

SIDE 1/2 STRATEGY · SITUATION · STP · The marketing concept & core process · Customer value · PESTLE · SWOT · Porter's 5 · Segmentation · Targeting · Positioning · The marketing plan

2-HR EXAM 50% + PLAN

Compiled by AskSia · mapped to the MKTG90004 curriculum · asksia.ai/cheatsheet/unimeLb-mktg90004

0 · How to Use This READ FIRST

★ Postgrad strategic marketing. Assessed by a **2-hr final exam (50%)** + a semester-long group **Marketing Plan** (Part A situation analysis 10% · Part B recommendations 20% · presentation 10% · best-5-of-8 seminar quizzes 10%). **No exam hurdle.**

The marked skill is *running the marketing-planning process end-to-end* — diagnose, segment, position, then design a mix that delivers value. Side 1 = strategy (concept, situation, STP, the plan); Side 2 = the mix + metrics. Textbook: Kotler, Keller & Chernev (17e).

SIA → *In the exam, name the framework; apply it to the stimulus, then say "so what" for the manager's decision. Definitions alone score low; applied analysis with a recommendation scores high.*

1 · Marketing & Value W1

Marketing = **understanding, creating & delivering value** — the constant that survives a changing environment. **Market orientation** puts the customer (not the product or sales push) at the centre of every decision.

Core Process of Marketing (the unit's organising loop):

Diagnostics (read the market) → **Strategy** (design a customer-driven strategy) → **Tactics** (implement value-delivering activities) → **Build Relationships** (delighted customers become advocates) → **Capture Value** (keep it profitable & sustainable).

New Marketing Realities: four market forces → new firm capabilities + a new competitive landscape → the need for **holistic marketing**. AI is now central but a "double-edged sword" — sloppy AI use draws consumer backlash.

1b · Customer-Delivered Value ANALYSIS TOOL

Value = a customer's perception of net benefits for the costs incurred (Chen & Dubinsky 2003). Used as an actual analysis tool:

CUSTOMER VALUE
Value = Total Customer Benefit - Total Customer Cost
Benefit = product + services + personnel + image
Cost = monetary + time + energy + psychological

Each customer has their own value model — some cost-driven, some benefit-driven. This is *why* we segment.

1c · Strategy vs Tactics THE SPINE

Strategy = the *what & why* (the game plan: STP, value proposition). **Tactics** = the *how* (the marketing-mix activities that execute it). The exam constantly tests whether you can tell them apart and link them.

2 · The Marketing Plan THE ASSESSED SPINE

The whole subject maps onto a two-part group plan for one real client (an NFP, a school, or a haircare brand):

- PART A** → **PART B**
- A · Situation analysis (~2000w) — diagnose
 - B · Recommendations (~4000w) — objectives, STP, mix, implementation, metrics

Part A = environment + customer + competitor research framing the challenge. **Part B** = SMART objectives → STP → proposed 7Ps mix → delivery plan with milestones & **commercial implications** (cost vs benefit, feasibility). AI allowed to plan & build visual mock-ups only, with disclosure. Everything you revise for the exam is the same toolkit you apply in the plan — learn it once, use it twice.

3 · Situation Analysis W3 · PART A

Split the environment into two layers, then map both onto SWOT:

Macro-environment → **PESTLE** — external, largely uncontrollable, feeds **O & T**:

- Political · Economic · Socio-cultural
- Technological · Legal · natural Environment

Micro-environment — "closer" to the firm, more direct influence, feeds **S & W**: Company, Suppliers, Distributors, Customers, Competitors. Company strengths run beyond resources to **brand equity, customer loyalty & marketing agility** (how fast a firm iterates between sensing & executing — Kalaiganam et al. 2021).

The split is about **control**: you can *shape* the micro environment but only *respond* to the macro. That is why macro forces become opportunities/threats, micro factors strengths/weaknesses.

3b · SWOT SYNTHESISE

	HELPFUL	HARMFUL
Internal	Strengths	Weaknesses
External	Opportunities	Threats

S/W come from the micro scan; O/T from PESTLE. **SWOT is a synthesis, not a list** — it should point to the strategy.

