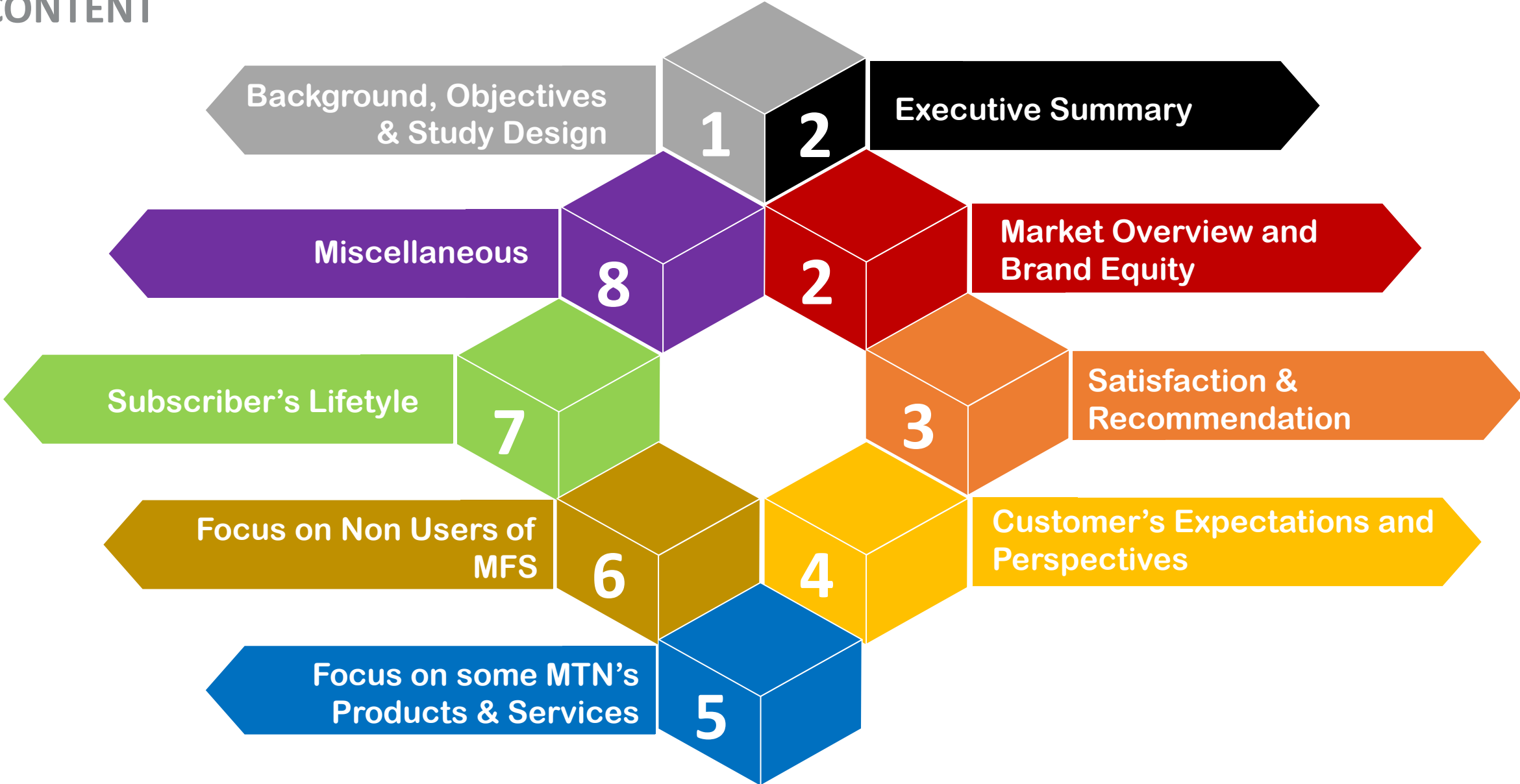


360° OVERVIEW OF THE MOBILE FINANCIAL SERVICES IN CAMEROON

FINAL REPORT

CONTENT





1

Background, Objectives & Study Design

BACKGROUND 1/2

MTNC would like to understand more deeply the market from the consumers perspective in order to support the decision on innovation and research pipeline and strategy planning in response to the current and future consumers' needs.

- As Africa's telecoms markets become more competitive and mature while the industry's traditional staple of mobile voice declines, operators on the continent are increasingly seeking to develop new services that they hope will generate the next wave of growth.
- A large part of that growth will come from providing data access, but African operators are also increasingly developing additional offerings such as digital media, mobile financial services (MFS), and ICT services. Some operators are also investing in sectors that are seen as being related to telecoms, such as e-commerce.
- The telecommunications industry is a sector in full transformation. In Sub-Saharan Africa, the market leaders are gearing up to take on increased competition, pricing issues, regulations and all of the other sticking points disrupting profitability and continued development.
- According to a GSMA report, 'The Mobile Economy Africa 2016', revenue growth rates for African mobile operators – which were above 3.8 percent at 53.5 billion in 2015 – will slow down in the next five years, highlighting the need for these companies to move away from focusing on voice and text along and build other revenue streams such as data, mobile money and online services.

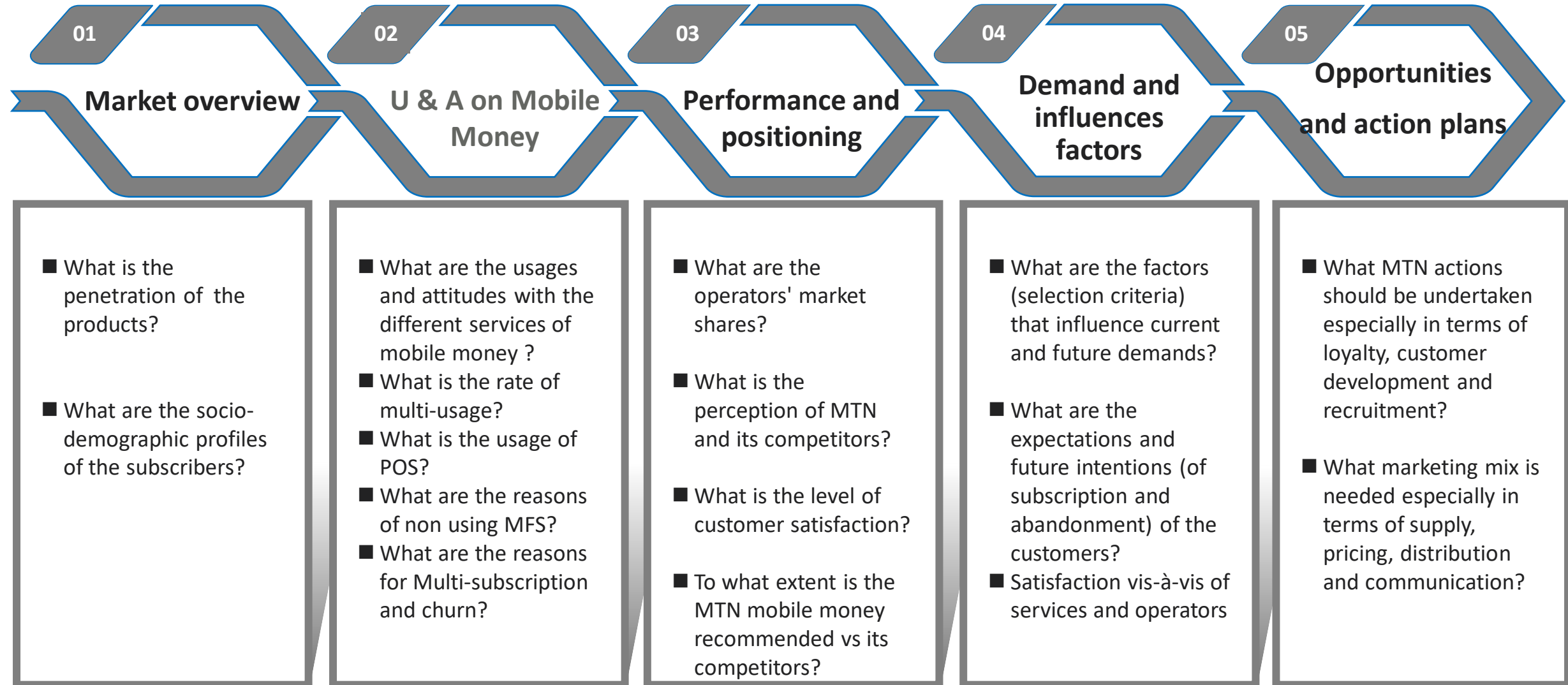
BACKGROUND 2/2

- After launching new offers on the market, it's key to monitor and evaluate each of them, to follow up the leadership position globally, but also on each stream: where does MTN stands? and where will it go next?
- MTN remains the incontestable leader of the telecom industry at now. However, Maintaining and even strengthening this leadership position in volume and value is a great challenge that MTNC is ready to take up. But this will not be possible without a deep knowledge of the current and the future of the industry.
- **After the big GTS, we are then running a specific GTS MFS to have a 360° overview on the MFS market. Expected outputs are about the U&A on mobile money, performance and positioning of the operators, satisfaction of subscribers, opportunities of the market, etc.**

