MKTG3600 Marketing in Practice

UNIVERSITY OF SYDNEY BUSINESS SCHOOL · MARKETING MAJOR CAPSTONE

Full guide + ask Sia about MKTG3600

SIDE 1/2 · WHAT THE FINAL REWARDS · definitions → frameworks → application → critique · EXAM REVISION SHEET · S2 2026 · 6 compulsory short answers · 15 marks each

0 · Exam Map

COURSE FACTS · BRIEF

Part. 20 | Pitch 20 | Report 30 | Final ~30

ASSESSMENT	WEIGHT / FORMAT
Individual Participation (Parts A + B + C)	20%
Group Live Brief Presentation	20% · live pitch · max 15 slides
Group Live Report	30% · 3,500 words
Final Exam	~30% S1-2026; earlier offerings 40% — confirm S2-2026 Canvas outline

Permitted materials: not confirmed for this offering in the course materials we hold — check the exam instructions on the LMS.

FINAL FORMAT

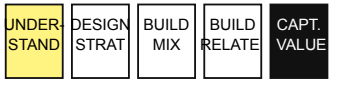
```
6 compulsory short answers × 15 marks · ~250–350 words each · guest lectures · no referencing.
```

1 · The Answer Engine

COURSE OVERVIEW

LAYER	WHAT EARNS THE LINE
1 · Define	Correct term, author/model and purpose.
2 · Framework	Name the right structure; connect it to the process.
3 · Apply	Make a decision for the scenario; give a concrete example.
4 · Critique	State a limit, tension, trade-off or measurement problem.

★ Every paragraph must move the scenario. A list of model labels stops at recall. Use "because" to connect evidence → insight → choice; use "however" to earn critique.



Kotler & Armstrong: create customer value first; capture value in return last.

2 · Process Rule

W1

Market orientation prioritises understanding and fulfilling customer needs as the route to success. Diagnosis precedes choice; choice precedes tactics. In an answer, locate the question in the process before choosing a tool.

EXAM MOVE *Start: "This is a diagnosis/strategy/execution/measurement problem because…" Then name only the framework that answers it.*

2b · Evidence System

W11

EVIDENCE	JOB	LIMIT
In-flight	Monitor delivery	Activity, weak on business effect

3 · Diagnose Before Deciding

W1

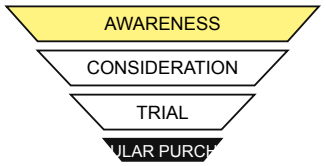


The Proper Marketing Club (2019)

The course spine: jumping straight to tactics skips the question that should set them.

TOOL	USE IT FOR	TRAP / OUTPUT
PESTLE	Political, Economic, Social, Technological, Legal, Environmental forces	Macro only; prioritise forces
SWOT	Internal S/W × external O/T; helpful × harmful	Turn items into action
4Cs	Company, Culture, Category, Customers	This course's diagnostic set
Funnel	Locate the biggest leak	Starting point, not full diagnosis

IF ASKED WHY *Name the scope: PESTLE = outside forces; SWOT = whole situation; 4Cs = structured audit; funnel = where loss occurs.*



Brand Funnel (HOE): diagnose the largest between-stage drop; match the response to that leak.

4 · Research → Insight

W2 · TREEVES



No decision change = no insight

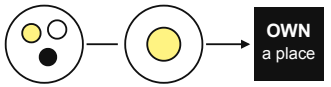
Treeves (2017): insight = a new understanding of behaviour, belief or need that informs action.

RESEARCH	STRENGTH	LIMIT
Secondary / desk	Fast framing; trends and existing sources	May lag; may not answer the gap
Primary	New surveys, interviews, ethnography	Time/cost; small bases can over-generalise
Conjoint	Quantifies attribute trade-offs	Stated preference may miss behaviour

CEPs (Sharp & Romaniuk) are buying-situation cues: WHY · WHEN · WHERE · WITH WHOM · WITH WHAT. Growth comes from mental availability across more cues. ***Proof points*** make a proposition credible; without them an insight-led promise is only a claim.

