



The CLO Review Material



MK211

Marketing

SECTION 1: THE BASIC UNDERSTANDING

Terminology

 **Your Task:** Please explain the following terms or phrases.

Relationship Marketing	Product Life Cycle	Demographic Segmentation
Marketing Plan	Customer Relationship Management	Mass Communication
Marketing Strategy	Strategic Alliance	Promotional Strategy
Consumer Behavior	Value Proposition	Trade Sales Promotion
Market Positioning	Consumer Buying Decision Process	Loyalty Marketing Program
Competitive Advantage	Distribution Channel	Push vs. Pull Strategy
Market Segment	Sales Revenue	Return on Investment (ROI)
Marketing Research	Marketing Mix (4Ps)	Sales vs. Market Orientation
Niche Market Strategy	SWOT Analysis	Personal Selling
Brand Loyalty	Value-Based Pricing	Sales Promotion

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ **Your Task: Answer all the following question completely.**

1. What is marketing, and what are the primary rationales and benefits for an organization or business professional to study marketing?
2. Explain the core philosophy of the Marketing Concept and contrast the fundamental operational differences between a sales orientation and a market orientation.
3. Define the concept of an exchange in marketing and outline the key conditions required for an exchange to take place between buyers and sellers.
4. Define a product and differentiate clearly among a product item, a product line, and a product mix using relevant organizational examples.
5. What are the four main categories of consumer products, and how does a convenience product differ from shopping, specialty, and unsought products in terms of buyer effort and distribution?
6. Describe the major bases commonly utilized to segment consumer markets, including demographic, geographic, psychographic, and behavioral segmentation.
7. What is the fundamental difference between mass communication and interpersonal communication within integrated marketing communications?
8. Explain the core objectives of a marketing research study and distinguish between primary data and secondary data collection methods.
9. What is a marketing plan, why is developing one critical for long-term organizational survival, and what are the key components typically contained within a comprehensive marketing plan?
10. Detail the five sequential stages of the consumer decision-making process and evaluate the internal and external factors that influence final consumer purchasing choices.
11. Perform a structural analysis of a SWOT analysis framework. How do internal strengths and weaknesses interact with external opportunities and threats to inform strategic planning?
12. Analyze the strategic roles of each component within the Marketing Mix (The 4Ps) Product, Price, Place, Promotion and explain how they must be integrated to build a coherent value proposition.

13. Contrast the operational mechanics, target audiences, and ultimate objectives of a Push Strategy versus a Pull Strategy within promotional channels.
14. Explain the concept and strategic benefits of achieving a Sustainable Competitive Advantage. How do companies leverage product or service differentiation to protect market share?
15. Define Return on Investment (ROI) in the context of marketing campaigns and explain why evaluating ROI is essential when presenting marketing expenditures in executive financial statements.

Analytical and Case Study Analyses

Analytical Exercises

Exercise 1: Strategic Evaluation of Market Orientations in Cambodian Retail

A traditional family-owned wholesale distributor in Phnom Penh is facing shrinking profit margins due to the rapid expansion of modern retail chains and international supermarket franchises. The management team currently operates with a strict sales-oriented mindset—focusing on heavy discounts, high-volume sales quotas, and aggressive direct selling—without gathering market research or evaluating shifting consumer preferences.

- Analyze the operational flaws of the company's current sales orientation in the evolving Cambodian retail landscape.
- Evaluate how transitioning to a true market-oriented strategy would alter their product sourcing, customer service approach, and relationship management.
- Assess the strategic risks and resource demands the firm will face during this transition.

Exercise 2: Promotional Strategy & Channel Power Analysis

A Cambodian fast-moving consumer goods (FMCG) manufacturer producing local beverage products is struggling to secure shelf space in major convenience store networks (such as 7-Eleven and Circle K) across major urban centers. The sales team relies heavily on trade sales promotions and push strategies to incentivize store managers, but retail adoption remains low.

- Analyze why a pure push strategy may fail to achieve adequate retail channel distribution when consumer brand awareness is low.

