

## **SECTION A - COMPULSORY**

### **CASE STUDY**

#### **QUESTION ONE**

This case summarises the strategic approach used by REA Ghana (i.e., an eCommerce company) to take advantage of increased consumer adoption of the Internet. It summarises its objectives, strategy and key risks that need management.

#### **Context**

It's hard to believe that one of the most celebrated eCommerce companies has now been established for nearly 20 years. Coffie Samuel, a 28- year- old Ghanaian-born software engineer living in Accra, coded the site while working for another company, eventually launching the site for business on Monday, 4 October 1995 with the more direct name 'Auction Web'. Legend reports that the site attracted no visitors in its first 24 hours. The site became REA Ghana in 1997. By 2012, REA Ghana had 112 million active users globally.

#### **Mission**

REA Ghana describes its purpose as to 'pioneer new communities around the world built on commerce, sustained by trust, and inspired by opportunity. At the time of writing REA Ghana comprises three major businesses:

#### **Revenue model**

The vast majority of REA Ghana's revenue is for the listing of and commission on completed sales. For ShopPal purchases an additional commission fee is charged. The margin on each transaction is phenomenal since once the infrastructure is built, incremental costs on each transaction are tiny – all REA Ghana is doing is transmitting bits and bytes between buyers and sellers.

Advertising and other non-transaction net revenues represent a relatively small proportion of total net revenues and the strategy is that this should remain the case. Marketing services and other revenues accounted for an additional \$2 billion in 2012. Another part of the business, Adinkra Internet telephony, was acquired in 2005 by REA Ghana and sold to an investor group in November 2009, with a 30% share retained by REA Ghana.

#### **Risk factors**

Fraud is a significant risk factor for REA Ghana. Joy News (2005) reported that around 1 in 10,000 transactions within Ghana were fraudulent; 0.0001% is a small percentage, but scaling this up across the number of transactions, is a significant volume.

#### **Objectives and strategy**

The overall REA Ghana aims are to increase the gross merchandise volume and net revenues from the REA Ghana marketplace. More detailed objectives are defined to achieve these aims, with strategies focussing on:

- Acquisition – increasing the number of newly registered users on the REA Ghana marketplace.
  - Activation – increasing the number of registered users that become active bidders, buyers or sellers on the REA Ghana marketplace.
  - Activity – increasing the volume and value of transactions that are conducted by each active user on the REA Ghana marketplace.
- a. From the above case study, explain six (6) technical and non-technical limitations REA Ghana might encounter in their quest to increase its gross merchandise volume and net revenues.
- b. Identify and explain three (3) factors that are most likely to drive REA Ghana's eCommerce strategy.
- c. Recommend two (2) ways REA Ghana can remain customer-focus across all its touchpoints.

**(40 Marks)**

## **SECTION B – ANSWER THREE QUESTIONS ONLY FROM THIS SECTION**

### **QUESTION ONE**

In your recent role as the **Digital Marketing Manager** in your company, you are tasked by the CEO to prepare a robust report on eCommerce to further deepen your team's appreciation of the concept. In the report;

- a. Briefly **discuss** the history of eCommerce.
- b. **Explain** three (3) types of eCommerce.
- c. **Identify** and **illustrate** with practical examples, the two (2) benefits and two (2) challenges of eCommerce to your company.

**(20 Marks)**

### **QUESTION TWO**

As the newly appointed **Product Integration Manager** of your company, you are tasked to produce a report that will enlighten your team on the growing discussions around e-Finance.

- a. Briefly **discuss** the evolution of e-Finance.
- b. **Explain** three (3) drivers of e-Finance.

- c. **Identify** and **illustrate** with practical examples, the five (5) risks and challenges of e-Finance to your company.

**(20 Marks)**

### **QUESTION THREE**

The revenue in the eCommerce market of Ghana is projected to reach US\$759.20m in 2022 (Statista, 2022). Due to the prospects of the e-Commerce market, your company has asked you to prepare a robust report that details the step-by-step guide to establishing an e-commerce business. Develop the report to that effect.

**(20 Marks)**

### **QUESTION FOUR**

In a recent meeting with the CEO of your company, you are tasked to prepare a report on the steps needed to adhere to building a website. Develop a report;

- a. **Defining** the concept of a website
- b. **Discussing** the major steps, the company must follow in building a website.
- c. **Explaining** three (3) benefits of a website to your company. **(20 Marks)**

### **QUESTION FIVE**

In a recent consultancy engagement with Company ZGF, the Chief Executive Officer (CEO) alludes to the fact that there are many advantages of e-commerce, but along with that, there are some limitations as well. Based on the statement, prepare a report;

- a. Discussing four (4) technical limitations of e-commerce
- b. Explaining four (4) non-technical limitations of e-commerce

**(20 Marks)**

## **SECTION A - COMPULSORY**

### **CASE STUDY**

#### **QUESTION ONE**

##### **Rumis Engage Academy Background**

Rumis Engage Academy is an international organisation with offices in Ghana, and Rwanda. Twenty thousand people have selected Rumis Engage Academy as they travel on ventures to support 500 worthwhile projects on five continents and it has also trained a further 80,000 people as TEFL teachers. This service is offered through the main site and also through a specialist online TEFL site on which this case focuses.