5 · STP = Hard Choices

W3



Segment possible groups → choose whom to serve → define what the brand stands for in their mind.

STAGE	DECISION SET
Segment	Geographic · demographic · psychographic · behavioural
Evaluate	Size · growth potential · profitability · accessibility · strategic fit
Target	Undifferentiated · differentiated · concentrated · micromarketing
Position	POPs keep you considered; PODs give a meaningful, true, provable reason to choose

Reach–focus tension: a limited-budget challenger may concentrate; Sharp's growth logic reaches all category buyers. Explain the trade-off rather than treating either as universal.

6 · Positioning Statements

W3 · HIGH-FREQUENCY

4-PART POSITIONING

```
To [target most motivated] · [brand] is the [category / frame] · that [rational or emotional benefit] · because [support / reasons to believe].
```

VALUE PROPOSITION

```
For [target] who want to [insight], Brand X is the [product] that [promise], because [reasons to believe].
```

TOOL	WHAT IT CENTRES	CHECK
Positioning	External frame of reference + difference	All 4 labelled parts; POD backed by RTBs
Value proposition	Customer insight + promise	"Who want to" is a real need, not a feature
Brand Key	Root strength → context/target/insight → benefits/personality/RTBs → discriminator → essence	Riezebos & Van der Grinten

CRITIQUE *Broad targeting can dilute difference; micro-targeting can sacrifice reach; an unprovable benefit is empty positioning.*

7 · POPs, PODs, Proof

W2–3

POP = credentials needed to enter consideration. *POD* = functional or emotional reason to choose. *RTB* = evidence that makes the benefit believable. A strong statement needs all three: credible category membership, meaningful difference, substantiation.

8 · Brand Momentum

W4 · ATTRIBUTION

FRAMEWORK	AUTHOR / USE
Brand elements	Keller · memorable, meaningful, likable, transferable, adaptable, protectable
Brand codes	Ritson
Distinctive Brand Assets	Romaniuk · recognisable sensory forms building mental availability
12 archetypes	Mark & Pearson · personality on extraverted/introverted × assertive/affiliative axes
7 growth rules	Byron Sharp · availability and broad reach

SHARP'S GROWTH CHECKLIST

```
1 noticed/salient · 2 continuous reach · 3 easy to buy · 4 build memory structures · 5 distinctive assets · 6 stay competitive · 7 be consistent.
```

Mental availability = easy to think of; physical availability = easy to buy. DBAs carry memory; distribution closes purchase. Critique: mass reach can underplay STP differentiation; consistent assets and continuous reach take time and budget.

9 · Architecture & Valuation

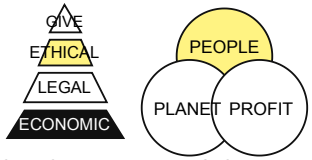
W4

ARCHITECTURE	RELATIONSHIP
Branded house	One master brand
Sub-brands	Master brand + distinct lines
Endorsed	Independent brand carries parent endorsement
House of brands	Standalone portfolio brands

BAV: Brand Stature = Esteem + Knowledge; Brand Vitality = Differentiation + Relevance. Use the axes to diagnose leadership, niche/unrealised, new/unfocused or erosion—not as a substitute for a decision.

10 · Responsible Brands

W5



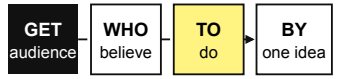
CARROLL · 1991 ELKINGTON · 1994

Carroll orders responsibilities bottom-to-top; the triple bottom line measures across three pillars.

LENS	DECISION RULE
Carroll	Economic → Legal → Ethical → Philanthropic; philanthropy cannot cover unethical conduct.
Triple bottom line	Judge People, Planet and Profit—not profit alone.
Purpose	Credible only when it changes action and can be measured.
Greenwashing	Claim exceeds action/evidence; substantiate before communicating.