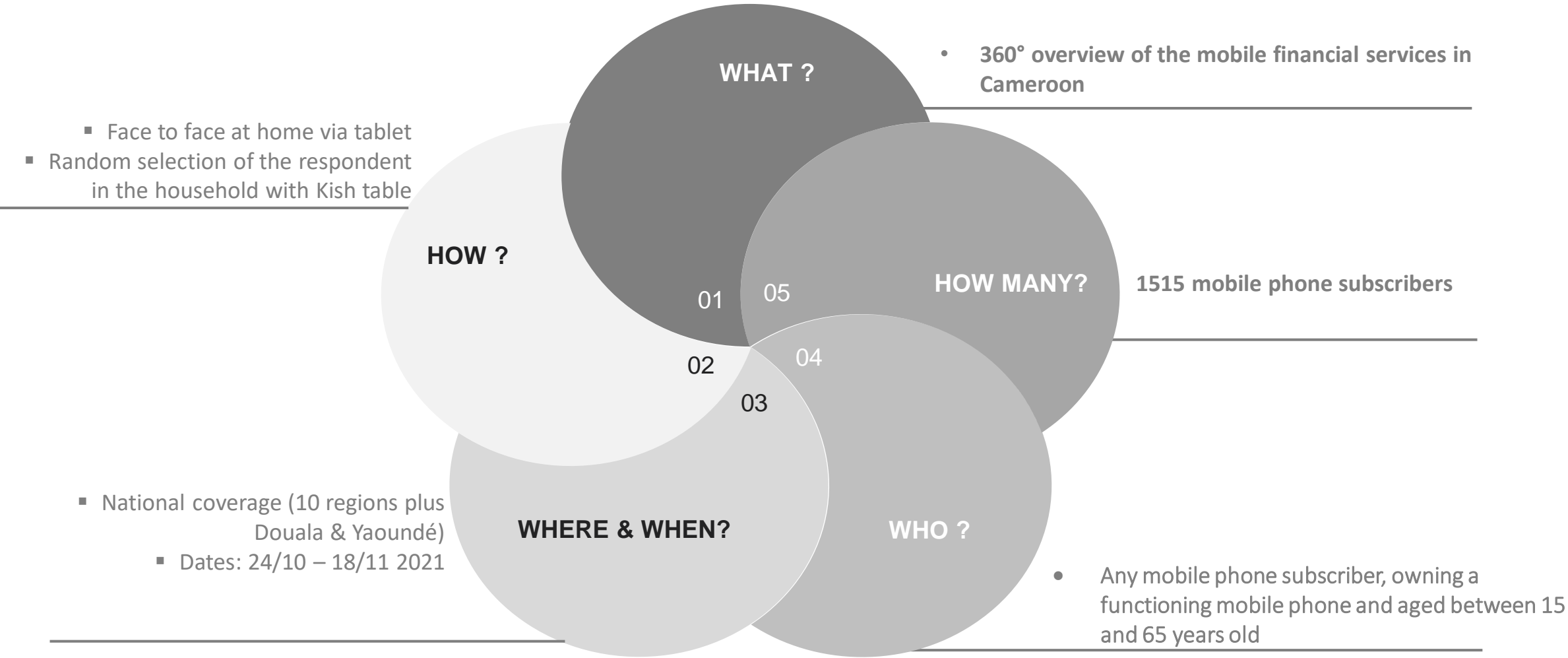


OBJECTIVES

Provide a 360° overview of the Cameroonian mobile financial services market .



STUDY DESIGN



SAMPLE DISTRIBUTION

Regions	Locations	Sample
Douala	Douala	260
Littoral without Douala	Nkongsamba	35
	Edea	51
Yaoundé	Yaoundé	250
Center without Yaoundé	Mbalmayo	40
	Bafia	60
West	Bafoussam	102
	Dschang	40
North West	Bamenda	85
	Bambili	40
South West	Limbé	70
	Buéa	40
North	Garoua	40
	Guider	30
Far North	Maroua	57
	Kousseri	35
South	Ebolowa	45
	Kribi	30
Adamaoua	Ngaoundere	75
	Meinganga	35
East	Bertoua	50
	Batouri	30
TOTAL CAMEROON		1500

PROFILE OF THE SAMPLE

Gender

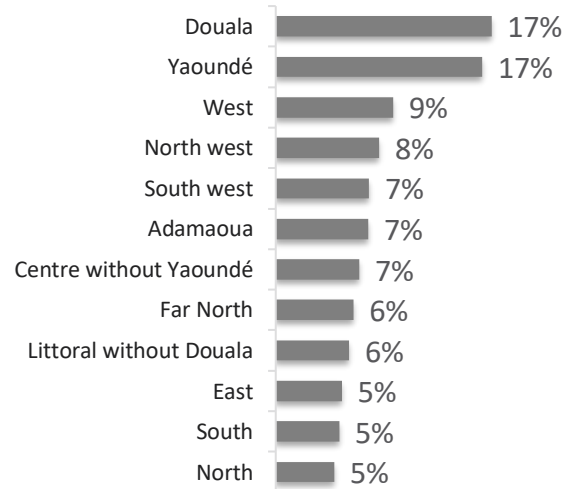


53%

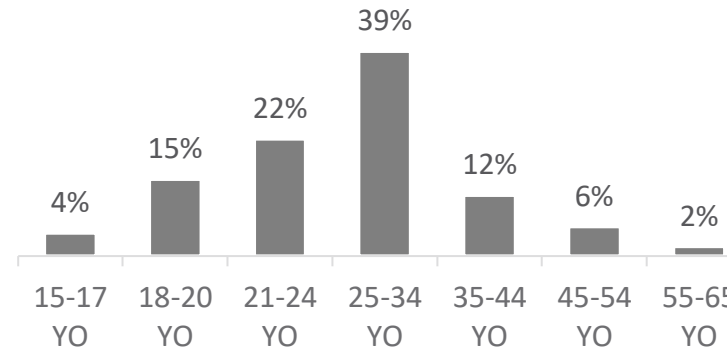


47%

Region

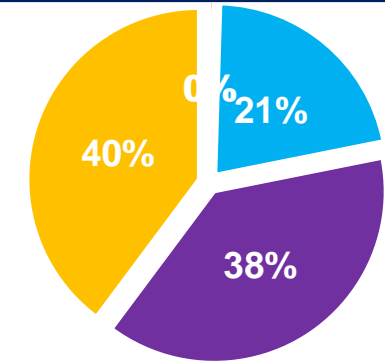


Age



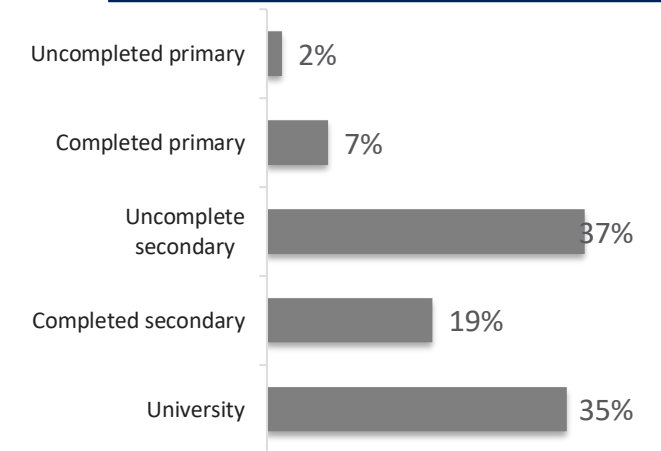
Base : 1515

Social economic class



■ B ■ C1 ■ C2 ■ D ■ E

Educational level



SC3B. Gender of respondent?
SC1. Can you tell me what age group you fit in??
SC3C. Town of Study



2

Executive Summary

PENETRATIONS & POTENTIALS OF SERVICES

The MFS market in Cameroon is dynamic as 83% of the mobile phone users have a mobile money account. But 62% of subscribers are active as they made some financial transactions during the last 3 months.

	Overall	Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west	MTN	ORANGE
Has a Mobile Money account	83%	90%	87%	76%	79%	60%	87%	87%	82%	90%	73%	90%	80%	75%	77%
Has an active Mobile Money account used for up to 3 months)	62%	77%	74%	38%	56%	31%	49%	60%	66%	72%	44%	73%	65%	56%	60%
Has no Mobile Money account	17%	10%	13%	24%	21%	40%	13%	13%	18%	10%	27%	10%	20%	25%	23%
MTN Micro credit awareness	10,5%	11,9%	6,8%	4,7%	5,1%	16,2%	14,9%	16,9%	5,6%	18,9%	3,9%	7,8%	17,0%	11,9%	8,4%
Usage of MTN Micro credit awareness	8%	8%	12%	13%	7%	10%	0%	7%	0%	3%	20%	8%	9%	-	-
MoMo Pay promotion awareness	7,1%	8,9%	3,2%	4,7%	2,0%	11,8%	8,5%	6,7%	1,4%	14,8%	4,7%	3,9%	14,3%	9,6%	5,0%
Willingness to trade with international platform	62,0%	56,5%	63,5%	46,2%	55,6%	54,6%	58,8%	50,0%	52,6%	64,3%	86,7%	50,0%	80,0%	-	-
MTN's awareness as a financial operator in the central Africa	42%	49%	37%	17%	39%	39%	45%	55%	25%	67%	29%	27%	56%	-	-
Has a bank account	18,4%	26,5%	19,2%	3,8%	14,1%	14,7%	11,7%	22,5%	14,1%	22,1%	9,4%	24,7%	25,0%		
Get access to mobile banking through mobile phone	9,8%	16,5%	8,8%	0,9%	6,1%	2,9%	5,3%	14,6%	7,0%	7,4%	5,5%	14,3%	17,9%	-	-