3c · Micro Detail COMPANY & CHAIN

Suppliers are a key link in the *value chain*, sometimes treated as partners (supplier transparency can itself be a strength). **Distributors** shape reach & experience; **customers & competitors** set the playing field. The point of the micro scan is to find **controllable levers** the firm can pull.

4 · Porter's Five Forces PORTER 1985 · ATTRACTIVENESS

Assesses the structural **attractiveness** of a segment/industry — high forces = low profit potential:

- **Threat of new entrants** — barriers, mobility
- **Supplier power** — concentration, switching cost
- **Buyer power** — choice, price sensitivity
- **Threat of substitutes** — alternatives meeting the need
- **Competitive rivalry** — # & aggression of rivals

Competitor analysis can be made quantitative via a **weighted competitive-strength table** (resource × importance weight × strength rating → overall score; Avery & Gupta). The exam value: it forces you to rank rivals on what matters, not just list them.

4b · Consumer Analysis W2 · FEEDS PART A

5-stage decision process: problem recognition → information search → evaluation → purchase → post-purchase.

Buying roles: initiator · influencer · decider · buyer · user (+ gatekeeper/payer) — the buyer is often not the user, which changes who you target.

Involvement: high vs low → extended / limited / routine problem-solving.

Influences: social (reference groups — membership/aspirational/dissociative; opinion leaders), personal (life-cycle, Big Five personality, lifestyle, self-concept), cultural (culture as a "codebook"; brand communities/tribes), situational (place, time, mood). **Social Practice Theory** (Shove): consumption = meanings + competences + materials — used to design behaviour change.

5 · STP — the Strategic Core W4

STP = Segmentation → Targeting → Positioning; the three stages work together (the "cake" analogy). It converts a broad market into chosen segments, prioritised targets, and a distinctive position — the **strategy that the mix then executes**.

Output = the **value proposition**, sitting at the strategy ↔ tactics hinge. Get STP right and the mix almost designs itself; get it wrong and no amount of clever tactics rescues it. Segments without targeting is just description; targeting without positioning is a target you can't win.

5b · Why Segment? THE LOGIC

One offer can't serve everyone well. Segmentation lets the firm **match a tailored value proposition** to a group whose perceived costs & benefits are similar — raising relevance, willingness-to-pay and efficiency of spend. A good segment is measurable, substantial, accessible, differentiable & actionable.

6 · Segmentation TWO APPROACHES

Ad-hoc (top-down, firm-driven) — four common bases:

- **Demographic** — age, income, life-stage
 - **Geographic** — region, climate, density
 - **Psychographic** — values, lifestyle, personality
 - **Behavioural** — benefits sought, usage, loyalty
- 5-step routine: define market → select variables → aggregate → run statistical routines → build persona. Criticised for portraying consumers "as if they were strangers" defined only by firm-chosen variables — the firm decides who exists, then markets to its own construct.

★ **REAL SEGMENTATION** *Diaz Ruiz & Kjellberg 2020*

Bottom-up, "found in the wild": segments are **naturally-occurring human groups** surfaced by **cultural intermediaries** (opinion leaders, bloggers, influencers, "cool hunters"). 4 steps: establish deviance → prototyping → anchoring → vaccination. Canonical examples: "lumbersexuals," "fur parents."

7 · Targeting PRIORITISE

"All customers are not created equal" — choose whom to prioritise & whom to *ignore*; put scarce resources on the highest-payoff segment. Select using three lenses (Gupta 2014): **segment characteristics** (size, growth, profit), **competition** (intensity), **company fit** (objectives, competencies).

Breadth spectrum (broad → narrow): undifferentiated (mass) → differentiated → concentrated (niche) → micromarketing → local → individual. Narrower = more relevance & loyalty but smaller volume & higher risk.

Persona = "the poster child of your segment" — demographics, behaviours, goals, pain points, channels. It keeps the team honest about *who* they're really designing for.

7b · Strategic vs Tactical TARGETING

Strategic = customising the offer to needs (compatibility & attractiveness). **Tactical** = reaching those customers cost-efficiently, matching values to profiles. The two must agree — no point targeting a segment you can't profitably reach.