11 · The Brief Is a Choice

W6



Annabelle Rogers · clarity forces sacrifice

GET / WHO / TO / BY turns a vague objective into an actionable creative problem.

Backbone: objectives + target audience + budget are intrinsically linked; change one and the others move. BetterBriefs: ~80% of marketers think they brief well, ~10% of agencies agree, and around one-third of budgets are wasted on poor briefs.

OBJECTIVE	QUESTION	CHAIN
Attitudinal	What should they think/feel?	Attitude shift ↓ Behaviour change ↓ Commercial result
Behavioural	What should they do?	
Commercial	What sales/profit result follows?	

One brief = one strategy. Message = one proposition plus relevant proof points—not a tagline or shopping list. Trott: a brief is about thinking, not writing. Ritson/Porter: strategy is sacrifice. Delivery and agreed evaluation criteria matter: a brief is not a briefing.

12 · 4Ps as a System

W7 · MCCARTHY 1960

P	EXAM DEFINITION / CHECK
Product	Total offering: features, quality, packaging, service, experience, warranty, ecosystem
Price	Only P generating revenue; must fit value and position
Place	Physical/digital access; physical availability gets purchase
Promotion	Message, creative and media; reinforce the other Ps

JOBS TO BE DONE · CHRISTENSEN

```
People "hire" an offering for functional + emotional + social progress. Define the job before specifying the product.
```

SYSTEM TEST *Does the price signal the same position as product, place and promotion? A clever lever that contradicts the brand is not a coherent mix.*

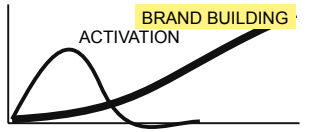
13 · Choose the Price

W7

STRATEGY	FIT / RISK
Cost-plus	Margin on cost; ignores perceived value
Competitive	Low difference; follows rivals
Value-based	Real POD/perceived worth; needs proof
Dynamic	Demand swings; fairness risk
Penetration	Low to win share; price-war/low-anchor risk
Skimming	High launch price; only with genuine difference

14 · Long + Short

W8 · BINET & FIELD



Sales activation captures demand now; brand building creates future demand. Measure each on its own clock.

	BRAND	PERFORMANCE
Job	Build memory and future demand	Capture existing demand now
Signals	Attention, distinctiveness, emotion, consistent assets	Clicks, conversions, sales
Risk alone	Slow proof / weak near-term sales	Short-termism / no future demand

Cost of dull: unnoticed creative wastes the media behind it; better creative works harder per dollar. This is a commercial and media-efficiency case, not an aesthetic claim. MMM can evidence contribution over time.

15 · Media: Match, Then Measure

W9

STAGE	CHANNELS	METRIC + LIMIT
Awareness	Broad reach, OOH, broadcast, online video	Reach/frequency: delivery, not impact
Consideration	Audio/video, partnerships, influencers	Brand tracking: survey/recall ≠ behaviour
Conversion	Search, social, display, direct	ROAS/CPA: last-click bias
Loyalty	Email, SMS, social	Retention: may miss wider growth
Whole plan	Hybrid direct + programmatic	MMM: scale and 12–18-month lag

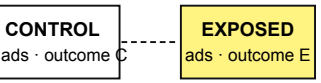
PLANNING PROCESS

```
Communication strategy → channel planning → execute/invest → implement assets/schedule → measure → optimise.
```

Direct = negotiated premium/guaranteed inventory; programmatic = automated, granular and optimised in real time. Reality is hybrid. No metric is sufficient: pair each with the decision it informs and the blind spot it leaves.

16 · Causality + Control

W10–11



INCREMENT = E − C

Incrementality asks "would they have bought anyway?" Attribution alone may claim existing demand.