##### **The history of Rumis Engage Academy**

The founder of Rumis Engage Academy, Ibrahim Wumpini, was inspired to create the company following a career break which took her to teach English in Japan, China and Greece. The company initially started by creating TEFL courses, eventually leading to organising volunteer projects. Since 2003 the company has supported the Rumis Engage Academy Foundation, a registered charity committed to providing funds to the neediest community and ecological projects in the Rumis Engage Academy family. In 2007, Rumis Engage Academy became part of the HomeHost travel group.

##### **Proposition**

The main features of the Rumis Engage Academy TEFL proposition are:

- International accreditation: Rumis Engage Academy is externally accredited by the ODLQC to ensure that its courses are rigorously monitored and always meet the highest industry standards.
- World-class reputation: Rumis Engage Academy has four offices worldwide and it has over 12 years of experience teaching TEFL.
- Partnership: Rumis Engage Academy is the preferred TEFL course provider for AYO Travel, TOPFY and Homely Travel.
- Complete student support: Students receive advice on how to get work abroad, how best to prepare for their time away and up to the minute advice on current job opportunities.
- Highly experienced tutors: All Rumis Engage Academy tutors have at least three years' overseas teaching experience.

This proposition is backed up by 'the Rumis Engage Academy TEFL Promise':

- We will beat any equivalent and cheaper course by 150%.
- If you're not entirely satisfied after the first seven days, we'll give you a full refund.

- Our experience, our high academic standards and the quality of our courses mean that Rumis Engage Academy TEFL certificates are recognised by thousands of language schools worldwide.

Additionally, Rumis Engage Academy can offer to help students find TEFL jobs abroad.

### **Audience segmentation**

The main segmentation used by Rumis Engage Academy is geographic:

- Ghana
- Rwanda
- Nigeria
- Egypt

Information is also collected on an optional basis about prospects' age and status, although these are not used for targeting emails. Status categories are:

- Student
- Employed
- Self-employed
- Career break
- Unemployed
- Retired

### **Competitors**

Some of the main competitors for online TEFL courses based in the Ghana, Rwanda, Nigeria, Egypt includes:

- [www.gotefl.com](http://www.gotefl.com)
- [www.teflonline.com](http://www.teflonline.com)
- [www.topheight.com](http://www.topheight.com)

### **Media mix**

- Rumis Engage Academy uses a combination of these digital media channels to drive visits, leads and sales:
- Pay per click (PPC) (mainly Google AdWords)
- Social media marketing using Facebook, Twitter and Rumis Engage Academy's traveller community

### **Marketplace challenges**

The main marketplace challenges faced by Rumis Engage Academy are:

- Increasing its presence and conversion effectiveness in a competitive market in different geographies:

- i. Rumis Engage Academy has good exposure in Ghana, its primary market, but operates in a cluttered marketplace with price being the main differentiator (products are similar and some competitors are just as established etc.).
- ii. Research suggests that there is a good opportunity within the Egypt, but exposure is more limited because of the cost of pay-per-click advertising and because the presence of natural search favours Nigeria.
- Increasing demand through reaching and educating those considering travel who are not aware of TEFL courses and the opportunities they unlock. For example, many will look for casual work in other countries, e.g., in bars or agriculture, but will be unaware of TEFL.

### **QUESTION ONE**

- a. Based on the case study, identify four (4) risk factors that Rumis Engage Academy might face regarding their online booking platform. Suggest two (2) best practices to mitigate these risk factors.
- b. Based on the case study, prepare a robust content marketing strategy that will support Rumis Engage Academy in its quest to drive engagement and conversion rates.

**(40 Marks)**

### **SECTION B – ANSWER THREE QUESTIONS ONLY FROM THIS SECTION**

#### **QUESTION ONE**

In your recent role as the Head of Digital Payment in your company, you are required to prepare a report on e-Finance that will equip the marketing team with e-Finance know-how. Prepare a report;

- a. Explaining the concept of e-Finance.
- b. Discussing three (3) components of a standard payment system.
- c. Appraise with examples the three (3) benefits and two (2) demerits of e-Finance.

