

# CIMG Programme Pathway 5 Professional Postgraduate Diploma in Marketing

**Advanced Digital Marketing (PGM 504)**

**DECEMBER 2023**

**DURATION: 3 HOURS**

The examination comprises of two parts:

**Part A - a compulsory case study, worth 40 marks**

**Part B - answer any three questions, worth 60 marks in total**

## **PART A**

### **CASE STUDY - COMPULSORY**

#### **Do Good – learning from the largest Ghanaian dot.com failure**

Dogood.com, a pioneering online global sports retail site, collapsed less than a year after its launch, marking Ghana's first major Internet casualty. The CEO, Munirat Abu Bakar, declared the need for \$20 million by midnight to sustain the company, but only half the required funds were raised, leading to its closure. This case study of Dogood.com serves as a valuable lesson for businesses, highlighting not just the challenges of managing e-commerce for a clothing retailer but also broader failures in e-commerce strategy and management applicable to various organisations.

Founded in 2017 by Ghanaian entrepreneurs Munirat Abu Bakar, Evelyn Addo, and Patrik Dogbe, Dogood.com aimed to become the world's leading online retailer of prestigious brand leisure and sportswear. With previous success in the online bookstore business, Munirat Abu Bakar, Evelyn Addo, and Patrik Dogbe were perceived as experienced Ghanaian Internet entrepreneurs, attracting investors to back their new venture.

The company's vision was to create a Ghanaian brand with global appeal, similar to a sports and fashion retail version of Amazon. The target audience was young, well-off, and fashion-conscious 29-to-39-year-olds, with the belief that capturing a portion of this large market would ensure Dogood.com's success.

The brand name "Dogood" was derived from film star "Agyakoo", and the domain dogood.com was purchased for \$2,500. The company aimed to offer an easy-to-use experience, emulating the offline shopping experience as much as possible. The virtual salesperson, initially named Kofi and later Ama Dogood would guide users through the site, allowing them to visualize products in 3D.

Dogood.com's proposition included a range of prestigious brand leisure and sportswear, with a focus on creating a unique and immersive online shopping experience. The company invested heavily in technology, content creation, branding, and influencer marketing with a particular emphasis on creating a virtual fashion magazine called Dogood and a print catalogue called the Look Book.

Despite the initial positive reactions from investors and the wow factor associated with Dogood.com, the challenges of building a global brand in a short timeframe were significant. The company faced channel conflicts with established fashion and sports brands reluctant to sell through Dogood.com due to concerns about conflicts with existing retailers and potential damage to their brand image.

Investors, impressed by the founders' vision and the potential for first-mover advantage, poured in \$130 million, valuing Dogood.com at \$390 million at its peak. However, revenue projections were not always based on accurate market analysis. When questioned about fundamental business metrics by an investor, the management struggled to provide satisfactory answers, leading to scepticism about the company's viability.

Dogood.com launched on November 3, 2017, attracting 50,000 unique visitors on the first day. However, only 4 in 1,000 placed orders, highlighting the importance of accurately modelling conversion rates. Technical issues and negative reviews affected the

company's reputation initially, but improvements were made over time. Despite a re-launch and improved conversion rates, Dogood.com faced disappointing sales results in the US., achieving only 20% of the planned sales.

The management team believed further substantial investment was necessary to expand the business, projecting a rise in turnover from \$100 million in 2020/21 to \$1,350 million by 2024/05, driven by significant marketing expenses. However, on May 18, 2021, Dogood.com met its demise as investor funds couldn't be raised to cover escalating marketing, technology, and wage bills.

### **Question 1 - Compulsory**

- a. Which strategic marketing assumptions and decisions arguably made Dogood.com's failure inevitable? Provide two (2) strategic marketing assumptions and two (2) strategic marketing decisions. **(15 Marks)**
- b. Using the framework of the marketing mix, appraise the marketing tactics of Dogood.com in the areas of Product, Pricing, Place, and Promotion. **(15 Marks)**
- c. Identify and explain four (4) non-technical challenges in Dogood.com's case study. **(10 Marks)**

## **PART B**

### **ANSWER ANY THREE (3) QUESTIONS FROM THIS SECTION**

#### **Question 2**

As a Healthcare Marketing Lead in your medical facility, you have been assigned by your director to create a report on the potential integration of e-commerce solutions into the facility's operations, especially the pharmacy unit. This report is vital as your medical facility is looking into implementing e-commerce platforms to streamline healthcare services within the next six (6) months. In your report:

- a. Define the concept of e-commerce within the context of the healthcare industry and describe its evolution over time. **(10 Marks)**
- b. Discuss four (4) types of e-commerce that can be relevant and beneficial in the operations of your medical facility. **(10 Marks)**

#### **Question 3**

According to Adobe Experience Cloud, the global e-commerce market growth rate peaked at 17.1% in 2021, and it's projected to maintain a growth rate of at least 8% over the next several years. Your CEO has asked you, as the eCommerce Manager, to further examine the report as part of your tasks and to conduct a short interaction session with the e-commerce team. You are required to;

- a. Elaborate on four (4) key characteristics of eCommerce platforms and illustrate them with practical examples for your team's understanding. **(10 Marks)**
- b. Assess the impact of the three (3) drivers of eCommerce within the context of how your company can harness potential benefits from the anticipated growth rate. **(10 Marks)**

#### **Question 4**

In the context of academic fees payment platforms and stationary e-commerce websites within the educational sector in Ghana, the most effective eCommerce designs are those that not only attract potential users or learners but also deliver a superior user experience while conveying the university's brand value. In light of this, discuss six (6) design considerations that are crucial when implementing an e-commerce website for educational institutions, particularly in the areas of academic fee payment and stationary supplies.

**(20 Marks)**

#### **Question 5**

In the Ghanaian fashion industry, professionals such as social media managers, digital experience managers, and digital marketing analysts must recognise the paramount importance of a convertible website in achieving digital success for their respective fashion firms. As a recently employed Digital Marketing Manager for your firm, lead your team in:

a. Providing a practical definition of a website and explaining with illustrations the three (3) distinct advantages associated with the establishment and maintenance of a website for your firm. **(10 Marks)**

b. Outlining and discussing the key steps involved in the creation of a user-friendly website that can enable a sustainable competitive edge for your firm.

**(10 Marks)**

### **Question 6**

The CEO of your firm has expressed concerns regarding the recent news about three companies being summoned by the Data Protection Commission (DPC) and the Criminal Investigations Department (CID) of the Ghana Police Service for violating the Data Protection Act, 2012 (Act 843). She acknowledged the potential consequences of security breaches in customer data, which can lead to a decline in customer trust and sales. As the Head of Digital Marketing, you have been tasked with discussing six (6) factors that your client should consider when selecting a secure website host.

**(20 Marks)**