M. and Vassinen, A. (2013) Marketing performance assessment systems and the business context. *European Journal of Marketing*, Vol47(J6), pp715–737. Emerald
<http://dx.doi.org/10.1108/03090561311306688>

Mitchell, A (2009) Marketing's missing metric. *Marketing*, 14 October, pp26-2. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=44877775&site=ehost-live>

Nardone, J. and See, E. (2006) Free yourself from the tyranny of metrics. *Advertising Age*, Vol77(47), p12. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=23244641&site=ehost-live>

Bernoff, J. (2008) Measure what matters. *Marketing News*, 15 December, Vol42(20), p22. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=35860892&site=ehost-live>

Anon (2006) History lessons: do the math: Hoover. *Management Today*, January, p15. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=19493119&site=ehost-live>

Eastwood, G. (2005) Giving too much away? *Marketing Week*, 17 February, pp41-42. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=16191009&site=ehost-live>

Tatikonda, L. (2013) The hidden costs of customer dissatisfaction. *Management Accounting Quarterly*, Spring, Vol14(3), pp34-43. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=89005192&site=ehost-live>

Tong, C. and Rajagopalan, S. (2014) Pricing and operational performance in discretionary services. *Production & Operations Management*, vol23(4), pp689-703. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=95576034&site=ehost-live>

Krishnan, V., Sullivan, U.Y., Groza, M.D. and Aurand, T.W. (2013) The brand recall index: a metric for assessing value. *Journal of Consumer Marketing*, Vol30(5), pp415-426. Emerald
<http://dx.doi.org/10.1108/JCM-02-2013-0464>

Rossomme, J. (2003) Customer satisfaction measurement in a business-to-business context: a conceptual framework. *Journal of Business & Industrial Marketing*, Vol18(2), pp179-195. Emerald
<http://dx.doi.org/10.1108/08858620310463097>

Schultz, D.E. (2014) Meaningless measures. *Marketing news*, Feb, Vol48(2), pp20-22. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=94871193&site=ehost-live>

Brooks, N. and Simkin, L. (2011)_ Measuring marketing effectiveness: an agenda for SMEs. *Marketing Review*, Spring, Vol11(1), pp3-24. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=64137414&site=ehost-live>

OTHER ARTICLES

Articles from other journals that should be generally available.

Isaacson, P. (2015) Five tips for aligning sales and marketing. *CMO.com*, 17 July.
<http://www.cmo.com/articles/2015/7/16/five-tips-for-aligning-sales-and-marketing.html>

Paterson, L. (2015) Achieve credibility and influence with marketing performance measurement. *Brand Quarterly*, 3 July.
http://www.brandquarterly.com/achieve-credibility-and-influence-with-marketing-performance-measurement?utm_source=Brand+Quarterly&utm_campaign=7ec69714ba-Roundup150709&utm_medium=email&utm_term=0_5b456105d0-7ec69714ba-322344601

DeMers, J. (2014) 10 online marketing metrics you need to be measuring. *Forbes.com*. 15 August.
<http://www.forbes.com/sites/jaysondemers/2014/08/15/10-online-marketing-metrics-you-need-to-be-measuring/>

Popky, L.J. (2015) Identify the marketing metrics that actually matter. *Hbr.org*, 14 July.
<https://hbr.org/2015/07/identify-the-marketing-metrics-that-actually-matter>

Nelson, T. (2015) 10 marketing metrics you probably didn't know about. *Business2Community*, 27 April.
<http://www.business2community.com/marketing/10-marketing-metrics-probably-didnt-know-01214070>

Cook, R. (2011) Marketing metrics – the good, the bad and the irrelevant. *CMO.com*, 17 March.
<http://www.cmo.com/articles/2011/3/17/marketing-metrics-the-good-the-bad-and-the-irrelevant.html>

Court, D., Gordon, J. and Perrey, J. (2012) Measuring marketing's worth. *McKinsey Quarterly*.
http://www.mckinsey.com/insights/marketing_sales/measuring_marketings_worth

Deloitte (2014) How to make the most of Net Promoter Score. *Deloitte Customer UK*, 29 April. [Accessed September 2014.]

<http://blogs.deloitte.co.uk/customer/2014/04/how-to-make-the-most-of-net-promoter-score.html>

Anon (2015) Marketing metrics the experts measure (and why you should too). *Lead Forensics*, 27 March.