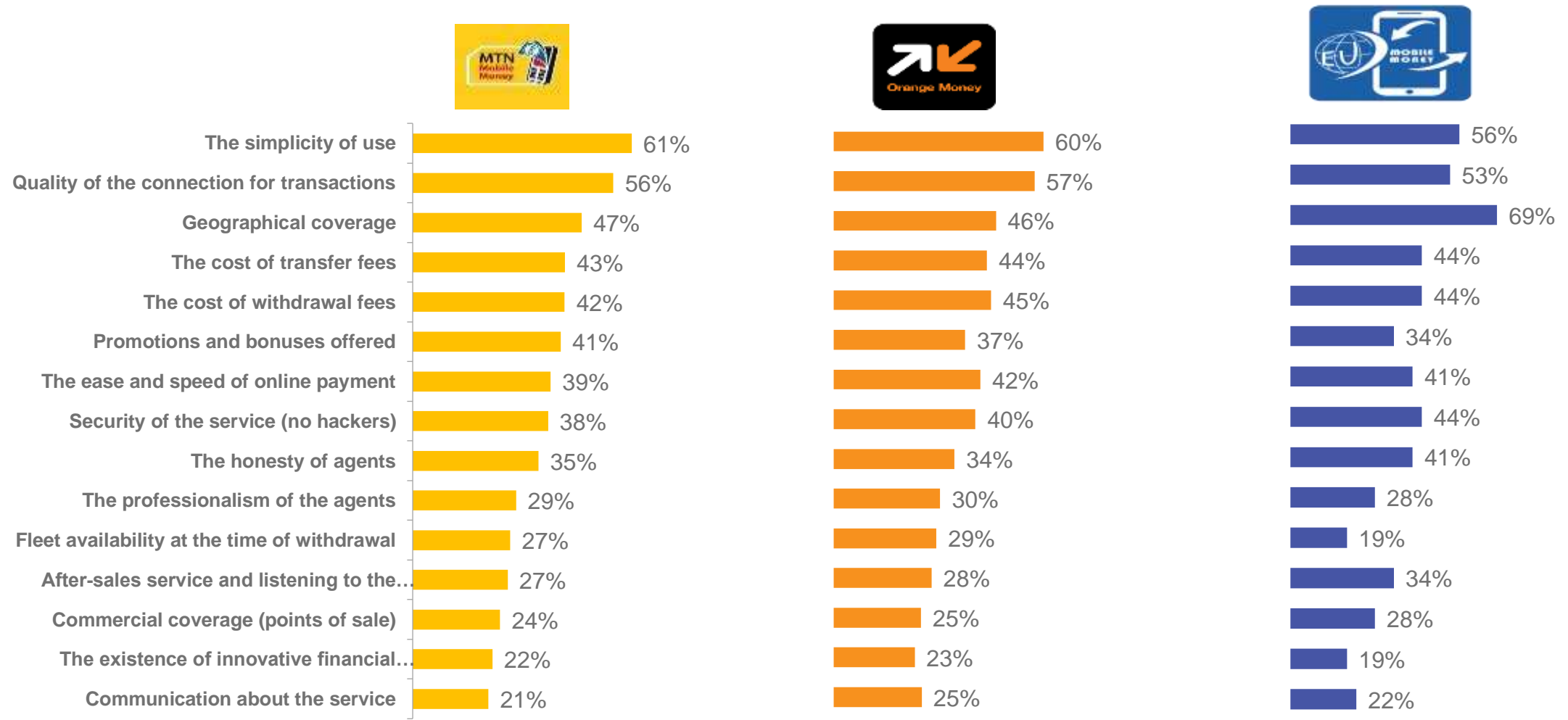
MARKET PERFORMANCE

OM is the market leader both in volume and value. Moreover, the brand is very attractive on current non MFS subscribers. But MoMo is the strongest brand in terms of TOM. MoMo is also perceived as the Best digital financial operator and registered a positive NPS while the one of OM is negative.

	OVERALL	MoMo	OM	EUI	OTHERS
TOM	100%	52%	43%	1%	4%
Main Brand	100%	45%	52%	0%	3%
Loyal (Brand mainly used with an intention to continue using it)	-	42%	48%	0%	-
Involved (Subscribers are loyal and recommend brand (9 & 10))	-	14%	13%	0%	-
Market share in volume	100%	46,3%	49,6%	1,9%	2,3%
Market share in value	100%	45,1%	51,2%	1,6%	2,1%
Best digital financial service	100%	45%	43%	5%	7%
NPS	-	+8	-8		
Attraction to current non subscribers	-	33%	67%	0%	0%
Solus user	-	38%	41%	-	-

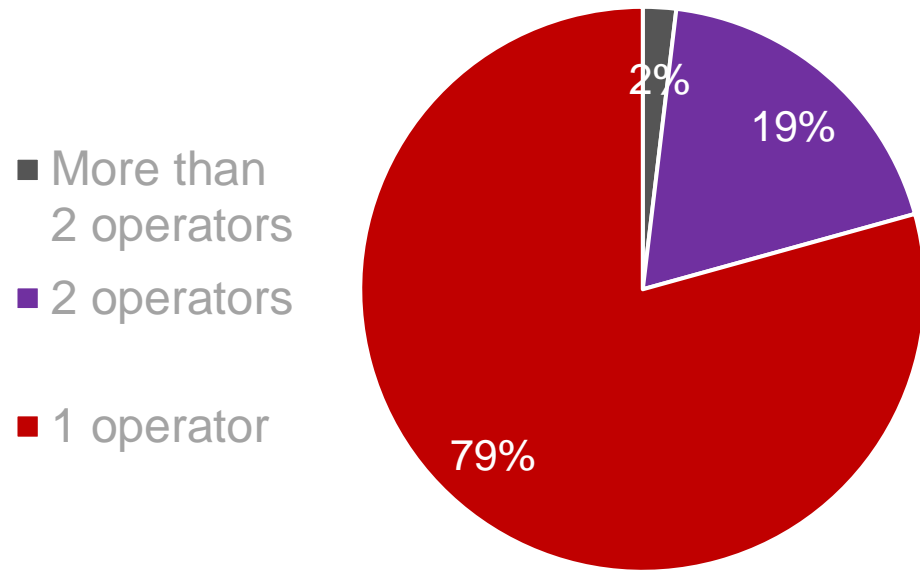
Criteria for choosing a mobile money operator

The simplicity of use, the quality of the connection for transactions and the geographical coverage are the 3 key criteria for choosing a mobile money operator. For EUM users, the main criteria of choice is the geographical coverage.



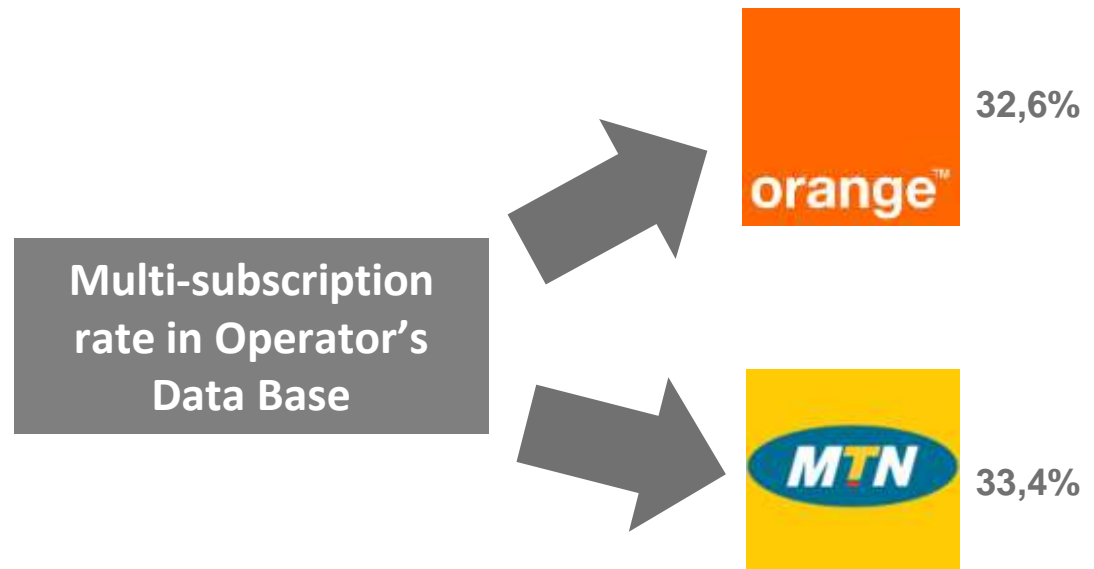
Multi-subscription

21% of telco subscribers in Cameroon are connected to more than one operator for MFS. OM has the smallest percentage of multi subscribers in its database.