7c · Build a Persona PART A · OPTIONAL

A persona makes the target segment vivid & decision-ready. Pin: **demographics, behaviours, goals, pain points, motivations, preferred channels & devices**. It anchors later choices — messaging, media, the customer journey — so the whole mix speaks to **one believable person**, not an abstraction.

8 · Positioning DISTINCTIVE PLACE IN THE MIND

Positioning = designing the offering & image to occupy a distinctive place in the target's mind; needs a **frame of reference** (the competitive set).

POP vs POD: Points of Parity = "table stakes" you must match to be considered; **Points of Difference** = what makes you the chosen one. Win on POD while covering POP.

Perceptual map — plot target perceptions on two opposed attribute axes relevant to the target; aim to **stand alone (clear POD), not cluster** with rivals. Build several maps on different attribute pairs if useful.

8b · Positioning Statement INTERNAL DOC, NOT A SLOGAN

TEMPLATE
For [target], [brand] is the [category] that is the [POD] so they can [end benefit] because [reason to believe].

Must be unique, memorable & credible. It is an *internal* compass, not ad copy. Part B requires **two** statements — current vs new (repositioning).

8c · Repositioning WHEN & WHY

= redesigning the offer/image to shift the place in the mind. Driven by declining performance or environmental shifts; **costly for established brands** (many launch a new product/brand instead). Triggered by changes in POD, competitive frame, target market, product characteristics or value proposition. Existing customers may resist a shift they didn't ask for.

9 · Setting Objectives PART B

Marketing objectives must be **SMART**: Specific, Measurable, Attainable, Relevant, Timely (assignment caps at ≤2). **Monetary goals** (income, margin, ROI) vs **strategic goals** (sales volume, awareness, retention, social welfare for NFPs).

Objectives turn the diagnosis into a **measurable target** the mix must hit, and the metric you'll later track — they bridge Part A to Part B.

9b · Frame of Reference POSITIONING DEPENDS ON IT

No position exists in a vacuum — it's always *relative to a competitive set*. Pick the frame deliberately: a narrow frame makes your POD sharper but the market smaller; a broad frame grows the market but blurs difference. **Get the frame wrong and the whole position misfires**.

10 · The 7Ps Mix TACTICS

The *marketing mix* is the tactical layer that executes STP. 4Ps + 3 service Ps:

- 7PS**
Product · Price · Place · Promotion + People · Physical evidence/Presence · Process

Treated as a **"cake"** — the elements are **interdependent**: change one P and there are implications for the others (an interaction table is taught). The mix must be internally consistent and aligned to the position. A premium price needs a premium product, selective place & aspirational promotion — mismatch any P and the offer feels incoherent.

11 · Implementation & Control CLOSE THE LOOP

Part B "delivery plan" = a step-by-step action plan with short- & long-term **milestones**, visual mock-ups, and **commercial implications** (cost vs benefit, feasibility — e.g. an "impactful use of a \$10-15K budget" for an NFP client).

Control closes the loop with marketing metrics (Side 2 §19) — market share, satisfaction/CLV/NPS, ROMI — reported on a **dashboard**. "If you can't measure it you can't improve it" (Drucker).

11b · The Client Plan IN PRACTICE

The group plan runs on one real client (NFP / school / haircare). Part A is researched, given **verbal feedback in a progress meeting**, then refined over the break; Part B builds straight on it. Live-partner groups can pitch at the end-of-semester competition. The skill rewarded is a **coherent thread**: the SWOT justifies the STP, the STP justifies the mix, the mix hits the objective.

12 · Strategy Checklist EXAM RECALL · SIDE 1

- Marketing = create & deliver **value**; value = benefits - costs
- Core Process: diagnose → strategy → tactics → relationships → capture
- Macro = PESTLE → O/T · Micro = company/suppliers/etc → S/W
- Porter's 5 = segment **attractiveness**
- STP before the mix; feral = bottom-up via cultural intermediaries
- POP = table stakes · POD = why chosen
- Objectives are **SMART**; ≤2 in the plan

SIA → *If a question gives a brand & market, the safe spine is: situation (SWOT/Porter) → STP → one or two mix moves → a metric to track it. That arc shows you can run the whole process.*

SIDE 2/2 THE MIX & METRICS · Product & brand · PLC · Services (IHIP) · Pricing & break-even · Place & channels · IMC · Research · ROMI/CLV/NPS · Sustainability · Exam discipline

2-HR EXAM 50% + PLAN

Compiled by AskSia · mapped to the MKTG90004 curriculum · asksia.ai/cheatsheet/unimelb-mktg90004

13 · Product & Brand W6 · P #1

Product = anything offered to satisfy a want/need (goods, services, experiences, places, ideas). "We design *verbs*, *not nouns*" — products deliver value, not objects.