[http://www.leadforensics.com/resources/blog/digital-marketing-metrics-the-experts-measure-\(and-why-you-should-too\)/](http://www.leadforensics.com/resources/blog/digital-marketing-metrics-the-experts-measure-(and-why-you-should-too)/)

MARKETING EXPERT

(You will be prompted to log in)

Get the principles of evaluation right

<http://www.cimmarketingexpert.co.uk/diagram/96/measuring-and-improving-marketing-performance-your-step-by-step-guide>

Metrics and marketing performance

<http://www.cimmarketingexpert.co.uk/page/1631/metrics-and-marketing-performance>

The conversion funnel

<http://www.cimmarketingexpert.co.uk/page/2141/the-conversion-funnel>

Structuring the business around the product or market

<http://www.cimmarketingexpert.co.uk/page/4075/structuring-the-business-around-the-product-or-market>

The difference between efficiency and effectiveness

<http://www.cimmarketingexpert.co.uk/page/447/the-difference-between-efficiency-and-effectiveness>

How will we know we are getting there?

<http://www.cimmarketingexpert.co.uk/page/3114/how-will-we-know-we-are-getting-there->

Data Analysis

<http://www.cimmarketingexpert.co.uk/page/3456/data-analysis>

Measuring KPIs

<http://www.cimmarketingexpert.co.uk/page/3798/measuring-kpis>

KPIs in Digital Marketing

<http://www.cimmarketingexpert.co.uk/page/2142/key-performance-indicators-or-kpis-in-digital-marketing->

Benchmarking

<http://www.cimmarketingexpert.co.uk/page/663/benchmarking>

Return on Investment

<http://www.cimmarketingexpert.co.uk/page/2974/return-on-investment-roi->

Conversion Rates

<http://www.cimmarketingexpert.co.uk/page/2970/conversion-rates>

Cost per sale (in digital marketing)

<http://www.cimmarketingexpert.co.uk/page/2972/cost-per-sale-in-digital-marketing->

Click through rate

<http://www.cimmarketingexpert.co.uk/page/2979/click-through-rates>

Abandonment rates

<http://www.cimmarketingexpert.co.uk/page/2973/abandon-rates>

Bounce rates

<http://www.cimmarketingexpert.co.uk/page/2976/bounce-rates>

Customer satisfaction/churn rate

<http://www.cimmarketingexpert.co.uk/page/4468/churn-rate-as-a-marketing-metric>

KPI data sources

<http://www.cimmarketingexpert.co.uk/page/3422/kpi-data-sources>

Website analytics

<http://www.cimmarketingexpert.co.uk/page/589/web-analytics-use-it-to-convert-more-visitors-into-buyers>

Cost per contact

<http://www.cimmarketingexpert.co.uk/page/3616/cost-per-contact>

Marketing Mix analysis

<http://www.cimmarketingexpert.co.uk/page/4207/marketing-mix-analysis>

PR Audit

<http://www.cimmarketingexpert.co.uk/page/384/pr-audit>

Ten evaluation options – for media tracking

<http://www.cimmarketingexpert.co.uk/page/3405/ten-evaluation-options-for-media-tracking>

Awareness

<http://www.cimmarketingexpert.co.uk/page/1750/awareness>

Measuring and improving marketing performance your step-by-step guide

<http://www.cimmarketingexpert.co.uk/diagram/96/measuring-and-improving-marketing-performance-your-step-by-step-guide>

OTHER ITEMS

MyiLibrary is accessible from www.cim.co.uk/elibrary when logged in.

Chapter 46, The EFQM excellence model. *In: Van Assen, M., van den Berg, G. and Pietersma, P. (2008) Key management models: the 60+ models every manager needs to know.* 2nd edition, Harlow, Pearson. MyiLibrary

Anon (2015) *The new marketing metrics for B2B: measurements that really matter to the success of your business.* [online], US, Act-on. Registration will be required - available at:

<http://mktg.act-on.com/acton/fs/blocks/showLandingPage/a/248/p/p-0542/t/page/fm/0?namesource=Website%20-%20Blog&channel=Website>

WEBSITES

Marketing metrics made simple

A US marketing consultant and writer

<http://www.marketing-metrics-made-simple.com/>

TRAINING COURSE

Introduction to marketing metrics and ROI

<http://www.cim.co.uk/courses/introduction-to-marketing-metrics-and-roi/>

Marketing metrics: measuring marketing performance

<http://www.cim.co.uk/courses/marketing-metrics-measuring-marketing-performance/>

Social and digital metrics and analytics

<http://www.cim.co.uk/courses/social-and-digital-metrics-and-analytics/>

CIM PAPERS

CIM (2011) Marketing and sales fusion, *White Paper*, 25 pages, Dec-2011
Accessible at <http://www.cim.co.uk/files/msfusion.pdf>

Executive Summary

Sales and marketing belong together. Organisations that create closer links between them post better results, have more effective inter-departmental relationships and create positive culture change. The challenges to this vision are significant, marketing as a discipline has its roots in sales but over time the two have become separated and sometimes estranged. Our white paper on marketing and sales fusion addresses questions of ownership, the practicalities of how sales and marketing departments can operate together, and offers best practice examples from companies working successfully to integrate the two disciplines.

