EGT2
ENGINEERING TRIPOS PART IIA

[Insert date and time]

Module 3E2

MARKETING

*Answer not more than **two** questions.*

All questions carry the same number of marks.

*The **approximate** percentage of marks allocated to each part of a question is indicated in the right margin.*

*Write your candidate number **not** your name on the cover sheet.*

STATIONERY REQUIREMENTS
Single-sided script paper

SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM
None

10 minutes reading time is allowed for this paper at the start of the exam.

You may not start to read the questions printed on the subsequent pages of this question paper until instructed to do so.

You may not remove any stationery from the Examination Room.

1. The Cambridge Museum of Zoology is a well-known museum located on Downing Street in Cambridge. Its iconic centrepiece (a 21-metre Fin Whale skeleton suspended in the entrance hall) attracts considerable attention from visitors and the media. Although the museum benefits from a prestigious association with the University of Cambridge and offers free entry, its marketing activity has historically been limited. The museum has now hired you as a marketing consultant to help strengthen its brand and increase visitor engagement.

(a) Although visitor satisfaction scores for the museum (particularly for the Fin Whale exhibit) are consistently high, overall customer loyalty and repeat visits remain low. Why might this be the case? What specific advice would you give the museum to address this issue? [35%]

Strong answers should explain clearly why high satisfaction does not automatically translate into loyalty, drawing on the well-established weak link between satisfaction and repeat behaviour. Students should show that even very satisfied visitors may not return (e.g., because museums are low-frequency categories, tourists make up a large share of visitors in Cambridge, and exhibits do not change often enough to encourage repeat visits). Importantly, good answers will invoke the idea of "missing links" between satisfaction and loyalty (word of mouth and customer participation), and then use these to offer specific, relevant advice (i.e., how can word of mouth be encouraged and measured using the NPS, and what participation initiatives could be rolled out). Recommendations should be practical and creative in implementing these ideas.

(b) The museum currently benchmarks its pricing decisions (for special exhibitions, events, and merchandise) against other local cultural institutions, and sets them at a similar level. Evaluate this pricing approach. What would you recommend the museum should do in the future regarding its pricing strategy? [30%]

Good answers will critically evaluate the museum's competitor-based pricing approach, noting that benchmarking alone can lead to suboptimal or undifferentiated price levels and may fail to reflect the museum's unique value proposition, visitor segments, and willingness to pay. Good answers will reference principles such as value-based pricing, differentiated pricing, or demand-based approaches, and then *translate these into concrete recommendations. They might suggest tiered pricing for special exhibitions, premium guided experiences, off-peak pricing, or bundles that combine events, workshops, and merchandise. The best answers will explain how value based pricing should be implemented (maybe even with experiments to determine propensity to pay) and justify how the revised pricing approach supports the museum's strategic goals, such as increasing engagement or growing revenue.*

(c) What could the Museum of Zoology do to become more market oriented, and why is this desirable? Provide specific, actionable recommendations. [35%]

High-quality answers will define market orientation accurately, emphasising the need to generate visitor insights, share them across the organisation, and respond in ways that improve the visitor experience (intelligence generation, dissemination and responsiveness). Students should explain why becoming more market oriented is desirable, linking it to greater performance, customer consequences, innovation consequences and employee consequences. Strong recommendations will be specific and actionable—for example, implementing structured visitor research, improving internal communication between curators, educators, and front-of-house staff, adapting exhibits based on visitor needs, establishing customer-focused KPIs, or building partnerships with schools and community groups. Answers that remain vague about what market orientation entails, or that do not explain why it matters, will receive lower marks.

2. A start-up called PedalEase is preparing to launch an innovative electric bicycle in the UK designed for short urban commutes. The founders believe the product's unmatched lightweight frame, integrated navigation system, and subscription-based maintenance service will differentiate it from other e-bikes already in the market. Although the engineering team is confident in the product's performance, the founders are unsure how to evaluate market attractiveness, develop a distinctive strategy, and segment the market effectively:

(a) Using appropriate frameworks from the marketing planning process, assess the attractiveness of the e-bike market for PedalEase. [30%]

Strong answers will apply appropriate elements from the marketing planning process, such as the 5Cs framework, Porter's Five Forces, and internal–external analysis, to evaluate whether the e-bike market is attractive for PedalEase. Students should discuss customer needs around urban mobility, commuting pain points, and sustainability trends; competitive intensity and differentiation opportunities; supplier and buyer power; and the role of substitutes such as public transport and scooters. They should also comment on internal capabilities and resources, questioning for example whether PedalEase has assets that confer an advantage. High-quality answers will integrate these insights to reach a justified conclusion on overall market attractiveness. Weaker answers will simply list frameworks without applying them, ignore competitive forces, or provide superficial assessments unsupported by course concepts.