5 product layers: Core benefit → Basic → Expected → Augmented → Potential. Differentiate on functionality, features, quality, durability, form, style, customisation.

Product mix (portfolio): **width** (# lines) · **length** (# items) · **depth** (variants per item) · **consistency** (relatedness). Decisions: **line stretching** (down/up/two-way) & **line filling: flanker brands** (guard against dilution/cannibalisation).

13b · Branding IDENTITY VS IMAGE

Brand advantages: consumers (risk & search reduction, psychological reward); firms (loyalty, larger margins, inelastic response, comms efficiency).

Brand identity (signal the firm wants) vs **brand image** (how the market actually perceives) — **alignment matters**. Brand elements: name, logo, slogan, jingle, colour, characters.

KELLER BRAND RESONANCE PYRAMID

4 levels bottom-up: **salience** ("who are you?") → **performance/imagery** ("what are you?") → **judgments/feelings** ("how about you?") → **resonance** ("what relationship?"). The peak = intense, active loyalty.

DISTINCTIVE ASSETS GRID *Sharp & Romaniuk*

Plot brand assets on **fame × uniqueness** → Invest / Use / Ignore / Avoid. Build mental availability via distinctive, recognisable assets.

13c · PLC & Diffusion STAGE = STRATEGY

Product Life Cycle: Introduction → Growth → Maturity → Decline — each needs a different mix (objectives, the 4Ps, competition & consumer type all shift per stage).

Diffusion of Innovation: innovators (2.5%) → early adopters → early majority → late majority → laggards. Maps onto the PLC adopter mix.

13d · PLC Strategy Matrix MIX SHIFTS BY STAGE

STAGE	AIM	MIX LEAN
Intro	awareness	build trial, high promo
Growth	share	widen distribution
Maturity	defend	differentiate, manage price
Decline	harvest/exit	cut cost or reposition

Ethics here: **planned obsolescence**, fast fashion & "dupes" (near-identical cheaper copies) all test how a brand manages its life cycle responsibly.

14 · Services W7 · +3 PS

Services add **People · Process · Presence** to the 4Ps. Four characteristics — **IHIP**:

- Intangibility — can't touch or pre-evaluate
- Inseparability — produced & consumed at once
- Heterogeneity / Variability — quality fluctuates
- Perishability — unused capacity is lost

Servicescape (Bitner 1992): the physical environment as visual metaphor, interaction facilitator & differentiator (ambient conditions / spatial layout / signs & symbols → **approach vs avoid**).

14b · People & Process DELIVER THE PROMISE

Services marketing triangle: internal + interactive + external marketing — "enabling / delivering / setting the promise." **Service-Profit Chain:** internal service quality → employee satisfaction → value → customer satisfaction → loyalty → profit.

Process: a **service blueprint** (firm-side, with lines of interaction/visibility) vs a **customer journey map** (customer-side, anchored by a persona).

14c · Experience & Recovery CX

Experience Economy (Pine & Gilmore 1998): commodities → goods → services → **experiences** (rising value). Map **touchpoints** across pre-purchase / purchase / post-purchase; fix **pain points** (frustration → drop-out/switching).

Service recovery paradox: a well-recovered failure can **exceed** baseline satisfaction. Fairness = outcome + procedural + interactional justice (Tax & Brown 1998: detect & correct).

14d · Managing IHIP TURN PROBLEM → TACTIC

TRAIT	MANAGER'S RESPONSE
Intangible	add physical cues, reviews, guarantees
Inseparable	train staff; manage co-creation
Variable	standardise, script, use tech
Perishable	yield/demand management, off-peak pricing

Each IHIP trait is not just a definition — it's a **prompt for a specific tactic**, which is exactly what the exam wants you to supply, not the label alone.