CIM (2005) A tale of two disciplines: managing marketing people. *Shape the Agenda*, July, Number 8, 23 Pages.
Accessible at <http://www.cim.co.uk/Files/MMP.pdf>

Executive Summary

Marketing at its most sublime combines the artistic skills of a Rembrandt or a Shakespeare with the analytical skills of a Keynes" Is marketing an art or a science? The debate has been going on for years and the jury is still a long way from returning. A successful marketer is required to possess a complex set of skills, be these the ability to think logically and analytically in order to guide strategic development, or the need to demonstrate empathy in order to build effective and meaningful communications. But where do these polymaths come from? Our Agenda Paper this quarter suggests that in order to maintain a supply of marketers able to span both worlds comfortably we need to look carefully at the way we develop and then manage marketers. To ensure that the next generation of marketers is up to the increasingly complex task it faces "A Tale of Two Disciplines" urges that we pay close attention to nurturing the skills that will help marketing become the motive force behind 21st Century commerce, guided by skilled practitioners with a unique blend of skills and personal attributes.

Unit 1: Metrics and Analytics

Learning outcome 2: Understanding the significance of different measurement techniques across a range of market contexts

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via [CIM website](#). For the links to work go to MyCIM and log in. Click on the **Ebsco** and **Emerald** links and leave the pages open in your browser. Now click on the links below. [The publishers of *Harvard Business Review* do not permit direct links to be available – but they are available to search within the Ebsco database.]

Sauro, J. (2015) Tips for measuring customer loyalty. *ABA Bank Marketing & Sales*, Jul/Aug, Vol47(6), pp18-21. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=103681390&site=ehost-live>

Sauro, J. (2015) How loyal are your customers? *Ceramic Industry*, June, Vol165(6), pp16-18. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102973108&site=ehost-live>

Petersen, J.A. and Kumar, V. (2015) Perceived risk, product returns, and optimal resource allocation: evidence from a field experiment. *Journal of Marketing Research*, April, Vol52(2), pp268-285. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102097894&site=ehost-live>

Dearborn, J. (2015) Why your company needs a learning culture. *Chief Learning Office*, June, Vol14(6), pp58-60. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102921001&site=ehost-live>

Martin, E.J. (2015) The state of digital marketing. *EContent*, Jan/Feb, Vol38(1), pp18-19. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=100811066&site=ehost-live>

Brooks, N. and Simkin, L. (2012) Judging marketing mix effectiveness. *Marketing Intelligence & Planning*, Vol30(5), pp494–514. Emerald
<http://dx.doi.org/10.1108/02634501211251025>

Valos, M.J. (2008) A qualitative study of multi-channel marketing performance measurement issues. *Journal of Database Marketing & Customer Strategy Management*, Vol15(4), pp239-248. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=36091782&site=ehost-live>

Ewing, M.T. (2009) Integrated marketing communications measurement and evaluation. *Journal of Marketing Communications*, Vol15(2/3), pp103-117. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=42411089&site=ehost-live>

Christodoulides, G. & de Chernatony, L. (2010) Consumer-based brand equity conceptualisation and measurement. *International Journal of Market Research*, Vol52(1), pp43-66. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=48778699&site=ehost-live>

Anon (2014) The challenges of customer lifetime value. *Marketing Week*, 5 June, p3. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96400712&site=ehost-live>

Estrella-Ramón, A.M., Sánchez-Pérez, M., Swinnen, G. and VanHoof, K. (2013) A marketing view of the customer value: customer lifetime value and customer equity. *South African Journal of Business Management*, December, Vol44(4), pp47-64. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96352228&site=ehost-live>

Meng, J. and Berger, B.K. (2012) Measuring return on investment (ROI) of organizations' internal communication efforts. *Journal of Communication Management*, Vol16(4), pp332-354. Emerald
<http://dx.doi.org/10.1108/13632541211278987>

OTHER ARTICLES

Articles from other journals that should be generally available.

Meer, D. (2014) When big data isn't an option. *Strategy+Business*, Summer, Issue 75.
http://www.strategy-business.com/media/file/00250_When_Big_Data_Isnt_an_Option.pdf

MARKETING EXPERT

(You will be prompted to log in)

The conversion funnel
<http://www.cimmarketingexpert.co.uk/page/2141/the-conversion-funnel>

Customer lifetime value
<http://www.cimmarketingexpert.co.uk/page/827/customer-lifetime-value->

Data Analysis
<http://www.cimmarketingexpert.co.uk/page/3456/data-analysis>

Return on investment
<http://www.cimmarketingexpert.co.uk/page/2974/return-on-investment-roi->

OTHER ITEMS

MylLibrary is accessible from www.cim.co.uk/resources when logged in.