8%

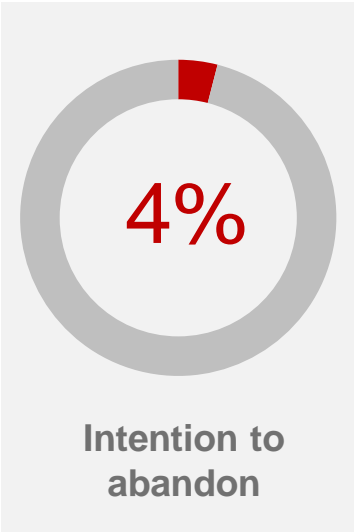
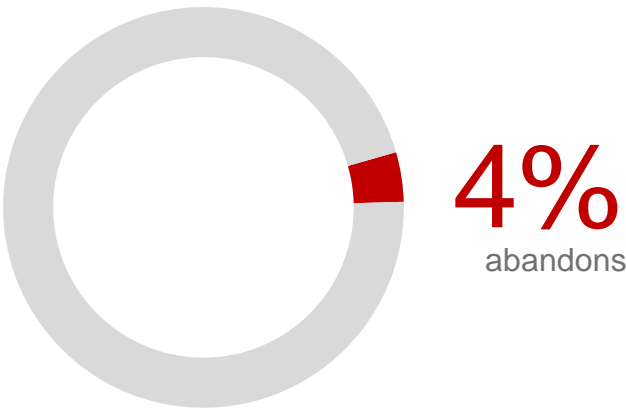
Of subscribers use
more than 1 SIM
card from the same
operator



Churn & intention to churn

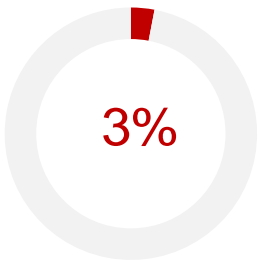
Only 4% of the subscribers have abandoned their MFS operator to adopt another one. Also, only 4% intend to do so in the next coming 3 months.

Abandonment of a mobile money account
In%

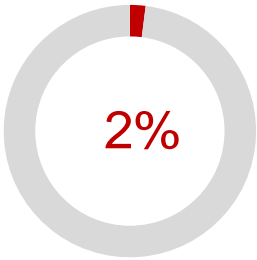


■ Yes ■ No

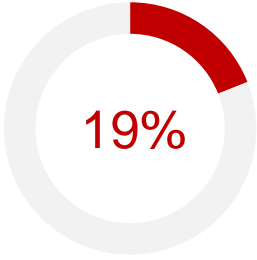
Which operators? *



MTN



Orange



Express union
mobile



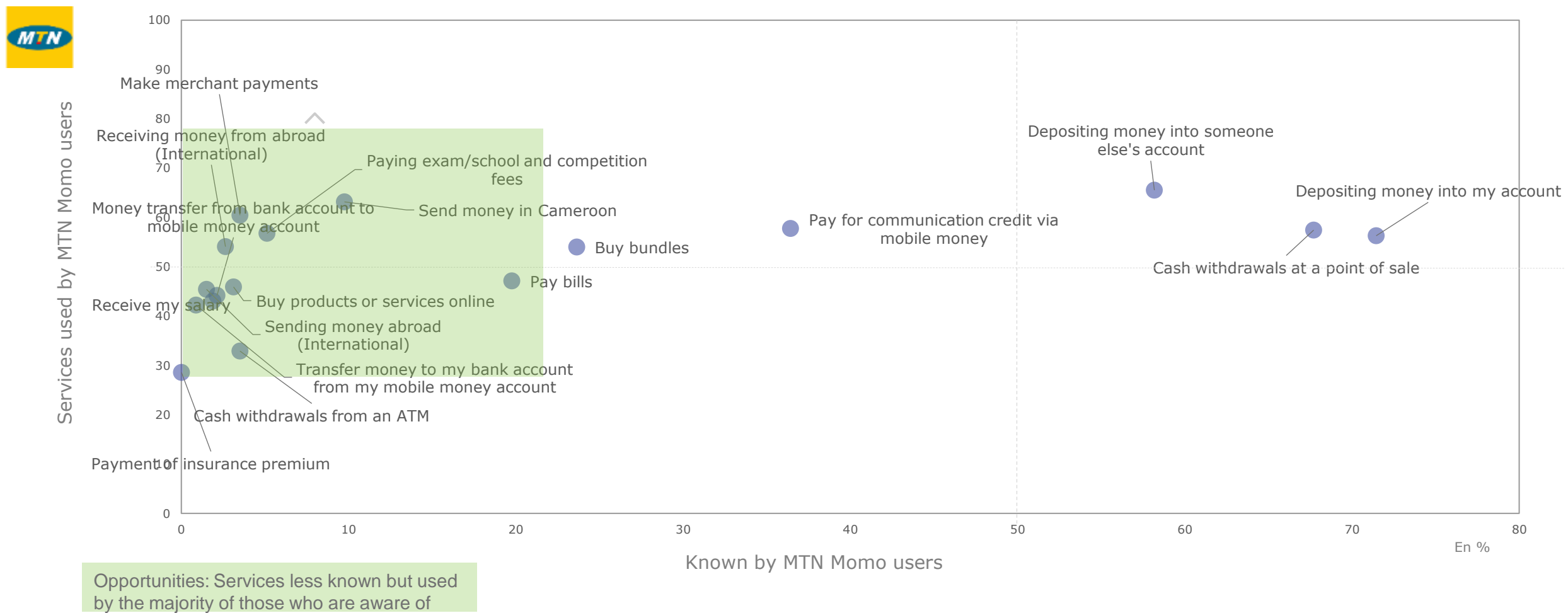
AN OVERALL GOOD IMAGE FOR MOMO

MoMo has has an overall better image than OM. MoMo has less strengths but also less weaknesses compared to OM.

Image Score Index		CORE STRENGTHS	CORE WEAKNESSES (read with negation)
MTN	52,6	<ul style="list-style-type: none">✓ Has an Improved system and network stability✓ Has simple and easy to understand pricing✓ Many of my relatives use it	<ul style="list-style-type: none">✓ Don't presents the best security guarantees✓ Don't always have the availability of cash in the points of sale✓ Is not the market leader in mobile money
ORANGE	52,1	<ul style="list-style-type: none">✓ Many of my relatives use it✓ Has an available and responsive customer service✓ Has a good coverage in points of sale✓ Is the market leader in mobile money	<ul style="list-style-type: none">✓ Don't presents the best security guarantees✓ Don't have a very attractive advertisements✓ Don't have the cheapest shipping and collection costs✓ Don't have an Improved system and network stability✓ Don't always have the availability of cash in the points of sale

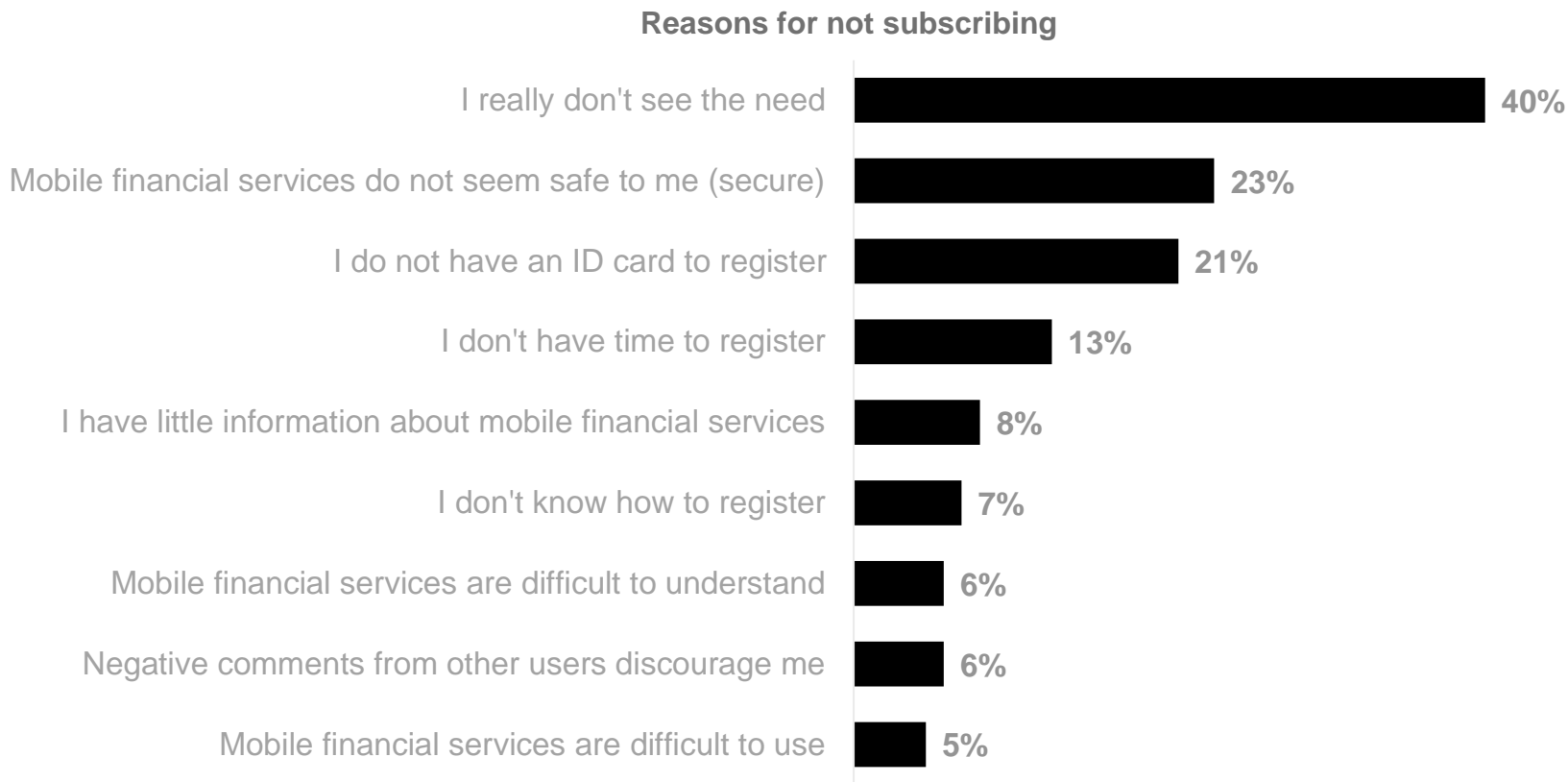
There are some services that appeared to be an opportunity for MTN

They are very less known, but more used by the majority of those who are aware of : **Merchant payments, Money transfer from bank account to mobile money account, receiving money from abroad, paying exams/school fees, purchase of products/services online, receiving salary, sending money abroad, cash withdrawal from ATM.** These services appear to be opportunities for MTN as they might be more used if they are more known.