MKTG3600 Marketing in Practice · Drills & Answer Paths

SELF-TEST SIDE · WORKED APPLICATIONS · JUDGEMENT CARDS · CLASSIC TRAPS

Full guide + ask Sia about MKTG3600

SIDE 2/2 SELF-TEST · answer frames · five worked applications · if-X→do-Y · traps · final recall EXAM REVISION SHEET Say it · apply it · challenge it

17 · 15-Mark Build EXAM DRILL

1 DEFINE	term · use · source
2 FRAME	model · links · rule
3 APPLY	scenario → choice
4 CRITIQUE	limit · trade-off · evidence

Write visibly to the four layers; a correct definition is only the start.

REUSABLE PARAGRAPH

```
[Concept] means… It matters here because… Apply [framework]: first…, then… Therefore I recommend… This should produce… However…, so I would test/measure…
```

QUESTION VERB	REQUIRED MOVE
Explain	Define + causal "why/how"
Apply	Map every model part to facts
Recommend	Choose, justify, reject alternative
Critique	Limit + consequence + mitigation
Compare	Common job + decisive difference + when each wins

Fast self-test: hide Side 1. For every model, say author, purpose, elements, one scenario choice, one limit. If one is missing, the card is not exam-ready.

18 · Before the Exam COURSE FACTS

SEQUENCE

```
Check LMS details → retrieve frameworks → drill one answer path → arrive ready.
```

- Recite the 11-week spine and author pairs aloud.
- Write one positioning statement, one GET/WHO/TO/BY and one objective-first measurement chain from memory.
- For each metric, state the blind spot. For each recommendation, name the rejected alternative.
- Use tutorial questions and guest-lecture notes: the final is drawn from those materials.

18b · Recall Weeks 1–5 SAY WITHOUT NOTES

W	RETRIEVAL CUE
1	Process · Marketingland · PESTLE/SWOT/4Cs/funnel
2	Data → insight → decision · CEPs · proof
3	STP · 5 target tests · 4 position parts
4	Architecture · author pairs · Sharp 7
5	Carroll order · People/Planet/Profit · substantiate

18c · Three Silent Mark-Losers REPAIR BEFORE WRITING

TRAP	REPAIR
POD without parity/proof	Add category credentials + RTBs
DBAs attributed to Keller	DBAs = Romaniuk; elements = Keller; codes = Ritson

19 · Worked 1 – Diagnosis W1 · 15-MARK PATH

Prompt: challenger car insurer; young drivers; low-trust established category; grow awareness, consideration and usage. Diagnose before strategy.

PESTLE macro → SWOT prioritise → 4Cs audit → FUNNEL locate leak

FINDING → INSIGHT → ONE PRIORITY

Each tool has a distinct job; together they must converge on one strategic priority.

1. **Define:** diagnosis is first in Marketingland and "understand marketplace/customer needs" begins Kotler's process.
2. **Framework:** PESTLE scans regulation and cost-of-living; SWOT weighs challenger agility against low awareness; 4Cs structures company/culture/category/customers; funnel locates loss.
3. **Apply:** if awareness is the binding constraint, build mental availability before optimising conversion.
4. **Critique:** PESTLE/SWOT become unweighted lists; a funnel locates but does not explain. Prioritise and investigate cause.

CHECK *Did every framework produce an insight, or did you merely name it?*

20 · Worked 2 – Insight W2 · DECISION PATH

Prompt: define insight; show how research changed a decision. Start: insight is a new understanding of behaviour/belief/need that informs action. Dollar Shave Club's taught insight—razor buying is inconvenient—reframes a commodity around friction.

LAYER	ANSWER
Evidence	Primary/secondary research observes behaviour and friction
Insight	Inconvenience, not blade specification, is the obstacle
Decision	Subscription removes the friction
Proof	Concrete convenience/price claim makes promise credible
Critique	Small-base qualitative insight may over-generalise; test it

Trap: "40% said X" is data. The insight explains the human reason and changes what the marketer does.