Part 1, Devising a measure of effectiveness. In: Florés, L (2013) *How to measure digital marketing*. London, Palgrave Macmillan. MyLibrary

WEBSITES

Marketing metrics made simple
A US marketing consultant and writer
<http://www.marketing-metrics-made-simple.com/>

ACORN – A classification of residential neighbourhoods
<http://acorn.caci.co.uk/>

MOSAIC
<http://www.experian.co.uk/marketing-services/products/mosaic-uk.html>

TRAINING COURSE

Introduction to marketing metrics and ROI
<http://www.cim.co.uk/courses/introduction-to-marketing-metrics-and-roi/>

Marketing metrics: measuring marketing performance
<http://www.cim.co.uk/courses/marketing-metrics-measuring-marketing-performance/>

Social and digital metrics and analytics
<http://www.cim.co.uk/courses/social-and-digital-metrics-and-analytics/>

CIM PAPERS

CIM (2009) Measure for measure: metrics and marketers in the NHS. *White Paper*, April, 37 pages.
Accessible at <http://www.cim.co.uk/files/measure4measure.pdf>

Executive Summary

Marketers in the NHS are increasingly accountable for the resources allocated to them. Marketers have a key role to play in improving patient care, with significant implications for the trusts and bodies for which they work. Metrics and measurement will be at the heart of this. Measurement and return on investment are needed to ensure that marketing activities are monitored, progress accurately measured and resources focused on the key areas that matter to patients. In the CIM's second White Paper on marketing in the NHS, it explores how marketers can ensure they are delivering value for money and making the most of the precious resources they have. Working with marketers from across the NHS, the CIM has produced this White Paper looking at the importance of measurement in the context of the NHS, how marketers can measure and monitor their activities and what tools they can use to help them do so.

Unit 2: Measuring Effectiveness

Learning outcome 3: Know the relevant measures of marketing performance

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via [CIM website](#). For the links to work go to MyCIM and log in. Click on the **Ebsco** and **Emerald** links and leave the pages open in your browser. Now click on the links below. [The publishers of *Harvard Business Review* do not permit direct links to be available – but they are available to search within the Ebsco database.]

Dawar, N. and, C.K. (2015) A better way to map brand strategy. *Harvard Business Review*, June Vol93(6), pp90-97. Ebsco via MyCIM

Kin, A.M. and Newman, U. (2015) Brand value 'hidden' asset in plain view. *Strategic Finance*, July, Vol97(7), pp22-29. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=103619912&site=ehost-live>

Anon (2015) More companies require revenue-focused marketing ROI measures, study finds. *Marketing News*, April, Vol49(4), p4. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102029438&site=ehost-live>

Wickenden, P. (2015) The year of the customer experience. *Money Marketing*, Issue 1467, pp26-27. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101054986&site=ehost-live>

Burrows, D. (2014) Too many metrics: the perils of training marketers to calculate ROI. *Marketing Week*, 9 November, p1. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98258670&site=ehost-live>

Mann, R. (2014) Five metrics every finance dashboard must include. *Controller's report*, July, Vol2014(7), pp12-13. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102375166&site=ehost-live>

Beale, C. (2015) Global issue: a view from the UK. *Campaign*, 26 June, p4. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=103439466&site=ehost-live>

Quirin, R. (2015) Linking KPIs with business strategy. *Controller's Report*, June, Vol2015(6), pp12-13. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102964237&site=ehost-live>

Galagan, P. (2015) Pick a number, any number. *TD: Talent Development*, May, Vol69(5), p26-28. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102417420&site=ehost-live>

Shaw, R. and Kotler, P. (2009) Rethinking the chain. *Marketing Management*, Vol18(4), pp18-23. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=45016478&site=ehost-live>

Mintz, O. and Currim, I. (2013) What drives managerial use of marketing and financial metrics and does metric use affect performance of marketing-mix activities? *Journal of Marketing*, Vol77(2), pp17-40. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=85725800&site=ehost-live>

Bernoff, J. (2008) Measure what matters. *Marketing News*, 15 December, Vol42(20), p22. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=35860892&site=ehost-live>

Soat, M. (2014) Gauge your success. *Marketing News*, March, Vol48(3), pp18-19. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=94870853&site=ehost-live>

Levey, R.H. (2011) Seeing clearly. *Chief Marketer*, Aug/Sept, Vol3(4), pp52-53. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=65033608&site=ehost-live>

Korosec, K. (2012) 'Tomäto, tomäto'? Not exactly. *Marketing News*, 31 January, Vol46(1), p8.
 A discussion of the difference between the term 'return on marketing investment' and 'marketing return on investment'. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=71766950&site=ehost-live>

Kaplan, R.S., Norton, D.P and Rugelsjoen, B. (2010) Managing alliances with the balanced scorecard. *Harvard Business Review*, Jan/Feb, Vol88(1/2), pp114-120. Ebsco via MyCIM