**(20 Marks)**

#### **QUESTION TWO**

Payment cards are part of a payment system increasingly issued by financial institutions in the Ghanaian financial space. As a newly appointed marketing manager prepare a paper explaining the marketing strategies needed for their card payment goals. Again, explain one (1) risk of using card payments. **(20 Marks)**

### **QUESTION THREE**

As the newly promoted Head of Customer Experience, your first duty is to assist your company choose a customer-friendly website host. Then again, your team are looking forward to a paper that explains the various type of website designs available. You are required to prepare a paper;

- a. Discussing three (3) factors to consider in choosing a website host
- b. Appraise the three (3) types of e-commerce website designs

**(20 Marks)**

### **QUESTION FOUR**

As a newly appointed digital marketer in charge of your company's mobile money platform, prepare a briefing paper;

- a. Identifying and justifying four (4) security requirements of mobile money payment systems with examples.
- b. Recommending four (4) security solutions for mobile money payment systems to your company.

**(20 Marks)**

### **QUESTION FIVE**

“In this era of consumerism using marketing channels that are integrated creates a unified experience for the customer” Based on this statement,

- a. Explain the concept of an omnichannel platform.
- b. List three (3) examples of omnichannel software
- c. Explain five (5) benefits of adopting an omnichannel strategy

**(20 Marks)**

## SECTION A - COMPULSORY

### CASE STUDY

#### QUESTION ONE

In 2004, CMG Airways launched online services which allowed customers to take control of the booking process, so combining new services with reduced costs. CMG Airways decided to develop a specific online ad campaign to create awareness and encourage usage of its Online Value Proposition (OVP).

*“CMG’s Airways marketing manager said about the objective: CMG Airways is leading the way in innovating technology to simplify our customers’ journey through the airport. The role of this campaign was to give a strong message about what is now available online, over and above booking tickets.”*

The aim of the campaign was to educate and change the way in which CMG’s Airways customers behave before, while and after they travel. The campaign focussed on the key benefits of the new online services – speed, ease and convenience – and promoted the ability to check in online and print out a boarding pass.

A range of digital media was used, including ATMs, outdoor LCD transvision screens such as those in Kotoka International Airport which included Bluecasting where commuters could receive a video on their Bluetooth-enabled mobile phone, and digital escalator panels.

More than 650,000 consumers interacted with the ATM screen creative. Online ads included overlays and skyscrapers which showed a consumer using their computer, printing out a ticket and walking across the screen to the airport. Such rich-media campaigns generated 17% clickthrough and 15% interaction.

During the month of December 2004, CMG Airways recorded cases of data breaches on their website. This phenomenon reduced CMG’s Airways website engagement rates and customer trust in their digital platforms.

- a. Based on the case study, identify four (4) risk factors that CMG Airways might face regarding their quest to resolve their e-commerce challenges. Suggest two (2) best practices to mitigate these risk factors.
- b. Based on the case study, prepare a robust content marketing strategy that will support CMG’s Airways in its quest to drive website engagement and conversion rates.

**(40 Marks)**



## **SECTION B – ANSWER THREE QUESTIONS ONLY FROM THIS SECTION**

### **QUESTION ONE**

Over the years you developed a consulting relationship with Perfect Touch Restaurant. As a result of recent government regulations about managing the current pandemic, the restaurant has decided to move the majority of its business online. As a professional digital marketer prepare a briefing note;

- a. Evaluating four (4) types of eCommerce as Perfect Touch restaurant seeks to move the majority of its business operations online.
- b. Discussing three (3) challenges of eCommerce Perfect Touch Restaurant may encounter.

**(20 Marks)**

### **QUESTION TWO**

Growth in non-cash transactions has increased rapidly throughout the world. Credit cards are issued by banks, finance companies, and some stores, charities and clubs. Thus, the increasing use of credit cards. As the marketing manager of your company, you are tasked to;

- a. Explain the concept of credit cards
- b. Discuss three (3) types of credit cards
- c. Evaluate four (4) benefits and two (2) challenges of credit cards

**(20 marks)**

### **QUESTION THREE**

As the e-Commerce Manager of a company of your choice, objectively examine five (5) categories of eCommerce. Prepare a briefing note discussing the benefits of eCommerce to organisations and consumers in the Ghanaian business space.

**(20 marks)**

### **QUESTION FOUR**

As the Digital Marketing Head of a company of your choice discuss five (5) unique benefits your company can attain from the adaptation of digital marketing.

**(20 marks)**

### **QUESTION FIVE**

As the Digital Marketing Head of a company of your choice, discuss five (5) limitations your company can encounter in the adaptation of digital marketing.

**(20 marks)**