- Formulate a hybrid promotional strategy combining push tactics (trade allowances, sales incentives) with pull tactics (consumer sampling, digital campaigns, loyalty programs) tailored to urban Cambodian consumers.
- Determine the financial and operational metrics the manufacturer should monitor to evaluate channel strategy effectiveness.

Practical Exercises

Exercise 1: Market Segmentation and Positioning Framework

An emerging local organic agricultural enterprise in Battambang plans to launch a premium line of packaged organic rice and processed healthy snacks targeted at health-conscious urban households in Phnom Penh and Siem Reap.

- Outline a step-by-step procedure to segment the Cambodian consumer food market using demographic, psychographic, and behavioral segmentation bases.
- Select the most viable target market segment and construct a comprehensive Value Proposition statement for the brand.
- Design a integrated Marketing Mix ($\{Ps\}$) matrix detailing specific decisions for Product packaging, Value-Based Pricing, Distribution channels, and Promotional tactics.

Exercise 2: Marketing Research & Consumer Decision Diagnostic

A home appliance brand operating in Cambodia is experiencing high website traffic and store visits, but suffers from low conversion rates at the final purchase stage for its energy-efficient washing machines.

- Map out the 5-stage consumer decision-making process for this high-involvement purchase within the Cambodian context.
- Identify the potential bottlenecks occurring between the *Evaluation of Alternatives* stage and the *Purchase Decision* stage.
- Develop a targeted marketing research plan (incorporating both secondary data analysis and primary data collection methods) to pinpoint consumer hesitations and propose concrete promotional remedies (e.g., warranties, point-of-sale displays, financing options).

*Case-Study Based Questions***Case Study 1: SME Market Entry & Niche Strategy in the Cambodian Craft Sector**

Background: A local Small and Medium Enterprise (SME) based in Siem Reap specializes in hand-woven silk textiles and handcrafted home décor. While domestic demand from traditional ceremonies provides baseline revenue, local market competition from cheaper, mass-produced imported textiles is intense. The founder wants to pivot toward a niche marketing strategy targeting upscale eco-tourists, expatriates, and export markets in Southeast Asia.

- Question 1: Evaluate the viability of a Niche Market Strategy for this Cambodian SME compared to competing in the mass market against low-cost imported alternatives.
- Question 2: How can the enterprise utilize story-driven branding and authentic value proposition design to justify premium pricing and foster brand loyalty among international buyers?
- Question 3: Recommend an optimized distribution and promotional channel mix (combining local boutique partnerships, international shipping logistics, and social media marketing) to capture this niche segment efficiently.

Case Study 2: Digital Transformation and Relationship Marketing in Cambodian Financial Services

Background: A mid-sized Cambodian commercial bank is attempting to increase its market share among young urban professionals and micro-SME owners. While major financial institutions dominate through extensive physical branch networks, this bank plans to leverage digital banking applications, localized sales promotions, and Customer Relationship Management (CRM) tools to build long-term brand loyalty without expanding physical infrastructure.

- Question 1: Analyze how the bank can apply Relationship Marketing and Customer Relationship Management (CRM) principles to transition standard transactional account holders into loyal, long-term clients.
- Question 2: Design a promotional campaign incorporating consumer sales promotions (such as cash-backs, referral premiums, and merchant loyalty partnerships with local coffee shops) to drive digital app adoption among Cambodian youth.



- Question 3: Formulate a SWOT analysis for the bank's digital-first strategy, paying specific attention to Cambodia's regulatory environment, cybersecurity concerns, digital literacy, and competition from established mobile payment networks.

End of Paper

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The CLO Review Material



MK310

Introduction to Digital Marketing

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Relationship Selling	Quantitative Forecasting	Digital Value Proposition
Relationship Marketing	Sales Budget	Strategic Alignment
Value Chain	Salesforce Evaluation	Multichannel Marketing
Direct Marketing	Presentation Planning	Omnichannel Strategy
Database Marketing	Needs Analysis	User Experience (UX)
Job Description	Closing the Sale	Key Performance Indicators (KPIs)
Sales Quotas	Customer Relationship Management	Customer Lifetime Value (CLV)
Sales Targets	Personal Selling	Search Engine Optimization (SEO)
Business to Business (B2B)	Digital Marketing Strategy	Return on Investment (ROI)
Business to Consumer (B2C)	Inbound Marketing	Marketing Automation