Kaplan, R.S. and Norton, D.P. (1992) The balanced scorecard – measures that drive performance. *Harvard Business Review*, Jan/Feb, Vol 70(1), pp71-79. Ebsco via MyCIM

Gao, Y. (2010) Measuring marketing performance: a review and a framework. *Marketing Review*, Vol10(1), pp25-40. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=48650854&site=ehost-live>

Grønholdt, L. and Martensen, A. (2006) Key marketing performance measures. *Marketing Review*, Fall, Vol6(3), pp243-252. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=22546264&site=ehost-live>

Frösén, J., Tikkanen, H., Jaakkola, M. and Vassinen, A. (2009) Marketing performance assessment systems and the business context. *European Journal of Marketing*, Vol47(5/6), pp715-737. Emerald
<http://dx.doi.org/10.1108/03090561311306688>

Ambler, T. and Roberts, J.H. (2008) Assessing marketing performance: don't settle for a silver metric. *Journal of Marketing Management*, September, Vol24(7/8), pp733-750. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=34452722&site=ehost-live>

Ambler, T., Kokkinaki, F. and Puntoni, S. (2004) Assessing marketing performance: reasons for metrics selection. *Journal of Marketing Management*, April, Vol20(3/4), pp475-498. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=13524137&site=ehost-live>

Noël, M.N. (2014) A benchmark process for measuring consumer perceptions of total quality. *International Journal of Market Research*, Vol56(2), pp149-166. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=95336422&site=ehost-live>

OTHER ARTICLES

Articles from other journals that should be generally available.

Newman, D. (2015) How in the world do we measure the value our marketing creates? *Brand Quarterly*, 18 May.
http://www.brandquarterly.com/how-measure-value-marketing-creates?utm_source=Brand+Quarterly&utm_campaign=7a37fb5ee6-Roundup150521&utm_medium=email&utm_term=0_5b456105d0-7a37fb5ee6-322344601

MARKETING EXPERT

(You will be prompted to log in)

Return on Investment
<http://www.cimmarketingexpert.co.uk/page/2974/return-on-investment-roi->

What are the benefits of benchmarking?

<http://www.cimmarketingexpert.co.uk/page/4098/what-are-the-benefits-of-benchmarking->

Element 3: Monitoring

<http://www.cimmarketingexpert.co.uk/page/2002/element-3-monitoring>

Evaluate relevant channels

<http://www.cimmarketingexpert.co.uk/page/2164/evaluate-relevant-channels->

The conversion funnel

<http://www.cimmarketingexpert.co.uk/page/2141/the-conversion-funnel>

JOURNALS

A pre-structured search on Ebsco on ROI and Marketing

[http://search.ebscohost.com/login.aspx?direct=true&db=bch&bquery=\(ROI\)+AND+\(SU+Marketing\)&cli0=FT&clv0=Y&type=1&site=ehost-live](http://search.ebscohost.com/login.aspx?direct=true&db=bch&bquery=(ROI)+AND+(SU+Marketing)&cli0=FT&clv0=Y&type=1&site=ehost-live)

OTHER ITEMS

MyiLibrary is accessible from www.cim.co.uk/elibrary when logged in.

Chapter 22, Benchmarking. *In: Van Assen, M., van den Berg, G. and Pietersma, P. (2008) Key management models: the 60+ models every manager needs to know. 2nd edition, Harlow, Pearson. MyiLibrary*

Chapter 49, The balanced scorecard (BSC). *In: Van Assen, M., van den Berg, G. and Pietersma, P. (2008) Key management models: the 60+ models every manager needs to know. 2nd edition, Harlow, Pearson. MyiLibrary*

Chapter 3, The different types of metrics and KPIs available: "quantitative" vs "qualitative". *In: Florés, L (2013) How to measure digital marketing. London, Palgrave Macmillan. MyiLibrary*

Chapter 5, Digital dashboards: a tool for managing the effectiveness of digital marketing and integrated marketing communications. *In: Florés, L (2013) How to measure digital marketing. London, Palgrave Macmillan. MyiLibrary*

Part two: Operating Performance *In: Walsh, C. (2008) Key management ratios: The 100+ ratios managers need to know. Harlow, Pearson. MyiLibrary*

Sections within this include: Measures of performance, Operating performance and Return on Investment.

Anon (2015) Marketing ROI vs ROMI (return on marketing investment). *Upfront Analytics*, July.

<http://upfrontanalytics.com/marketing-roi-vs-romi-return-on-marketing-investment/>

Gray, K. and Pauwels, K. (2015) Using marketing mix modelling to improve marketing decisions and ROMI. *Quirks*, June.