Barriers to subscription

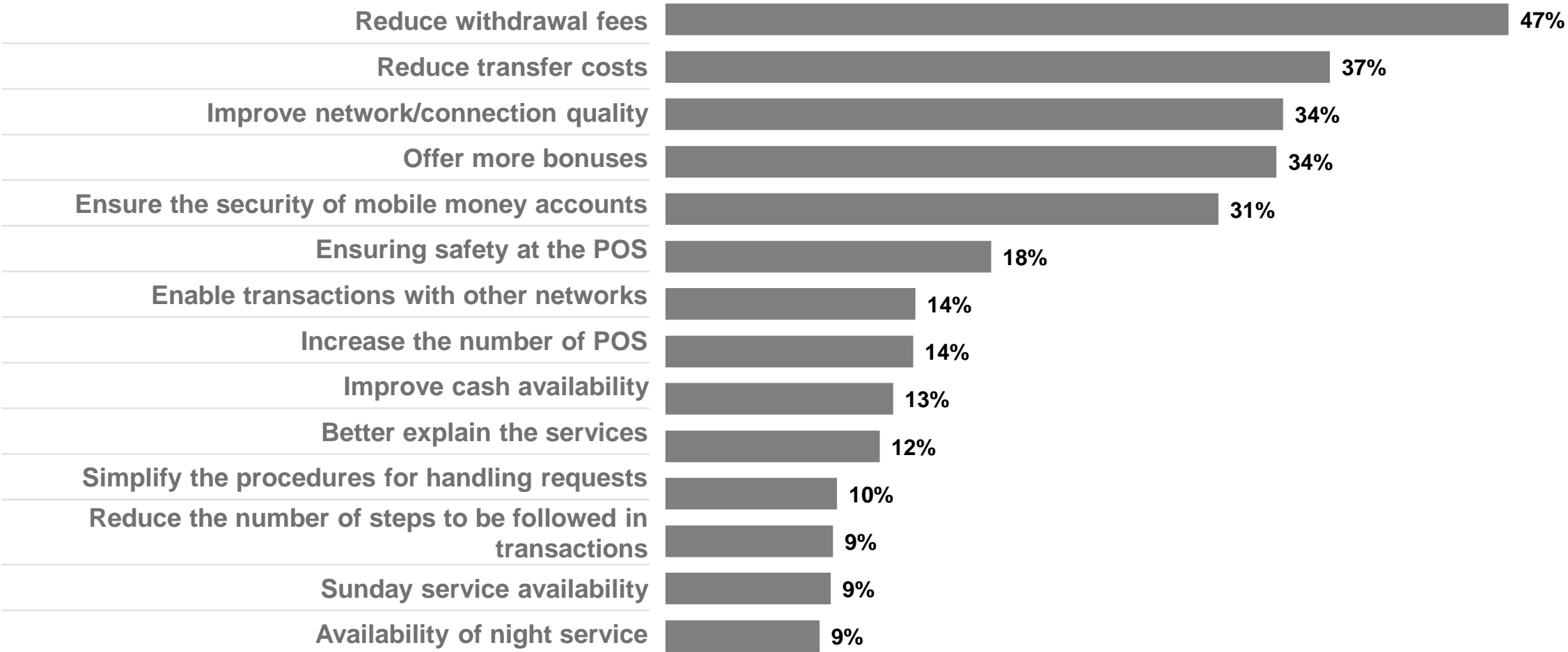
Apart from the fact that majority of non current subscribers of MFS don't really need it, there is still a good proportion of people that think the services are no safe.



F6. With which of these mobile money operators do you currently have a mobile money account that you have used in the last 3 months?
F19a. Why are you not currently using mobile money services?

Consumers' expectations from MoMo

Reduce fees (sending and receiving), improve the network quality, offer more bonuses, ensure security of mobile money accounts.

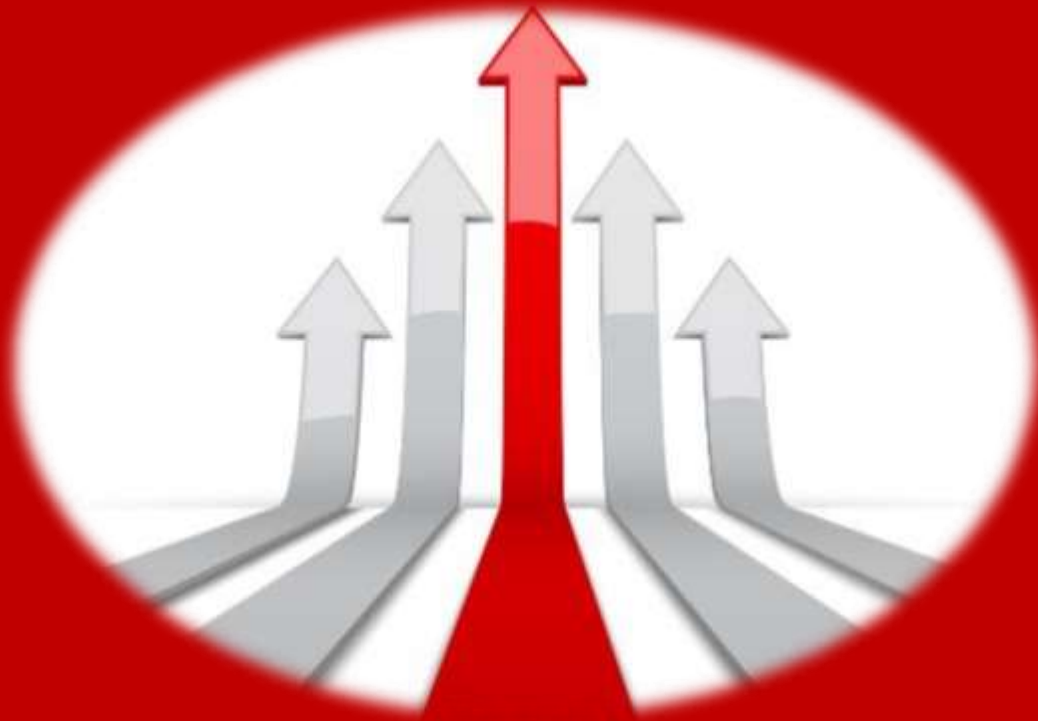


F18. What are your expectations towards your mobile money operator (...Recall mobile money operator at F6)? Interviewer: Take one after the other the operators with which the respondent has an account?



2

Market Overview & Brand Equity

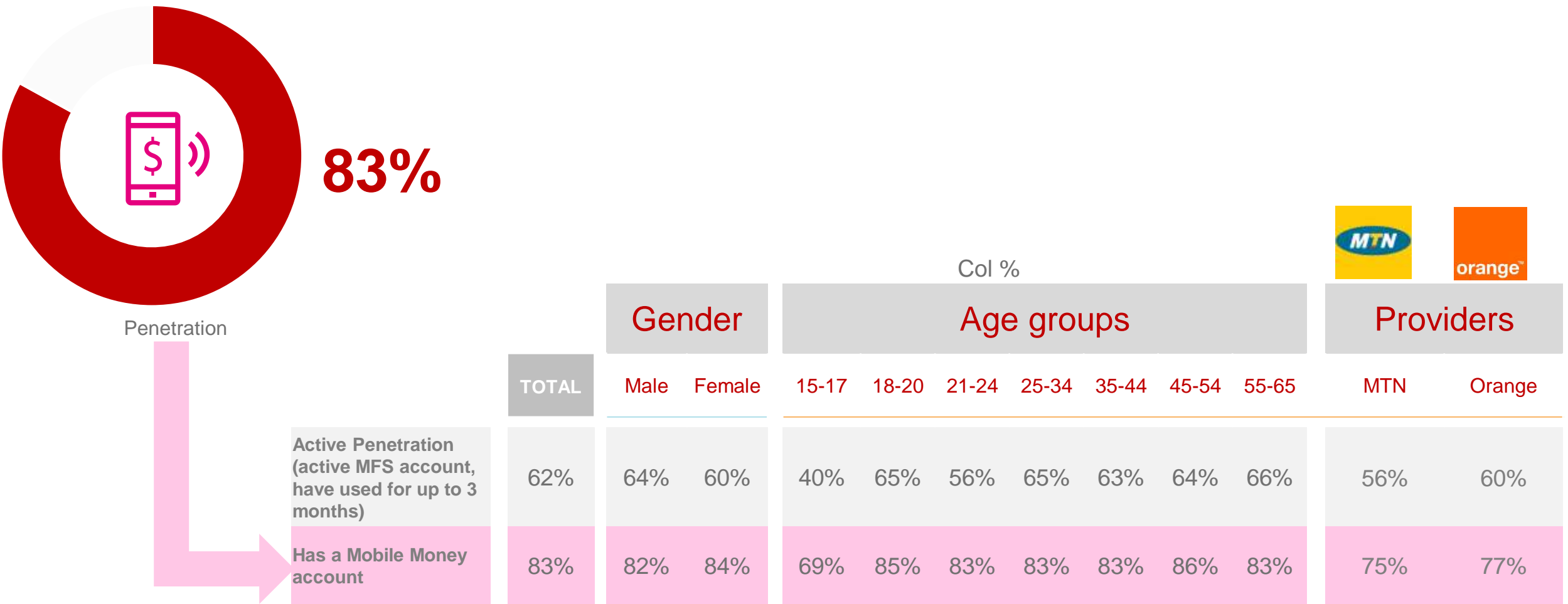


2.1

Penetrations & Brand Choice

Penetration of Mobile Finance Services (MFS)

