

SECTION A - COMPULSORY

QUESTION ONE - CASE STUDY

ENIDASO TRUST BANK INTRODUCES A NEW MOBILE APP

Enidaso Trust Bank is an Indigenous Ghanaian Universal Bank licensed by Bank of Ghana under the Specialized Deposit – Taking Institutions Act, 2016 (Act 930). The Bank started operations in September 2011 after the acquisition and merger of two leading savings and loans companies. Over the last 10 years, it has grown rapidly and currently has over seventy-five branches in all sixteen regions of the country. In 2021 the bank recorded a revenue of GHc 550 million, and PBT grew by 20% YoY to hit a record GHc 100million.

The success of the bank is underpinned by its ability to bring the unbanked and underbanked into its fold. This was done with simple banking products that were USSD based and easy to understand for the average consumer. This endeavour has been so successful that the personal banking business of the bank contributes over 65 percent of revenue and about 50% of PBT.D

As a result of the bank’s focus on the low-income segment of the population, it is perceived as a “glorified” savings and loans company and this has resulted in the bank struggling to convert customers in the mid to high income brackets. This perception has also hampered the banks' ability to acquire entry level customers and students because it is perceived as the bank for the “uneducated and unsophisticated.”

The bank seeks to change this perception through the development of digital products and services to attract the mid to high income segments of the population and young people who tend to be at the forefront of any digital revolution. One of such products is a market leading mobile app that the bank wants to launch in March 2023.

The management of the Bank wants to use the opportunity of the launch to position itself as a “digital bank for everyone” and to change the strong link to its savings and loans heritage. Apart from the business opportunities presented by the launch of the mobile app, the bank

also wants to use this to highlight its technological prowess and position itself as a serious player in the banking industry capable of competing with Tier One banks in the country.

The bank's current personal banking portfolio is made up of 80% low-income earners while the other 20% are made up of salaried workers, sole proprietors, entry level employees and students. The bank seeks to expand its mid-income customer portfolio from 20% to 50% of its personal banking portfolio over the next three years. This translates to the acquisition of 250,000 new customers. The bank is confident that this target is achievable due to the easy onboarding feature on the mobile that lets customers open an account in five minutes.

The bank also wants to ensure that at least 70% of its personal banking customers will be actively using the mobile app for all transactions by the end of 2025.

Required:

As the Marketing Director of Enidaso Bank, you were tasked by the CEO at the last EXCO meeting to produce a Marketing plan to introduce the new mobile app to the market. While the CEO was happy with your marketing plan, he had reservations with the promotion element of your plan and has therefore asked you to develop a three-year Marketing Communications plan with a budget of ten (10) million Ghana cedis to achieve the objectives outlined in the case above. **(40 Marks)**

SECTION B - ANSWER THREE QUESTIONS ONLY FROM THIS SECTION

QUESTION ONE

Jubilee Trust Bank is a Tier one bank in Ghana with eighty (80) branches located in all sixteen regions of the country. It has over two (2) million retail customers with more than 70% of these customers below the age of forty (40). This presents a unique challenge to the bank since most of their customers are young and active on social media. These customers are also not afraid to vent their displeasure on social media especially on Facebook and Twitter.

In recent months, the bank has noticed an uptick in customer complaints online, mostly centered around the performance of its digital channels and the experience of customers at the branches. As the Head of Marketing, you conducted an initial assessment which revealed that the bank needs to develop a more customer-centric culture and reorient its staff members to become more customer-oriented.

Required:

Your CEO has asked you to present a report that focusses on how the bank can develop a more customer-centric culture. As part of the report, you should:

- a. Compare and contrast the customer centric orientation with the product and competitor centric orientation. **(6 Marks)**
- b. Critically assess any four steps that the bank can undertake to become a more customer-centric organization. **(10 Marks)**
- c. Briefly discuss any two ways of measuring the success of your customer-centric initiatives assessed in Question B. **(4 Marks)**

QUESTION TWO

- a. Describe with practical examples the role of Price in the marketing mix. **(10 Marks)**
- b. Illustrate four factors that affect individual and organizational consumer behaviour.

(10Marks)

QUESTION THREE

To ward off competition from Telcos and other micro lenders, the Jubilee Trust Bank has decided to introduce a new mobile lending product targeted at the retail customers of the bank. The bank estimates revenues of over GHc 200 million over the next three years and using the diffusion of innovation and product adoption process theories, outline a customer acquisition strategy for the new product for presentation to management.

(20 Marks)

QUESTION FOUR

Diamond Insurance is a Nigerian General and Life Insurance company that is looking to enter the Ghanaian market by the end of 2023. You have recently been appointed as a marketing consultant to assist them with entry into the Ghanaian market. The CEO has asked you to present a report which evaluates the major decisions involved in entering a new market and recommends a market entry strategy for the company.

(20 Marks)

QUESTION FIVE

Analyze the impact of any three environmental factors that are currently affecting the banking industry in Ghana.

(20 Marks)