<http://www.quirks.com/articles/2015/20150625-1.aspx>

Four articles where ROMI is quoted:

Anon (2014) Close-up: Campaign promotion – 2014 IPA Effectiveness Awards shortlist spotlight – Sainsbury's: Christmas in a day. *Campaign*, 24 October, p1. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=99077562&site=ehost-live>

Anon (2014) Close-up: 2014 IPA Effectiveness Awards shortlist spotlight – Lux: 25 years of effective beauty advertising in Japan. *Campaign*, 3 October, p1. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98692079&site=ehost-live>

Anon (2014) Close-up: 2014 IPA Effectiveness Awards shortlist spotlight – - Deutsche Telekom: Move On. *Campaign*, 19 September, p1. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98398174&site=ehost-live>

Anon (2014) Close-up: 2014 IPA Effectiveness Awards shortlist spotlight – McCain: Ready Baked Jackets. *Campaign*, 5 September, p1. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98257026&site=ehost-live>

WEBSITES

Benchmarking. Marketing Donut
<http://www.marketingdonut.co.uk/marketing/market-research/benchmarking>

Marketing metrics made simple
A US marketing consultant and writer
<http://www.marketing-metrics-made-simple.com/>

Balanced scorecard – Bain & Co
<http://www.bain.com/publications/articles/management-tools-balanced-scorecard.aspx>

TRAINING COURSE

Introduction to marketing metrics and ROI
<http://www.cim.co.uk/courses/introduction-to-marketing-metrics-and-roi/>

Marketing metrics: measuring marketing performance
<http://www.cim.co.uk/courses/marketing-metrics-measuring-marketing-performance/>

Social and digital metrics and analytics
<http://www.cim.co.uk/courses/social-and-digital-metrics-and-analytics/>

CIM PAPERS

Brown, T. and Patel, H. (2011) Unlock the value of creative. *White Paper*, 25 pages.
<http://www.cim.co.uk/Research/unlockthevalue.aspx>

Executive Summary

As organisations increasingly focus on growth and an 'upturn' mindset, marketers across all sectors are grappling with the challenge of driving performance whilst working smarter to achieve more effective communications with less: How can we get more value from our investments in creative, brand and marketing assets? How can we become more efficient by improving campaign management processes? How can we better identify, capture and share good practice across the organisation? Responding to these questions, The Chartered Institute of Marketing and Canon Europe are collaborating to explore how industry leaders can unlock value their creative marketing processes.

Unit 2: Measuring Effectiveness

Learning outcome 4: Applying marketing metrics to establish the effectiveness of marketing activities

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via [CIM website](#). For the links to work go to MyCIM and log in. Click on the **Ebsco** and **Emerald** links and leave the pages open in your browser. Now click on the links below. [The publishers of *Harvard Business Review* do not permit direct links to be available – but they are available to search within the Ebsco database.]

Burrows, D. (2015) Attribution models need to evolve to survive. *Marketing Week*, 19 March 2015, p1. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101667137&site=ehost-live>

Li, H. and Kannan, P.K. (2014) Attributing conversions in a multichannel online marketing environment: an empirical model and field experiment. *Journal of Marketing Research*, Vol51(1), pp40-56. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=95682359&site=ehost-live>

Melnyk, S.A., et al (2005) An empirical investigation of the metrics alignment process. *International Journal of Productivity and Performance Management*, Vol54(5/6), pp312–324. Emerald
<http://dx.doi.org/10.1108/17410400510604494>

Homburg, C., Artz, M. and Wieseke, J. (2012) Marketing performance measurement systems: does comprehensiveness really improve performance? *Journal of Marketing*, May, Vol76(3), pp56-77. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=74749683&site=ehost-live>

Hershman, L. (2010) The seven sins of performance measurement. *Businessweek.Com*, 13 October, p2. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=54570252&site=ehost-live>

Raab, D.M. (2011) New metrics for social media. *Information Management*, Vol21(6), pp24-25. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=70137505&site=ehost-live>

Pitta, D. and Pitta, E. (2012) Transforming the nature and scope of new product development. *Journal of Product & Brand Management*, Vol21(1), pp35–46. Emerald
<http://dx.doi.org/10.1108/10610421211203097>

Anon (2011) Full attribution modelling 'too complicated' for National Express. *Design Week (Online edition)* 5 May, p56. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=79576136&site=ehost-live>

MARKETING EXPERT

(You will be prompted to log in)

Marketing dashboards
<http://www.cimmarketingexpert.co.uk/page/2012/marketing-dashboards>

Some forecasting techniques
<http://www.cimmarketingexpert.co.uk/page/999/some-example-forecasting-techniques>

The difference between efficiency and effectiveness

<http://www.cimmarketingexpert.co.uk/page/447/the-difference-between-efficiency-and-effectiveness>

OTHER ITEMS

Anon (2014) A beginner's guide to attribution modelling. *The Drum*, 24 September.