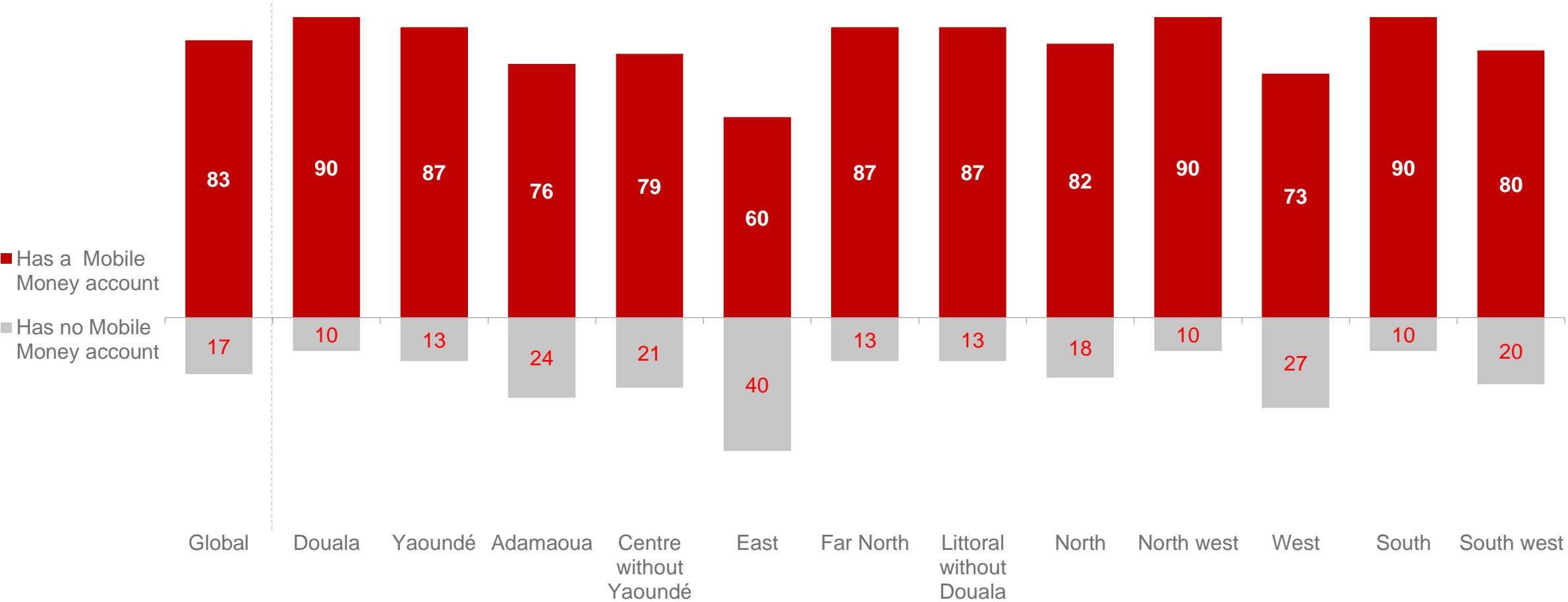
The penetration of MFS is considerable: a bit more of 8 subscribers over 10 have a MFS account while around 6 of them over 10 are active on MFS as they have used their account up to 3 months. Male and those aged above 25 years are the more actives.



F6. With which of these mobile money operators do you currently have a mobile money account that you have used in the last 3 months?
F1c. Which of the following mobile money services have you used in the last 3 months?

Penetration of Mobile Finance Services (MFS)

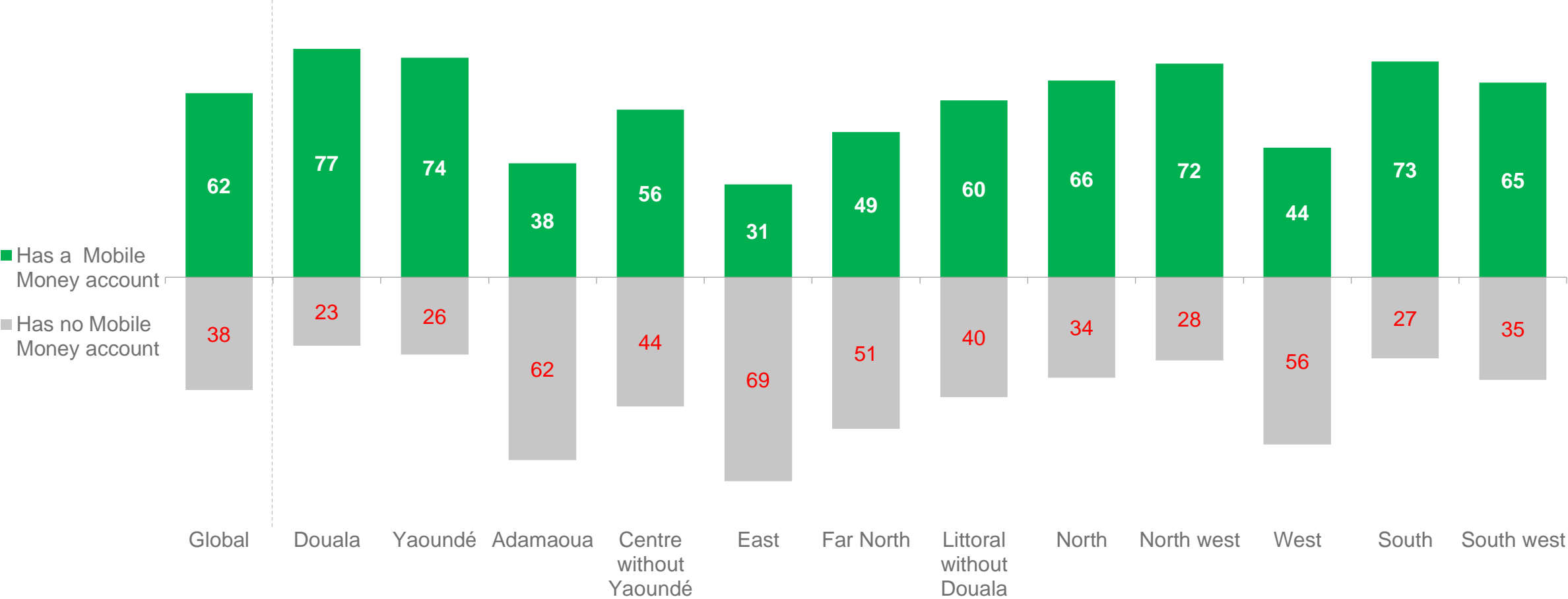
Douala and Yaoundé are the major markets for MFS. A lot of work need to be done in the East, West and Adamawa to convert them to adopt the MFS.



F1c. Which of the following mobile money services have you used in the last 3 months?

Active penetration of Mobile Finance Services (MFS)

Douala and Yaoundé are still the major markets for active mobile money accounts.



F1c. Which of the following mobile money services have you used in the last 3 months?

Active penetration of Mobile Finance Services (MFS)

Active MFS subscribers are a bit more connected to OM than MoMo. EUM, UBA and YUP are still weak in the market. Female use more MoMo than OM. OM is leading in all the regions except in the NOSO and West regions. OM is globally for youngsters while MoMo is for elders.

	GLOBAL	Male	Female	Douala	Yaounde	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	Northwest	West	South	Southwest	15-17 YO	18-20 YO	21-24 YO	25-34 YO	35-44 YO	45-54 YO	55-65 YO
Orange Money	60%	65%	54%	67%	71%	62%	64%	62%	97%	66%	85%	7%	56%	80%	7%	41%	61%	63%	64%	51%	43%	63%
MTN Mobile Money	56%	53%	60%	60%	42%	45%	54%	41%	28%	54%	41%	98%	56%	37%	99%	63%	48%	50%	56%	66%	70%	74%
EXPRESS UNION MOBILE	2%	3%	2%	3%	3%	5%	4%	2%	1%		3%	1%	1%	3%			2%	1%	3%	2%	2%	4%
UBA	1%	2%	0%	4%	2%		1%						2%		1%		2%	2%	1%			
YUP	1%	1%	1%	2%	1%			2%	1%		4%							1%	1%	1%		4%

Reasons for subscribing to MFS 1/3

According to users, subscribing to MFS is very helpful: it mostly makes life easier and allows to avoid travelling and save time. These reasons have the same importance across age groups...



