



**DIGITAL OPTIMIZATION AND STRATEGY**

**AUGUST 2023**

**MOCK EXAMS**

**Time:** 5:30 PM – 8:30 PM

**Date:** 9<sup>th</sup> November 2023

Three hours duration

The Mock will be 3 hours in duration

The mock has **TWO** Parts.

**Task 1** is worth 40% of the total marks available

**Task 2** is worth 60% of the total marks available.

You are required to give your answers in the CIMG answer book provided. Do not repeat the task in your answer, but show clearly the number of the task attempted on the appropriate pages of the answer book. Please start each task on a new page.

Rough work and notes **must** be written in the answer book or on supplementary sheets and **must** be clearly identified.



**SECTION A (COMPULSORY)****CASE STUDY****QUESTION ONE (1)****CONTEXT**

In addition to being one of the tech and mobile telecom company in Ghana, ranked third in voice market share with 14.51%, and data market share with 0.78% (NCA, 2023), AT is a great example of continuous optimisation of its digital channels, especially the AT App.

**THE AT MOBILE APP – MEASURING THE WRONG THING**

**Source:** Google Play Store (2023)

AT introduced a new 'SuperApp'. The App is a mobile application that allows you access to an unlimited number of AT Services. With this application users can manage all your AT services, top up and transfer airtime, access bills and payments, locate the nearest retail shop with a built-in store-finder feature, purchase a bundle or bundle for someone (one-time or auto renewable bundles, shake bundles) etc. Customers have an easy-to-use app for everything AT and they will not have to memorise a wide range of USSD codes for various services. New features were scheduled to be added to the app every month to improve the digital experience of all AT customers.

In an effort to secure a more significant portion of the mobile digital market share within the Ghanaian telecom industry, the company, referred to as AT, decided to enhance its mobile application. This enhancement involved a comprehensive upgrade, and subsequently, the updated mobile app was made available for download and use on both the Play Store and Apple Store. The intention behind this move was to attract and retain a larger customer base, which is pivotal in a highly competitive market.

However, soon after the upgrade, the company faced an unexpected challenge. It became evident that a substantial portion of their customer base, particularly those with disabilities, encountered significant difficulties while attempting to use the newly



revamped application. These challenges pertained to the user interface of the app, which proved to be non-inclusive and poorly accommodating of individuals with disabilities. This unanticipated problem posed a dual challenge for AT. Not only did it alienate and frustrate a segment of their existing customers, but it also deterred potential new users, including those with disabilities, from adopting the app.

To compound matters, AT was in possession of a solution to rectify these accessibility issues. There was a new update readily available that had the potential to resolve the problems faced by customers with disabilities. This update aimed to improve the app's accessibility features, making it more user-friendly and inclusive for a broader audience. However, and somewhat perplexingly, the company made a conscious decision not to implement this crucial update.

This decision had several negative repercussions for AT. First and foremost, it tarnished the company's reputation and undermined its credibility within the telecommunications industry. It also ran counter to one of AT's own corporate values—accessibility. By failing to address the accessibility issues faced by their customers, AT appeared to be neglecting a core value they had previously emphasized in their corporate philosophy. This inconsistency between their stated values and their actions raised concerns among their stakeholders, including customers, employees, and the public.

Furthermore, the decision not to implement the update had a direct impact on customer satisfaction and user retention. Customers who had been struggling with the app's usability issues were left dissatisfied and frustrated. Some may have even chosen to switch to competitors' offerings in search of a more accommodating and user-friendly experience. This, in turn, contributed to a decline in market share and hindered AT's ability to gain a more substantial foothold in the mobile digital market within Ghana.

In conclusion, AT's decision not to address accessibility issues through a readily available update had a cascading negative effect on their reputation, customer satisfaction, and their ability to capture a larger market share in the highly competitive Ghanaian telecom space. The disconnect between their stated corporate values and their actions highlighted the importance of aligning organizational values with decision-making processes to ensure consistent and ethical business practices.



**Q1.**

- a. Develop a range of four (4) justifiable digital goals and suggest four (4) action points you will use in optimising AT App for customers with disability.

(20 Marks)

- b. State and explain four (4) factors that can prevent AT from benefiting from the benefits of conversion rate optimisation.

(20 Marks)

**SECTION B (ANSWER ANY THREE (3) QUESTIONS)**

**Q2.** In your recent consulting undertaking with Hollard Insurance, you are tasked to do the following.

- a. Explain what digital marketing analytics is.
- b. With practical examples, explain three types of digital metrics
- c. Recommend three (3) marketing analytics tools Hollard Insurance can use for managing and measuring the performance of their marketing campaigns.

(20 Marks)

**Q3.** In your recent role as the Digital Optimisation Officer in your company, you were tasked by the CEO to explain the following with illustrations to your team members

- a. Online focus groups
- b. Online interviews
- c. Inline text analysis
- d. Social network analysis.

(20 Marks)

**Q4.** In your recent meeting with your Chief Marketing Officer (CMO), you are tasked to do the following regarding your website.



- a. Outline and explain three (3) key elements that possess the tendency to influence the conversion rate of the company website.
- b. Create and justify a conversion optimisation plan for the company's website.

(20 Marks)

**Q5.** In your recent meeting with your volunteering organisation, you are tasked to undertake a digital situational analysis on all the firm's digital channels (i.e., LinkedIn, Facebook, website).

- a. With the assistance of SWOT/TOWS framework undertake a digital situational analysis for them.
- b. Critique the SWOT/TOWS framework
- c. Suggest two (2) best practices needed to assist the organisation in optimising their digital channels with justifications.

(20 Marks)

**Q6.** In your most recent position as a marketing executive, your Managing Director has assigned you the responsibility of presenting and explaining five (5) disruptive business models for the company. Next, critically assess the implementation challenges of three (3) of them.

(20 Marks)