<http://www.thedrum.com/opinion/2014/09/24/beginners-guide-attribution-modelling>

What is attribution modelling? (2014) YouTube video, added by iProspect Ireland [online]

<https://www.youtube.com/watch?v=tMSFd1QyhCw>

Different types of attribution models. (2014) YouTube video, added by docstocTV [online]

https://www.youtube.com/watch?v=ksL_MAht1gc

McGlashan, D. (2015) Who or what gets the credit: realising the potential of attribution modelling. *The Guardian*, 18 March.

<http://www.theguardian.com/media-network/2015/mar/18/attribution-modelling-marketing-outcomes-credit>

WEBSITES

Marketing metrics made simple

A US marketing consultant and writer

<http://www.marketing-metrics-made-simple.com/>

Attribution modelling overview: assign credit for sales and conversions to touchpoints in conversion pathways.

<https://support.google.com/analytics/answer/1662518?hl=en>

About the model comparison tool

<https://support.google.com/analytics/answer/6148697>

Occam's Razor by Avinash Kaushik

<http://www.kaushik.net/avinash/multi-channel-attribution-modeling-good-bad-ugly-models/>

TRAINING COURSE

Introduction to marketing metrics and ROI

<http://www.cim.co.uk/courses/introduction-to-marketing-metrics-and-roi/>

Marketing metrics: measuring marketing performance

<http://www.cim.co.uk/courses/marketing-metrics-measuring-marketing-performance/>

Social and digital metrics and analytics

<http://www.cim.co.uk/courses/social-and-digital-metrics-and-analytics/>

Unit 3: Analytics for Decision Making

Learning outcome 5: Understanding appropriate sources of data for marketing analysis

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via [CIM website](#). For the links to work go to MyCIM and log in. Click on the **Ebsco** and **Emerald** links and leave the pages open in your browser. Now click on the links below. [The publishers of *Harvard Business Review* do not permit direct links to be available – but they are available to search within the Ebsco database.]

Kugel, C. (2015) The metrics map. *Marketing Insights*, Jan/Feb, Vol27(1), pp30-34. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101440858&site=ehost-live>

Dinner, I.M., Van Heerde, H. and Neslin, S.A. (2014) Driving online and offline sales: the cross-channel effects of traditional, online display, and paid search advertising. *Journal of Marketing Research*, October, Vol51(5), pp527-545. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98472595&site=ehost-live>

Lamont, J. (2014) Measuring campaign performance: attribution models hit the spot. *KM World*, September, Vol23(8), pp8-26. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98014851&site=ehost-live>

Gordon, J. and Perrey, J. (2015) The dawn of marketing's golden age. *McKinsey Quarterly*, Issue 1, pp30-41. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101632125&site=ehost-live>

Smith, N. (2015) Is big data delivering return on investment? *Marketing Week*, 28 May, pp27-29. Ebsco [embargoed]

Stevens, N. (2014) The strategic importance of social data. *Marketing News*, November, Vol48(11), pp30-32. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=99386635&site=ehost-live>

Smit, E., and Neijens, P. (2011) The march to reliable metrics. *Journal of Advertising Research*, March, Vol51, Suppl, pp124-135. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=59490357&site=ehost-live>

Craik, M. (2014) 2014 market research tools. *NZ Marketing Magazine*, Mar/Apr, p57. Sources of data sources and tools. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=94826586&site=ehost-live>

Pombriant, D. (2014) Data drives metrics. *CRM Magazine*, January, Vol18(1), p4. Using analytics to give a better understanding of the integrated marketing and sales funnel. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=93401586&site=ehost-live>

Malshe, A. (2011) An exploration of key connections within sales-marketing interface. *Journal of Business & Industrial Marketing*, Vol26(1), pp45-57. Emerald
<http://dx.doi.org/10.1108/08858621111097201>

Cian, L. (2011) How to measure brand image: a reasoned review. *Marketing Review*, Vol11(2), pp165-187. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=66296938&site=ehost-live>

OTHER ARTICLES

Articles from other journals that should be generally available.

Davey, N. (2014) Customer self-service ROI: what should you measure and how? *My Customer*, 4 August.
<http://www.mycustomer.com/feature/experience-technology/customer-self-service-roi-what-should-you-measure-and-why/167706>

MARKETING EXPERT

Marketing dashboards
<http://www.cimmarketingexpert.co.uk/page/2012/marketing-dashboards>

Element 3: Monitoring
<http://www.cimmarketingexpert.co.uk/page/2002/element-3-monitoring>

Primary data research
<http://www.cimmarketingexpert.co.uk/page/1942/primary-data-research>

Secondary data – for research/insight
<http://www.cimmarketingexpert.co.uk/page/1943/secondary-data-for-research-insight>

Using primary and secondary data in digital analysis
<http://www.cimmarketingexpert.co.uk/page/2131/using-primary-and-secondary-data-in-digital-analysis>