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ **Your Task: Answer all the following question completely.**

1. How has digital marketing transformed traditional business models and altered long-term consumer engagement patterns across channels?
2. Compare the core mechanisms of inbound and outbound digital marketing strategies, detailing how inbound tactics pull high-intent users into the digital sales pipeline.
3. What are the defining characteristics and behavioral trends of digital consumers, and how do emerging mobile-first habits shape online engagement?
4. How does the customer journey differ in digital environments compared to offline retail settings across awareness, consideration, and conversion stages?
5. Outline the essential structural components of a digital marketing strategy and explain how an organization aligns digital initiatives with overall corporate goals.
6. Detail how the Marketing Mix (4Ps) adapts within digital environments, particularly concerning digital distribution (Place) and dynamic pricing structures (Price).
7. Explain how SWOT analysis and SMART target setting interact during the digital planning process to establish measurable digital campaign objectives.
8. What primary web analytics metrics and tracking techniques provide actionable consumer insights to optimize digital campaign performance?
9. Contrast Search Engine Optimization (SEO) and Search Engine Marketing (SEM) in terms of strategic execution, cost structure, and timing for traffic acquisition.
10. What key factors influence organic search engine rankings, and what best practices ensure higher visibility on search engine results pages (SERPs)?
11. Explain the principles of effective User Experience (UX) design and analyze how seamless interface architecture directly impacts digital conversion rates.
12. Detail the best practices for designing high-converting landing pages, including the role of clear calls-to-action (CTAs) and A/B split testing.
13. Describe the strategic role of content marketing in building online brand authority, outlining how firms align content assets with customer search intent.

- 14.Explain how Customer Relationship Management (CRM) databases and marketing automation systems enhance customer lifecycle management and retention.
- 15.What quantifiable Key Performance Indicators (KPIs) are necessary to evaluate digital marketing performance, and how is Return on Investment (ROI) calculated?

Analytical and Case Study Analyses

Analytical Exercises

Exercise 1: Omnichannel Digital Strategy & Conversion Funnel Optimization for SME E-Commerce

A local Cambodian retail SME specializing in fashion and accessories is transitioning from offline sales to an omnichannel digital model. Despite driving significant website traffic through Facebook and TikTok paid ads, the brand suffers from high cart abandonment, a high bounce rate on product pages, and a poor e-commerce conversion rate on mobile devices.

- Formulate an end-to-end digital acquisition and conversion strategy that addresses UI/UX friction, page speed, and mobile-first navigation.
- Design a multi-stage remarketing and automated messaging workflow (utilizing Messenger, Telegram, and automated email follow-ups) to recover abandoned carts and increase overall conversion efficiency.
- Outline the exact digital analytics dashboard framework—specifying primary KPIs (CTR, Cost Per Acquisition, Conversion Rate, Customer Lifetime Value)—needed to monitor and optimize the user journey across touchpoints.

Exercise 2: Social Commerce & Community-Driven Digital Content Execution

A specialized Cambodian food and beverage SME plans to launch a new product line targeting Gen Z and young professionals via social channels. The company wants to bypass traditional media completely and rely on organic viral content, micro-influencer partnerships, and short-form video marketing on TikTok and Facebook.

- Design an integrated 30-day digital content matrix utilizing short-form videos, interactive polls, and user-generated content (UGC) mapped directly to the RACE framework (Reach, Act, Convert, Engage).
- Construct a micro-influencer collaboration plan detailing creator selection criteria, engagement metrics beyond vanity likes, and trackable affiliate/promo-code conversion structures.

- Draft an interactive social media video script incorporating the "Hook, Story, Offer" structure tailored specifically to capture short attention spans on mobile screens.

Exercise 3: Search Engine Optimization (SEO) & Local Search Visibility Strategy

An established Siem Reap boutique hospitality and travel SME is struggling to gain direct online bookings via its website, relying heavily on third-party online travel agencies (OTAs) that charge steep commission fees. The business needs to establish direct organic visibility for high-intent search queries.