20b · Recall Weeks 6–11 SAY WITHOUT NOTES

W	RETRIEVAL CUE
6	GET/WHO/TO/BY · linked objectives · sacrifice
7	4Ps system · JTBD · 6 prices · 8 effects
8	Brand/performance · cost of dull · balance
9	Funnel × channels · metric + limit · hybrid
10	Programmatic four steps · control vs exposed

21 · Worked 3 – Positioning W3 · 15-MARK PATH

TO	IS THE	THAT	BECAUSE
target	category	benefit	RTBs

POP + meaningful POD + proof

Label all four parts so structure is visible to the marker.

Draft: "To early-adopter drivers aged 20–40 who feel let down by traditional insurers, [Brand] is the digital-first car insurer that makes cover feel fair and effortless, because it offers transparent app-based pricing and rewards safe driving."

1. **Target:** specific, motivated group—not "everyone".
2. **Frame:** car insurer supplies category parity; comprehensive, regulated cover keeps consideration.
3. **Benefit/POD:** fair and effortless; tied to the low-trust insight.
4. **RTBs:** transparent app pricing + safe-driver rewards make it provable.
5. **Contrast:** value proposition begins "For [target] who want to [insight]…" and is more customer-insight-led/internal.
6. **Critique:** unproved benefit is empty; too broad dilutes difference; too narrow sacrifices reach.

22 · Brand Growth Drill W4

IF YOU SEE…	DO THIS
Low salience	Build mental availability: continuous reach + consistent DBAs
Hard to purchase	Build physical availability: distribution and low friction
Portfolio confusion	Choose/clarify brand architecture
Weak element	Run Keller's six criteria
"Sharp vs STP"	Hold broad availability against focused differentiation

Application: a challenger repeats a colour/logo/sound across physical and digital touchpoints, stays present rather than bursting then disappearing, and removes quote/purchase friction. **Critique:** assets build slowly and broad continuous reach strains a small budget.

23 · Attribution Snap Test W3–5

```
Keller → elements + 6 criteria · Ritson → brand codes / strategy is sacrifice · Romaniuk → DBAs · Sharp → 7 growth rules + availability · Mark & Pearson → archetypes · Carroll 1991 → CSR · Elkington 1994 → triple bottom line.
```

23b · Trap Repairs EXECUTION + MEASUREMENT

IF YOU WRITE…	REPAIR IT
Many brief messages	One strategy, action and idea

24 · Worked 4 – Brief W6 · 15-MARK PATH

Prompt: grow consideration for a challenger insurer among young drivers.

ATTITUDE trust/fairness → BEHAVIOUR request quote → COMM. policies

BELIEF → ACTION → RESULT

Each link must be plausible and measurable.

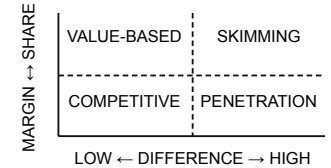
Objectives are a causal chain, not three unrelated bullet points.

WORKED GET / WHO / TO / BY

```
GET young drivers WHO see insurers as opaque, unfair and interchangeable TO consider and request a quote from our brand BY showing transparent app-based pricing that rewards safe driving.
```

1. Backbone: objective + audience + budget align.
2. Single-minded message: transparent/fair cover; proof points = fast quote, transparent pricing, safe-driver rewards.
3. Sacrifice: exclude secondary messages that weaken the one action.
4. Brief verbally; agree evaluation criteria with the agency.
5. Critique: vague audience, multiple actions or feature shopping list gives creatives no choice to solve.

25 · Worked 5 – Price W7 · CHOOSE, DO NOT LIST



LOW ← DIFFERENCE → HIGH

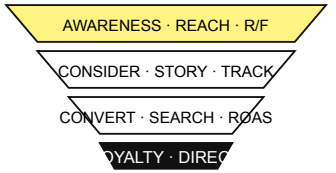
Decision aid: match differentiation and strategic goal; dynamic and cost-plus answer different conditions.

