

SECTION A – COMPULSORY

CASE STUDY

GOLD DIGITAL BANK – GHANA’S BRANCHLESS BANK

Gold Digital Bank (GDB) has just been given the license by the Bank of Ghana to operate as a full digital bank. The bank intends to operate purely in the retail segment through several intelligent ATMs located in the Greater Accra, Central, Western and Ashanti Regions. As a pure branchless bank, the bank intends to leverage its low overheads and operating cost and offer higher interest rate on savings and investments and relatively lower interest rates on loans.

Available research findings indicate that the typical Ghanaian bank customer is more comfortable with dealing with physical branches, where they interact with people. The liquidation of several banks in Ghana between 2017 and 2019 also seems to have worsened the mistrust people have of banks. Therefore, a branchless bank may be a hard sell.

Some experts believe that branchless banking represents a significant alternative to conventional branch-based banking by demystifying banking and making it more convenient and simpler. They argue that with a credible national identity database, banks like GDB will thrive, same way the mobile money business has flourished.

This is a summary of how the bank intends to operate:

Account Opening

Accounts will be opened entirely online. The Bank’s system is connected to the national identity database and once the customer enters the National ID number, the system will automatically populate key details without the possibility of the applicants details, as loaded, being manipulated.

Cash & Cheque Deposits

Cheque and Cash deposits are to be made through several of the bank’s ATMs. Customers can also move cash from other banks or mobile wallets into their GDB accounts. The bank’s mobile application also allows for cheques to be scanned and uploaded into one’s bank account. ATMs also allow for customers to change foreign currency into Ghana Cedis.

Withdrawals (local & forex)

Cash withdrawals can be made at any of the bank’s intelligent ATMs. The bank’s local cards can also be used on any gh-link ATM and international cards (VISA, MasterCard, Union Pay) can also be used on other bank’s ATMs. Withdrawals can also be made without a card. The customer only has to generate a Token on the bank’s App, which is available for download from the Play Store or App Store. Pre-approved forex withdrawals can also be made at selected ATMs.

Transfers and Payments

Transfers and payments can be made through channels like smartphone applications, USSD channel, Debit Card, Credit Card, QR Payments. Tap to pay can also be enabled in the app to make it possible for clients to make payments by tapping their mobile phones and keying authorization passwords or using facial recognition systems.

The ATM can also be used to initiate fund transfers to other banks or wallets and also perform other internet banking functions.

Credits

GDB's systems are also linked to the credit bureau and can offer credit cards based on the bank's internally developed credit scoring system with feed from the credit bureau and other follow-up verification.

Customer Service

The company has corporate offices where customers and prospects can walk in based on appointment and interact with staff of the bank, make enquiries, or report issues if required. Account application, ATM card applications, internet banking and all other applications are done entirely online.

The bank has a highly effective 24/7 digital contact centre that attends to customers via telephone calls, website, WhatsApp and other social media channels. Customers' voice can also be registered to act as a form of authentication for phone calls. Calls and messages can also be initiated through the bank's mobile apps for authentication.

Despite the reservations raised about a branchless bank, Gold Digital Bank is however optimistic that with the right targeting, right products, strong services, and strong communications, they can write their own narrative.

SECTION A – COMPULSORY

QUESTION ONE

You have recently been employed as Marketing Communications Manager at Gold Digital Bank to lead the marketing communications as the bank prepares to launch its operations into the Ghanaian market.

- a. You have been tasked to develop a report that recommends **5 key marketing communication objectives**, justifies **key target market segments** for the bank, how the bank can **position** itself in the minds of the target market and **key messages to drive the positioning strategy. (20 marks)**

- b.** Based on the objectives, target market selection and brand positioning, **outline and justify** a range of marketing communication tools that should be deployed to change the attitudes of Ghanaians towards branchless banking. **(20 marks)**

(Total 40 marks)

SECTION B – ANSWER THREE QUESTIONS ONLY FROM THIS SECTION

QUESTION ONE

Write a report that:

- a. Uses **appropriate criteria** to compare and contrast the effectiveness of **Public Relations and Advertising (10 marks)**

- b. Explain the strengths and weaknesses of radio and print as advertising media **(10 marks)**

QUESTION TWO

You are the Marketing Communications Manager for **1727**, a social marketing company focused on promoting responsible sexual health and responsible sexual behaviour amongst young people between the ages of 17-27.

Develop an outline marketing communications plan to strongly entrench the 1727 brand in the minds of the target audience and encourage young people to practice responsible sexual behaviours. As part of the target audience selection, identify key stakeholder groups, aside the primary target audience that will be integral to the success of the plan. **(20 marks)**

QUESTION THREE

You have recently been appointed as the Head of Marketing Communications in a Bank. At the maiden management meeting you notice that the Finance & Budgeting Department allocates budgets to various departments in the company based on the previous year's budget, adjusted for inflation. The departments are then expected to use the allocated budget to develop their annual plans.

Write a Memo to the Managing Director that:

- a. Explains 2 key advantages and disadvantages of such an approach. **(5 marks)**
- b. Explain pros and cons of 4 other methods that can be used to set the marketing communications budget **(10 marks)**
- c. Identify and justify your choice of budgeting method **(5 marks)**

QUESTION FOUR

As a Marketing Communications Manager of a bottled water company, write a report to your Managing Director explaining the need to adopt Integrated Marketing Communications.

Required:

- a. Explain the concept of Integrated Marketing Communications and discuss 5 key benefits **(10 marks)**
- b. Explain 5 key barriers towards the adoption of Integrated Marketing Communications and how the company can overcome them **(10 marks)**