- Conduct a comprehensive SEO optimization strategy detailing technical on-page SEO (meta titles, structured data, URL architecture) and content optimization targeted at specific search intent.
- Build a step-by-step local SEO blueprint—including Google Business Profile optimization, localized backlink building, and multi-language keyword targeting—to capture high-intent travelers.
- Formulate an inbound digital content strategy (travel guides, local culture blogs) that attracts organic search traffic and drives direct bookings via clear value propositions.

End of Paper



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The CLO Review Material



MK311

Selling and Sales Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Relationship Selling	Database Marketing	Direct Channel
Relationship Marketing	Sales Forecasting	Break-Even Analysis
Value Chain	Qualitative Forecasting	Key Account Management
Direct Marketing	Quantitative Forecasting	Sales Negotiation
Job Description	Sales Budget	Sales Funnel
Sales Quotas	Salesforce Evaluation	Customer Acquisition Cost
Sales Targets	Presentation Planning	Customer Integration
Budget Allocation	Needs Analysis	Internal Marketing
Business to Business (B2B)	Closing the Sale	Competitive Intelligence
Business to Consumer (B2C)	Customer Relationship Management	Value-Based Pricing

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ Your Task: Answer all the following question completely.

1. Define sales management and discuss its key operational benefits within an organization.
2. Differentiate clearly among product orientation, production orientation, sales orientation, and market orientation.
3. What are the key success factors in modern professional selling and the essential qualities required for professional salespeople?
4. Explain the primary strengths and weaknesses of personal selling compared to mass communication channels.
5. What is a marketing plan, why is developing one critical for long-term organizational survival, and what are its core components?
6. Explain the four elements of the Marketing Mix (4Ps) with detailed descriptions of how they integrate to deliver customer value.
7. What is a competitive advantage, and how do companies establish differentiation through product/service features and niche market strategies?
8. Identify and describe the core components of the promotional/communications mix.
9. Outline the five stages of the consumer decision-making process and explain the internal and external factors that influence consumer buying behavior.
10. Describe the structural framework of a SWOT analysis and explain how internal capabilities interact with external market dynamics.
11. Differentiate between a sales forecast and a market forecast, and explain the strategic role of sales forecasting within the overall corporate planning process.
12. Contrast qualitative and quantitative sales forecasting techniques, detailing the specific advantages and limitations associated with each approach.
13. Explain the operational differences between the overall sales budget and the sales department budget, and discuss why the sales budget serves as the foundation for the broader corporate budgetary process.
14. Distinguish between internal marketing and external relationship marketing, and analyze how relationship marketing principles differ from conventional transactional selling.

15. What specific qualitative and quantitative performance evaluation metrics should sales management implement when conducting appraisals of individual members of the salesforce?

Analytical and Case Study Analyses

Analytical Exercises

Exercise 1: Sales Forecasting and Budget Allocation Under Market Volatility

A major distributor of agricultural machinery and industrial equipment operating across provincial hubs in Cambodia is preparing its annual corporate budget. The economic environment is fluctuating due to shifting climate patterns affecting farming yields and changing import tariffs on foreign machinery. The executive board is undecided between relying on qualitative judgment methods (such as sales force composite and executive opinion) or quantitative time-series models to set sales quotas and allocate the sales department budget.

- Compare the strategic implications and potential errors of relying strictly on qualitative forecasting versus quantitative statistical techniques in an emerging, agriculture-dependent market like Cambodia.
- Evaluate how an inaccurate sales forecast will impact the sales department expense budget, inventory management, and cash flow projections.
- Formulate a hybrid sales forecasting model that integrates field-level salesforce feedback with historical sales data to optimize budget allocation.

Exercise 2: Salesforce Performance Evaluation & Compensation Restructuring

A commercial building materials supplier in Phnom Penh is experiencing high sales volume, but net profitability is declining. An internal audit reveals that the salesforce relies heavily on offering steep price discounts to meet their volume-based sales targets, resulting in eroded profit margins and long accounts receivable collection periods. Furthermore, high-performing representatives are resigning due to a compensation structure that rewards gross revenue rather than margin contribution.