14e · Search / Experience / Credence W7

Offers vary by how easily quality is judged: **search** qualities (assessed before buying — a phone's specs), **experience** qualities (judged only after use — a meal), **credence** qualities (hard to judge even after — a medical or legal service). The more a service leans on credence, the **more trust, signals & reputation matter**.

15 · Pricing W8 · P #2

6 steps to set price: define objective → determine demand → estimate costs → analyse competition → select method → set final price.

Objectives: short-term profit · **market penetration** (low price, share) · **market skimming** (high price, early return · quality/price leadership).

Demand = ceiling (price elasticity), **costs = floor** (fixed/variable/total/average). Methods by perspective (Best et al. 2023): **cost** (cost-plus, markup, target-return + break-even), **customer** (perceived-value), **market** (competition-based), **product** (product-mix). Plus everyday-low, subscription & dynamic pricing.

15b · TEV vs PV & Break-Even COMPUTE IT

Perceived-value pricing (Dolan & Gourville): **True Economic Value (TEV)** = the next-best alternative's price + the value of any difference; **Perceived Value (PV)** = what the buyer *believes* it's worth. Price below TEV to give the buyer surplus.

BREAK-EVEN
 BE units = Fixed cost ÷ (Price - Variable cost/unit)
 Contribution/unit = Price - Variable cost/unit
 Target-volume = (Fixed + target profit) ÷ contribution

Consumer surplus & price customisation — capture willingness-to-pay via discounts by history / location / age / status / timing / quantity (airline fare-class logic). **TCO (total cost of ownership)** = the value seen beyond the purchase price (running, switching & disposal costs).

15c · Product-Mix & Adapting 6 + OVER TIME

Product-mix pricing (6): line · optional-feature · captive · two-part · by-product · bundle. Manage price at three levels: industry, product-market, transaction.

Raising prices via low-visibility tactics (shrinkflation, substitution, feature removal); **cutting** risks a low-quality signal or price war. Ethics: predatory pricing; surge-pricing backlash.

15d · Reducing Sensitivity COMMAND A PREMIUM

Buyers are **less price-sensitive** when: the product is unique or high-quality, substitutes are hard to compare, switching costs are high, the spend is small relative to income, or part of the cost is shared/borne by another party. Strong positioning & brand equity all **lower elasticity** — which is the commercial payoff of everything on Side 1.

16 · Place / Channels W9 · P #3

"Place creates value." Five distribution decisions:

- Channel levels** (0/1/2) — long = reach, short = control (e.g. a DTC mattress brand)
- Single vs multi vs omni-channel** — customer "experiences a brand, not a channel"
- Coverage** — intensive / selective / exclusive
- Partnerships** — conventional / VMS / horizontal; vertical integration (forward/backward/balanced)
- Channel management** — leader/captain, power types, conflict & *stewardship*

3 omnichannel strategies (McKinsey 2022): **Commerce** (seamless buying), **Personalisation** (tailored across channels), **Ecosystem** (an app/platform that bundles services).

16b · Coverage & Power CHANNEL DESIGN

COVERAGE	OUTLETS	FITS
Intensive	as many as possible	convenience goods
Selective	a chosen few	shopping goods
Exclusive	one per area	luxury / control

Channel power sources: coercive, reward, legitimate, expert, referent. **Conflict** (vertical between levels / horizontal at one level) is resolved via exclusives, branded variants & joint problem-solving.

17 · IMC W10 · P #4

8 communication tools: advertising · sales promotion · PR · personal selling · direct marketing · social-media marketing · events & experiences · branded content.

Media types: traditional (mass, one-way) vs digital (two-way) vs social (two-way + peer cross-ways). **Sales promo:** consumer = **Pull**, trade = **Push**.

17c · Why "Integrated"?? ONE VOICE

IMC means every tool tells **one consistent story**, built from the positioning — the "big idea" brings the position to life across channels. A fragmented message wastes spend and confuses the brand image; an integrated one compounds reach & recall over time.

16c · VMS vs Conventional WHO CONTROLS?