Age groups		
15-24 YO	25 - 44 YO	45 -65 YO
68%	70%	75%
65%	66%	74%
58%	61%	62%
45%	42%	49%
38%	34%	38%
37%	32%	31%
31%	30%	33%
2%	3%	4%

Reasons for subscribing to MFS 2/3

...and providers...

Reasons for subscribing to a money transfer and mobile payment service In%	Orange Money	MTN Mobile Money	EXPRESS UNION MOBILE	UBA	YUP
It makes my life easier	67%	73%	75%	88%	67%
This allows me to avoid travelling	71%	65%	72%	76%	67%
This saves time	57%	63%	59%	65%	50%
The system is reliable	44%	44%	50%	29%	33%
This makes me economically independent	38%	34%	25%	24%	33%
This allows me to make purchases	37%	34%	31%	41%	33%
Prices are affordable	32%	31%	41%	29%	17%
To send and receive money	4%	3%	6%	0%	8%

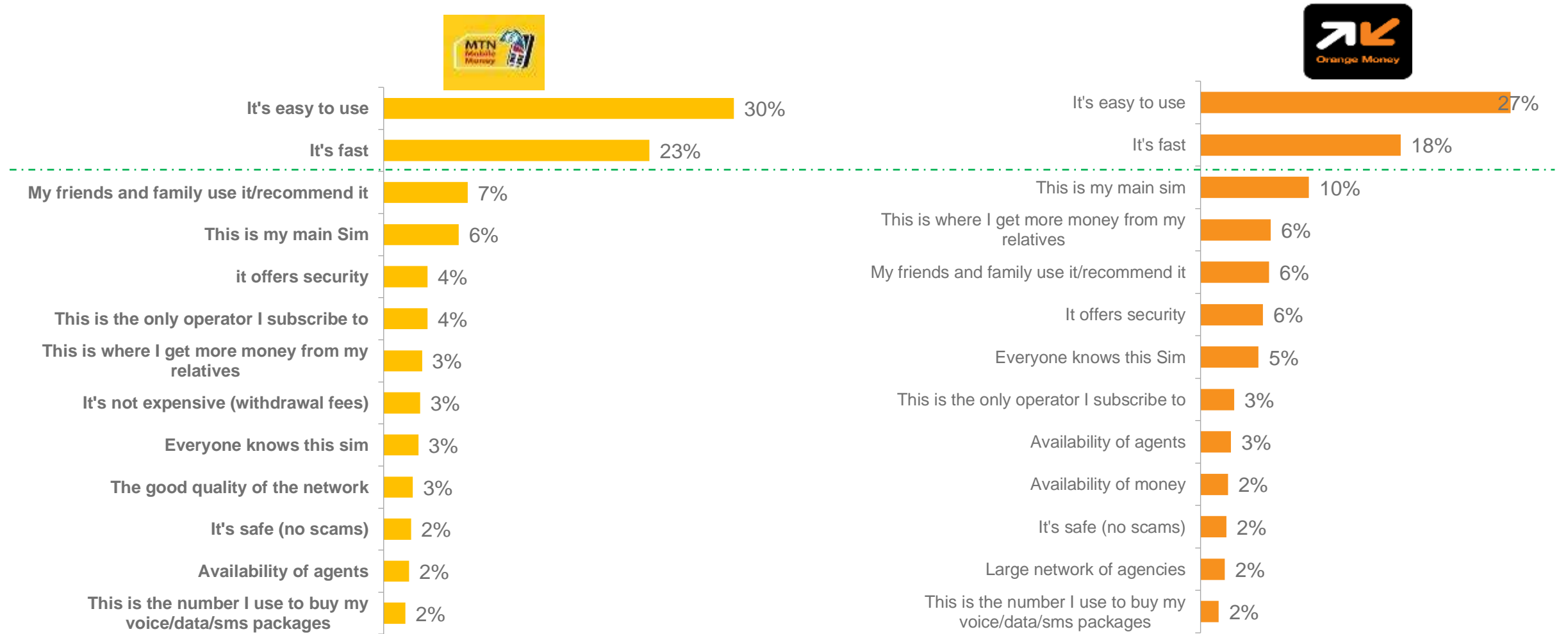
Reasons for subscribing to MFS 3/3

...and regions.

Reasons for subscribing to a money transfer and mobile payment service In%	OVERALL	Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west
It makes my life easier	69%	74%	70%	66%	76%	45%	67%	73%	54%	75%	60%	76%	76%
This allows me to avoid travelling	67%	75%	81%	48%	78%	28%	69%	80%	69%	43%	73%	80%	37%
This saves time	60%	60%	60%	70%	57%	40%	60%	54%	55%	67%	60%	69%	56%
The system is reliable	43%	47%	36%	66%	54%	21%	49%	40%	52%	35%	43%	48%	33%
This makes me economically independent	36%	36%	30%	49%	42%	24%	36%	36%	48%	21%	44%	51%	26%
This allows me to make purchases	34%	37%	35%	44%	40%	10%	43%	39%	39%	24%	30%	36%	25%
Prices are affordable	31%	34%	28%	25%	47%	9%	28%	33%	55%	20%	35%	40%	22%
To send and receive money	3%	5%	1%	1%	2%	10%	1%	4%	8%	2%	1%	1%	

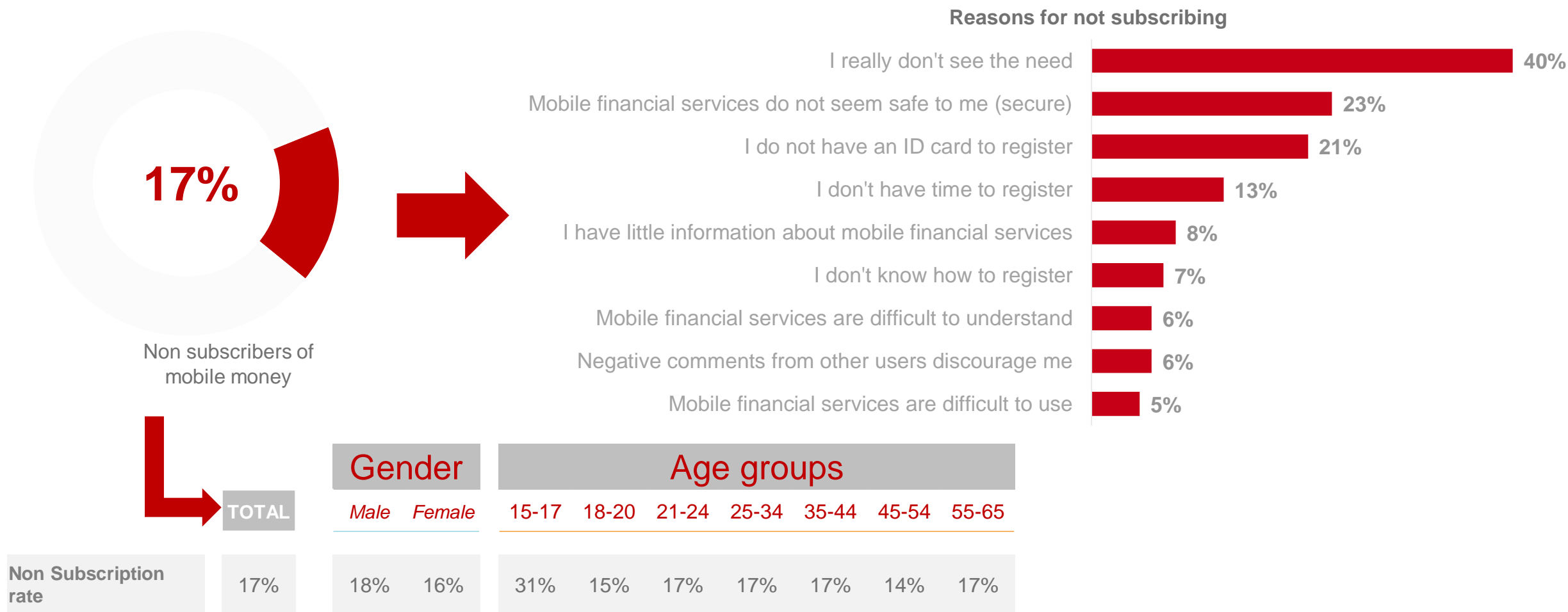
Main reasons for using an operator

Both MoMo and OM are chosen because they are easy to use and they are fast. For these 2 specific reasons, MoMo is a bit more better evaluated.



Reasons of non-subscription 1/2

Apart from the fact that majority of non current subscribers of MFS don't really need it, there is still a good proportion of people that think the services are no safe. Youngsters (less than 25 YO) are the most resistant to subscription.



F6. With which of these mobile money operators do you currently have a mobile money account that you have used in the last 3 months?
F19a. Why are you not currently using mobile money services?