- Analyze the behavioral flaws created by evaluating and compensating a B2B salesforce purely on gross sales volume and revenue targets.
- Design a multi-criteria salesforce evaluation rubric incorporating both quantitative metrics (such as net profit margin per sale, customer acquisition cost, and collection rate) and qualitative behavior metrics (such as key account maintenance and CRM accuracy).
- Propose a restructured sales incentive plan that aligns individual sales representative quotas with company profitability and cash flow stability.

*Practical Exercises***Exercise 1: Key Account Management (KAM) & Strategic Negotiation Plan**

A Cambodian beverage distribution enterprise is negotiating a long-term supply contract with a major international supermarket chain expanding its footprint in Phnom Penh. The buyer is demanding a 15% discount, extended credit terms of 90 days, and prime shelf positioning without paying slotting fees.

- A. Outline a comprehensive Key Account Management (KAM) profile detailing the buyer's organizational needs, decision-making unit (DMU), and strategic value to the firm.
- B. Develop a structured sales negotiation plan detailing the enterprise's Best Alternative to a Negotiated Agreement (BATNA), opening concessions, and non-price trade-offs (e.g., exclusive promotional events or joint marketing programs).
- C. Draft a step-by-step presentation script addressing common buyer objections regarding pricing and credit terms without sacrificing product value.

Exercise 2: B2B Sales Funnel Optimization and CRM Integration for Cambodian SMEs

A local SME specializing in corporate B2B IT infrastructure and software solutions in Siem Reap is struggling with a low conversion rate. While the team generates numerous leads through networking and trade expos, potential clients drop off during the needs assessment and proposal stages, leading to prolonged sales cycles.

- A. Map out the complete 7-step personal selling process tailored to the Cambodian B2B technology procurement context.
- B. Identify the key operational failure points in the SME's current sales funnel from lead qualification to closing.

End of Paper



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The CLO Review Material



MK327

Product and Brand Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

1. Brand Equity	11. Core Product	21. Brand Architecture
2. Brand Value Chain	12. Actual Product	22. Brand Hierarchy
3. Brand Identity Prism	13. Augmented Product	23. Corporate Brand
4. Brand Assets	14. Product Mix Depth	24. Umbrella Brand
5. Brand Strength	15. Product Line Length	25. House of Brands
6. Financial Brand Equity	16. Product Life Cycle	26. Branded House
7. Perceived Quality	17. Market-Skimming Pricing	27. Line Extension
8. Brand Saliency	18. Market-Penetration Pricing	28. Category Extension
9. Brand Attachment	19. Psychological Pricing	29. Brand Dilution
10. Evoked Set	20. New Product Development (NPD)	30. Brand Cannibalization

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☞ Your Task: Answer all the following question completely.

1. Explain the fundamental differences between the core product, actual product, and augmented product.
2. How do market-skimming pricing, market-penetration pricing, and psychological pricing influence consumer perception of brand value?
3. Define the concept of a brand and distinguish it clearly from a logo or a generic trademark.
4. Describe the six facets of Kapferer's Brand Identity Prism and explain how each facet contributes to brand identity.
5. What is the fundamental difference between brand identity and brand image?
6. Explain the four main stages of the Product Life Cycle (PLC) and describe how sales, costs, and profits evolve across each stage.
7. Differentiate between line extensions and brand extensions, identifying the strategic objective of each.
8. What is Brand Architecture, and what are the primary structural options a firm can choose from?
9. Compare the advantages and disadvantages of a "House of Brands" strategy versus a "Branded House" strategy.
10. Define financial brand equity and explain how accounting goodwill connects to customer-based brand equity.
11. How do the core, actual, and augmented product levels evolve as a product transitions through the introduction, growth, maturity, and decline stages of the PLC?
12. Analyze how brand awareness, perceived quality, brand image, and brand loyalty interact to build long-term competitive advantage in highly competitive markets.
13. Evaluate the strategic benefits and risks of aggressive brand extension. Under what market conditions does brand extension lead to brand dilution, and how can a firm protect its brand kernel?
14. Critically compare how market-skimming, market-penetration, and psychological pricing affect market share, profit margins, and long-term brand equity across different stages of the PLC.
15. Discuss how companies managing global brands must balance standardized global product development with mandatory local adaptation when entering culturally unfamiliar emerging markets.