(b) The founders want to design a strategy that clearly differentiates PedalEase from established e-bike brands. Explain how the strategy curve can be used to identify opportunities for differentiation, and propose what a compelling curve might look like for PedalEase? [35%]

Strong answers will explain clearly how the strategy curve helps identify the key factors of competition in the e-bike market and reveals where PedalEase can diverge from existing players and achieve focus. Students should show that mapping the "as-is" curve for competitors can highlight over-served and under-served dimensions (such as weight, range, technology integration, service levels, price, or ease of use) and that designing a differentiated "to-be" curve allows the firm to emphasise its lightweight frame, integrated navigation, and subscription maintenance model. High-quality submissions will provide a plausible, well-reasoned curve that raises, reduces, eliminates, or creates factors in a way consistent with the course material and examples such as Yellow Tail. Creativity will score some extra marks.

(c) Recommend how PedalEase should segment the market and position itself relative to competitors. [35%]

Strong answers will evaluate different segmentation approaches (sociodemographic, psychographic, and "jobs to be done") and explain why certain methods are more appropriate for an urban mobility product. Students should argue that understanding the commuting "job" (e.g., reducing travel time, avoiding traffic, overcoming last-mile frictions) provides a richer basis for segmentation than demographics alone. Ideally they should provide a segmentation approach that merges the three approaches together. They should then propose a clear positioning strategy that identifies a target segment (such as urban professionals seeking convenience and simplicity) and articulates a distinctive value proposition relative to competitors, supported by perceptual mapping where appropriate. Weaker answers will offer vague segments (e.g., "young people"), fail to justify their segmentation logic, or describe positioning generically without linking it to customer needs or competitive dynamics

3. A new premium sparkling water brand, AQUARISE, is preparing to enter the UK market in 2026. The category is dominated by well-established brands such as San Pellegrino, Perrier, and Highland Spring. The founders claim that AQUARISE will differentiate itself through a subtle citrus–botanical flavour and a minimalist design aimed at "urban clarity seekers": people who want refreshing products that symbolise balance, simplicity, and focus. The company has hired you as a brand and communications consultant.

(a) Discuss how brands can typically build brand equity, and then apply these principles to AQUARISE. Provide specific recommendations on how the brand could build its own equity in the UK sparkling water market. [30%]

Strong answers will first explain the two fundamental drivers of brand equity (high levels of awareness and familiarity, and strong, favourable, and unique associations) and show how these are built through consistent storytelling, distinctive brand assets, and repeated exposure. Students should then apply these principles to AQUARISE by proposing concrete ways for the brand to stand out in a crowded sparkling water market. How can awareness and associations be built exactly? Good applications might include developing simple, recognisable design cues; creating distinctive *flavour associations linked to clarity and balance; securing wide, visible distribution to build familiarity; and reinforcing consistent messaging across touchpoints.*

(b) The founders believe that AQUARISE should be positioned around a blend of archetypes rather than a single one. Is this a good idea? Why or why not? Based on your view, which archetype(s) would best support the brand's story and how would this be executed in practice? [30%]

High-quality answers will evaluate whether using a blend of archetypes is strategically sound, showing awareness that while classic theory recommends a single dominant archetype, many modern brands successfully integrate a small number of complementary ones. Good answers will discuss recent research supporting the idea that in today's world, multiple archetypes can be evoked simultaneously to build richer brands with broader appeal. Then they should identify which archetype or combination would best serve AQUARISE's story—such as the Innocent (purity, simplicity), the Sage (clarity, focus), or the Creator (minimalist design)—and explain how these would be executed through visual identity, messaging, and tone of voice.

(c) AQUARISE's communications budget is limited. Recommend a communication strategy that helps the brand break through customer apathy. In your answer, identify its communication objectives and tasks, and explain how the brand could break through the clutter. [40%]

Strong answers will demonstrate a solid understanding of Lecture 5 by outlining clear communication objectives (e.g., inform, persuade, remind and AIDA: awareness, interest, evaluation, trial) and corresponding communication tasks. Students should then show how AQUARISE can break through customer apathy by developing distinctiveness through creativity, and physical and mental availability. This could be achieved through simple, distinctive assets, maintaining consistent cues, and ensuring both physical and mental availability despite having a limited *budget. Effective suggestions might include focused digital executions, repetition of minimalist branding elements, sampling in high-traffic environments, micro-influencer strategies, or partnerships that generate visibility without heavy spend. The best answers will connect back to key insights from the lecture: customers know little about brands, have low involvement, and rely on quick, automatic cues—so communications must be creative, clear, simple, and memorable.*

END OF PAPER