A **conventional channel** = independent firms each maximising their own profit (conflict-prone). A **vertical marketing system (VMS)** coordinates the channel as one system — **corporate** (owned), **contractual** (franchise/voluntary chain) or **administered** (led by a dominant member). **Vertical integration** (forward toward the customer, backward toward supply, or balanced) buys control at the cost of flexibility & capital.

17b · IMC Process & Ladder 6 STEPS

6 steps: set objectives → identify audience → craft message → decide media → develop creative → measure.

OBJECTIVES LADDER
 awareness → information → attitude change
 → action → loyalty
 (match the audience's current state)

Budget: affordability · % of sales · competitive parity · **objective-and-task** (best) · experimental. **Message appeals:** rational (head) / emotional (heart) / moral (conscience). **Source credibility** = expertise + trust + likeability.

Media plan = reach × frequency × impact + **timing: continuity · concentration · flying · pulsing**. Measure via aided/unaided recall, attitude, click-through, social analytics.

18 · Research W11

Marketing research (systematic design/collect/analyse/report — advances knowledge) vs **market research** (commercial market insight). Good research = scientific, multi-method (**triangulation**), ethical, value vs cost — and "Good/Fast/Cheap: pick two."

Research design: exploratory / descriptive / causal. **Source:** secondary (internal/external) vs primary. **Qual** (interviews, focus groups, observation, ethnography/netnography — Kozinets) vs **quant** (surveys, experiments, Likert) vs mixed. 5-step process + **Voice of the Customer**. Watch **research bias** (sample, recruitment, wording, ambiguity).

18b · Qual vs Quant CHOOSE THE FIT

	QUAL	QUANT
Asks	why / how	how many
Data	rich, words	numbers
Sample	small	large
Use	explore	confirm

Often **sequenced**: qual to explore & generate hypotheses, then quant to measure & confirm them at scale (a mixed-methods design).

18c · 5-Step Process KOTLER

- Define the problem & objectives
 - Develop the research plan
 - Collect the data
 - Analyse & interpret
 - Present findings → decision
- Research only earns its cost if it **reduces a real decision risk** — tie every study to a choice the manager faces.

19 · Metrics & Control W11 · CLOSE THE LOOP

Metrics quantify, compare & interpret performance on a **dashboard**. Four families:

- Customer** — satisfaction (forward-looking), **CLV, NPS**
- Unit — market share**
- Cash-flow — ROMI**
- Brand** — equity/health/power (Kantar BrandZ, FRIEND)

KEY FORMULAS
 ROMI = (Revenue - Mktg spend) ÷ Mktg spend × 100
 CLV = (avg margin × retention) over the relationship
 NPS = %Promoters - %Detractors
 Market share = brand sales ÷ total market sales

Vanity vs value: reach/impressions/likes (vanity) vs conversion/CLV/ROMI (value). Marketing as *investment*, not expense.

20 · Sustainability & Ethics RECURRING

UN **SDGs** as a change-vehicle; **greenwashing** (overstating environmental virtue) vs **bluwashing** (overstating social/UN credentials) vs "purpose-washing." The **attitude-behaviour gap**: socially-responsible attitudes ≠ purchases (willingness-to-pay is contested). **B Corp** as market-shaping. Ethics revisited weekly: planned obsolescence, "dupes," predatory pricing, deceptive ads (ACCC).

For the exam, treat sustainability as a **strategic lens, not an add-on** — it can be a POD, a positioning risk, or a source of brand purpose, but only if backed by genuine action. Empty claims invite ACCC scrutiny and consumer backlash.

21 · Exam Discipline IN THE ROOM

- 2 hr · 50% · no hurdle** — applied, not rote
- For a stimulus: **name framework → apply → recommend**
- Define the term, then **do something with it**
- Link strategy (STP) to tactics (the 7Ps)
- Quote a **metric** (CLV, ROMI, share) to justify a decision
- Add an **ethics/sustainability** angle where it fits
- Plan time: read all questions first, allocate by marks
- Use the stimulus's own facts as evidence; don't invent
- Structure the answer: brief intro, signposted points, a clear recommendation

SIA → *Most marks are lost by describing a model without using it. Always finish a point with the manager's "so what" — the decision the analysis drives.*