Analytical and Case Study Analyses

Exercise 1: Brand Identity Prism Application

- **Task:** Select a commercial product or service business operating in Cambodia (such as a local food & beverage chain, fintech service, or logistics provider). Construct a complete **Kapferer Brand Identity Prism** mapping out all six facets:
 1. Physique
 2. Personality
 3. Culture / Values
 4. Relationship
 5. Reflection
 6. Self-Image
- Elaborate on how each facet translates into practical touchpoints across the firm's Integrated Marketing Communications (IMC) strategy to build consistent brand equity.

Exercise 2: Designing a 360-Degree New Product Launch Campaign

- **Task:** Formulate a comprehensive New Product Development (NPD) commercialization and launching plan for a new natural health beverage aimed at health-conscious urban consumers in Cambodia.
- Your design must explicitly detail:
 1. The value proposition across the Core, Actual, and Augmented product levels.
 2. The core launch pricing strategy (skimming vs. penetration) justified by market positioning.
 3. A 360-degree Integrated Marketing Communication (IMC) media mix balancing traditional media, digital influencer networks, and point-of-sale experiential activation.

Case Study 1: Strategic Brand Repositioning & Local Identity – XYZ Coffee vs. Global Chains

XYZ Coffee is a prominent local coffee chain in Cambodia, widely recognized for establishing the modern coffee culture in Phnom Penh and major urban centers. Over the past decade, international coffee franchises and regional brands have aggressively expanded into the Cambodian market, deploying sophisticated loyalty ecosystems, standardized service operations, and high-equity corporate branding. While XYZ Coffee retains high brand awareness and customer affection among

local urban professionals and youth, it faces emerging strategic challenges: premium global entrants exert downward pressure on its brand differentiation, while low-cost boutique cafes challenge its pricing model. To maintain market leadership and secure sustainable long-term profitability, XYZ Coffee must re-examine its positioning, brand architecture, and customer retention systems.

Questions:

1. How should XYZ Coffee refine its brand positioning and unique selling proposition (USP) to establish a sustainable point-of-difference (POD) against international competitors operating in urban Cambodia?
2. Which pricing strategy (market-skimming, market-penetration, or value-based pricing) should XYZ Coffee adopt to defend its market share against low-cost local cafes while sustaining its premium brand image against global franchises?
3. How can XYZ Coffee utilize Integrated Marketing Communications (IMC) and after-marketing strategies (e.g., experiential store design, digital loyalty apps, and community-building) to enhance customer retention and brand equity?

Case Study 2: Managing Brand Extension and Store Brand Pressure – Cambodian SME Consumer Goods Market

Khemara Foods is a medium-sized Cambodian enterprise (SME) specializing in packaged traditional dried fruits and spices. For years, the company operated primarily as an original equipment manufacturer (OEM) for regional distributors and unbranded local markets. Recently, Khemara Foods successfully built its own consumer brand, launching packaged products across major modern supermarket chains and mini-marts in Cambodia. However, modern retail outlets are expanding their own private labels (store brands), placing low-cost copycat products right next to Khemara Foods on retail shelves. Simultaneously, management is debating whether to execute a broad brand extension by putting the "Khemara" brand name on a new line of ready-to-eat sauces and beverages.

Questions:

1. Analyze the competitive threat posed by supermarket private labels (store brands) to local manufacturing SMEs like Khemara Foods. What strategic tools can Khemara Foods use to maintain retail channel leverage and defend its shelf space?
2. Evaluate the opportunities and dilution risks of extending the "Khemara" brand into ready-to-eat sauces and beverages. Should management use line



extensions, category extensions, or a new individual brand name for these new categories?

3. What brand architecture and marketing communication strategies should a Cambodian SME adopt to transform a functional commodity product into a strong, emotionally resonant consumer brand?

End of Paper



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