Case: premium subscription in a competitive category. If the offer has a genuine POD, choose value-based pricing on perceived worth; if rapid trial/share is the overriding goal, penetration may fit—but it can anchor expectations low and invite a price war.

Psychology: use Ariely-style anchoring against a higher tier, or frame "$5 a day" versus "$1,825 a year" *as taught*. Explain mechanism, then critique manipulation/trust risk. The lever must reinforce the positioning.

EFFECT	RECALL
Anchor / decoy	Reference point / third option nudges choice

26 · Media Plan Drill W8–9



Weight channels to the stage the brief must move; pair each stage with a fit-for-purpose metric.

Case: awareness + consideration among young drivers. Weight broad-reach channels and storytelling formats; retain search/social to harvest demand created. Measure delivery with reach/frequency, perception with brand tracking, conversion with ROAS/CPA, contribution with MMM.

METRIC CLAIM	IMMEDIATE CRITIQUE
"Reach was high"	Did message land or change minds?
"ROAS was best"	Last-click may claim demand another channel built
"View-through rose"	Viewability/bots can inflate it
"Brand score rose"	Survey recall is not behaviour
"MMM says…"	Large data need and 12–18-month lag

JUDGEMENT *"No single metric is enough" is only useful after you explain what each evidence source contributes.*

27 · Incrementality Drill W10

ATTRIBUTION	INCREMENT
Who gets credit? Credits base sales	Ads caused what? Exposed − control

RAW SALES ≠ CAUSAL EFFECT

Use a matched holdout such as a geo split; the sales gap over control is the causal uplift.

1. **Define:** extra outcome marketing caused; ask "would they have bought anyway?"
2. **Design:** control sees no ads; matched exposed group does.
3. **Compute:** uplift = exposed outcome − control outcome.
4. **Apply:** geo-split launch; use the held-out region as counterfactual, not raw exposed sales.
5. **Critique:** spillover, imperfect matching, scale/time/cost, privacy and context-specific results. Causal standard, not always feasible.

28 · Measurement Answer W11 · CAPSTONE



Start with the problem, never the convenient metric; use the control cycle to turn evidence into action.

Prompt: measure a brand-building campaign; explain efficiency vs effectiveness. Define efficiency as cheap/easy delivery activity; effectiveness as genuine brand/business movement. The trap is optimising clicks/CPC/impressions because they are easy while starving long-term outcomes.

1. **Objective:** future demand and brand effects, not immediate clicks alone.
2. **System:** brand tracking for salience/consideration/associations; holdout experiment for causality; MMM for contribution over time; in-flight data to monitor delivery.
3. **Decision:** triangulate and reallocate—do not report a dashboard without saying what changes.
4. **Critique:** tracking is survey-based, MMM lags/needs scale, experiments need clean controls. Combine short and long evidence.

CONTROL CYCLE

```
Set goals → measure performance → evaluate → take corrective action.
```

29 · Classic Trap Switchboard ALL WEEKS

DATA ONLY → find the human why
FRAMEWORK LIST → purpose + choice
ONE METRIC → blind spot + second source
PURPOSE CLAIM → action + measure
TACTIC FIRST → diagnose + objective

Judgement cards: convert a common failure mode into the next analytical move.

CLASSIC TRAP	REPAIR
Wrong 4Cs	Use Company, Culture, Category, Customers for this course's diagnostic set
SWOT/PESTLE list	Prioritise; translate finding → insight → action
Cheap CPM/clicks prove success	Separate efficiency from effectiveness; test brand and business movement
One-number dashboard	Triangulate activity, brand effects, business outcomes and the next decision

Semester 2 formal examination period, from 16 November 2026 (the Exams Office publishes the exact date).
Check your exam instructions on the LMS for what you may bring; use this sheet to revise and self-test.