JOURNALS

You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Campaign published by Haymarket available on Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=1JZ&site=ehost-live>

Marketing Insights - published by the American Marketing Association available on Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=G9B7&site=ehost-live>

WEBSITES

Marketing metrics made simple
A US marketing consultant and writer
<http://www.marketing-metrics-made-simple.com/>

UK National Statistics – Publication Hub
<http://www.statistics.gov.uk/hub/index.html>

The Organisation for Economic Co-operation and Development
The OECD aims to promote policies that will improve the economic and social well-being of people around the world.
<http://www.oecd.org/statistics/>

Information on National Statistical Systems by country
http://unstats.un.org/unsd/methods/inter-natlinks/sd_natstat.asp

TRAINING COURSE

Introduction to marketing metrics and ROI
<http://www.cim.co.uk/courses/introduction-to-marketing-metrics-and-roi/>

Marketing metrics: measuring marketing performance
<http://www.cim.co.uk/courses/marketing-metrics-measuring-marketing-performance/>



Mastering Metrics

Study Resources

Social and digital metrics and analytics

<http://www.cim.co.uk/courses/social-and-digital-metrics-and-analytics/>

Unit 3: Analytics for Decision Making

Learning outcome 6: Utilise various analytics tools and techniques for marketing insight and strategic decision making

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via [CIM website](#). For the links to work go to MyCIM and log in. Click on the **Ebsco** and **Emerald** links and leave the pages open in your browser. Now click on the links below. [The publishers of *Harvard Business Review* do not permit direct links to be available – but they are available to search within the Ebsco database.]

Whitmey, T. (2012) Data, but not as we knew it. *Marketing*, p7. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=71251413&site=ehost-live>

Hirst, S. (2013) If you can't measure you can't manage it. *NZ Business*, March, Vol27(2), pp44-45. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=85709550&site=ehost-live>

McDonald, M. (2010) A brief review of marketing accountability, and a research agenda. *Journal of Business & Industrial Marketing*, Vol25(5), pp383-394. Emerald
<http://dx.doi.org/10.1108/08858621011058142>

MARKETING EXPERT

The conversion funnel
<http://www.cimmarketingexpert.co.uk/page/2141/the-conversion-funnel>

Marketing dashboards
<http://www.cimmarketingexpert.co.uk/page/2012/marketing-dashboards>

OTHER ARTICLES

Articles from other journals that should be generally available.

Molley, S. (2015) Viewability vs engagement: advertising's new measure of accountability. *Brand Quarterly*, 22 July.
http://www.brandquarterly.com/viewability-vs-engagement-advertisings-new-measure-of-accountability?utm_source=Brand+Quarterly&utm_campaign=4fc9c00684-Roundup150723&utm_medium=email&utm_term=0_5b456105d0-4fc9c00684-322344601

Gaskill, A. and Winzar, H. (2013) Marketing metrics that contribute to marketing accountability in the technology sector. *Sage Open*, 23 September.
<http://sgo.sagepub.com/content/3/3/2158244013501332>

WEBSITES

Marketing metrics made simple
A US marketing consultant and writer
<http://www.marketing-metrics-made-simple.com/>

Making the most of a marketing data dashboard – they are a supplier but there is some interesting material on their site including interviews
<https://www.geckoboard.com/learn/marketing-data-dashboard/#.VbDuea1RGpo>

TRAINING COURSE

Introduction to marketing metrics and ROI
<http://www.cim.co.uk/courses/introduction-to-marketing-metrics-and-roi/>

Marketing metrics: measuring marketing performance
<http://www.cim.co.uk/courses/marketing-metrics-measuring-marketing-performance/>

Social and digital metrics and analytics
<http://www.cim.co.uk/courses/social-and-digital-metrics-and-analytics/>

CIM PAPERS

CIM (2009) Measure for measure: metrics and marketers in the NHS. *White Paper*, April, 37 pages.
Accessible at <http://www.cim.co.uk/files/measure4measure.pdf>

Executive Summary

Marketers in the NHS are increasingly accountable for the resources allocated to them. Marketers have a key role to play in improving patient care, with significant implications for the trusts and bodies for which they work. Metrics and measurement will be at the heart of this. Measurement and return on investment are needed to ensure that marketing activities are monitored, progress accurately measured and resources focused on the key areas that matter to patients. In the CIM's second White Paper on marketing in the NHS, it explores how marketers can ensure they are delivering value for money and making the most of the precious resources they have. Working with marketers from across the NHS, the CIM has produced this White Paper looking at the importance of measurement in the context of the NHS, how marketers can measure and monitor their activities and what tools they can use to help them do so.

CIM (2010) Improving marketing effectiveness: leading practices in marketing accountability. CIM/Deloitte, 30 pages.
<http://www.cim.co.uk/files/bmreport.pdf>