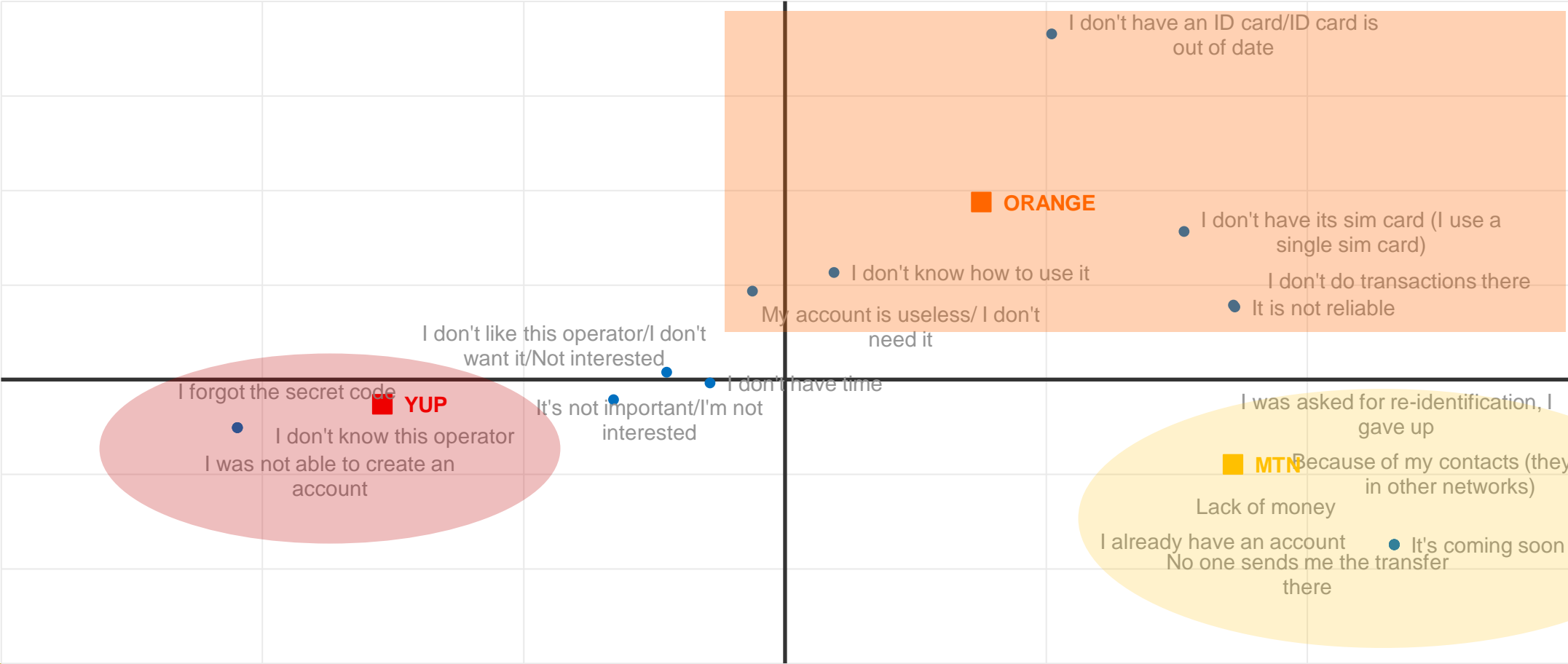
Reasons of non-subscription 2/2

The lack of interest is the main reason for non subscription in all the regions.

	OVERALL	Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	North west	West	South	South west	MTN	Orange
I really don't see the need	40%	50%		17%	45%	41%	50%	50%	44%	50%	57%	47%	36%
Mobile financial services do not seem safe to me (secure)	23%	50%		8%	9%	36%	17%		31%		29%	24%	24%
I do not have an ID card to register	21%	25%		8%	18%	23%	17%	25%	38%		14%	12%	16%
I don't have time to register	13%	50%		8%	18%	9%			19%		14%	12%	11%
I have little information about mobile financial services	8%	25%		8%		9%			13%		14%	3%	9%
I don't know how to register	7%	25%			9%	9%		25%		50%		9%	7%
Mobile financial services are difficult to understand	6%			8%		14%			6%			6%	4%
Negative comments from other users discourage me	6%		33%		9%	9%					14%	9%	4%
Mobile financial services are difficult to use	5%	25%			9%	5%					14%	3%	7%
The registration process is time consuming	3%			17%		5%						3%	4%
I have just bought a sim card	3%				9%	5%	17%					6%	2%

Main reasons for not using an operator

The reasons for not using some providers vary significantly. MTN is not chosen by the current MFS subscribers because they have been asked for re identification, they don't have contacts with MTN sim card, they don't want to become a multi sim user and they don't have money.



SUMMARY #1

- Around 6 subscribers over 10 are active on MFS as they own an active account. But around 8 subscribers over 10 have a mobile money account. Males and those aged above 25 years are the more actives.
- Douala and Yaoundé are the major markets for MFS. But the penetration is very low in the East, West and Adamawa regions.
- Active MFS subscribers are a bit more connected to OM than MoMo. Female use more MoMo than OM. OM is leading the market in all the regions except in the NOSO and West regions. Also, OM is globally for youngsters while MoMo is for elders.
- Current subscribers agree that MFS are very helpful as they makes life easier, they allow to avoid travelling and to definitely save time.
- The perception of MFS as not safe (security) is still a big barrier for non subscribing.
- Youngsters (less than 25 YO) are the most resistant to subscription

RECOMMENDATIONS #1

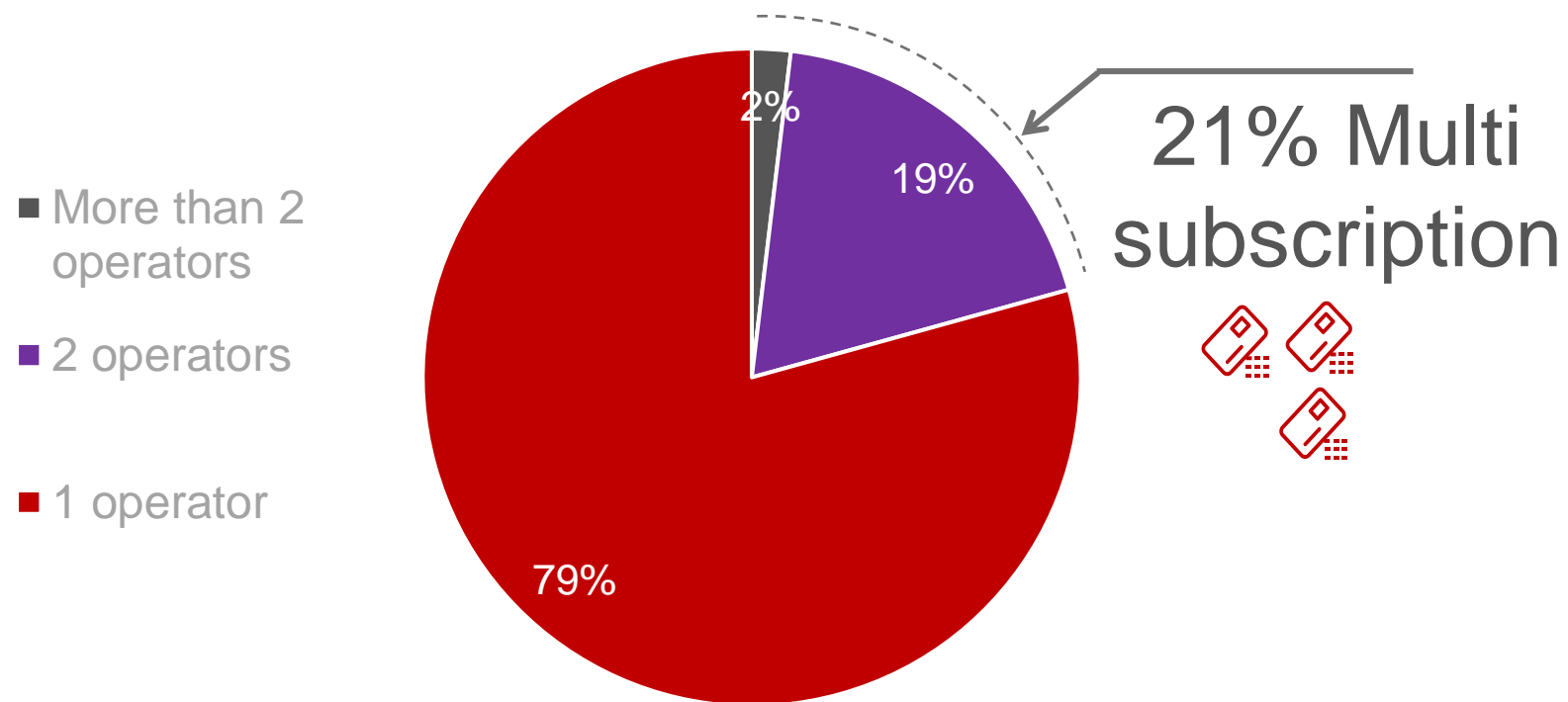
- MTN should continue educating its subscribers on the advantages of using MoMo: makes life easier, avoid travelling, save time, simple to use, good geographical coverage, etc. An emphasis should be put on reliability and security of the MoMo.
- Launch a big recruitment campaign focusing:
 - In Douala & Yaoundé as the 2 cities are the major market and OM is leading in these cities
 - In the East, Adamawa, West and Far North regions as the penetration of the MFS is the lowest in these regions and OM is also overall leading there.
 - On youngsters (less than 25 YO) as OM is leading in this segment and also because they are the most resistant to subscription. They also constitute the consumption power of the future.



2.2 Multi Usage

Multi-subscription

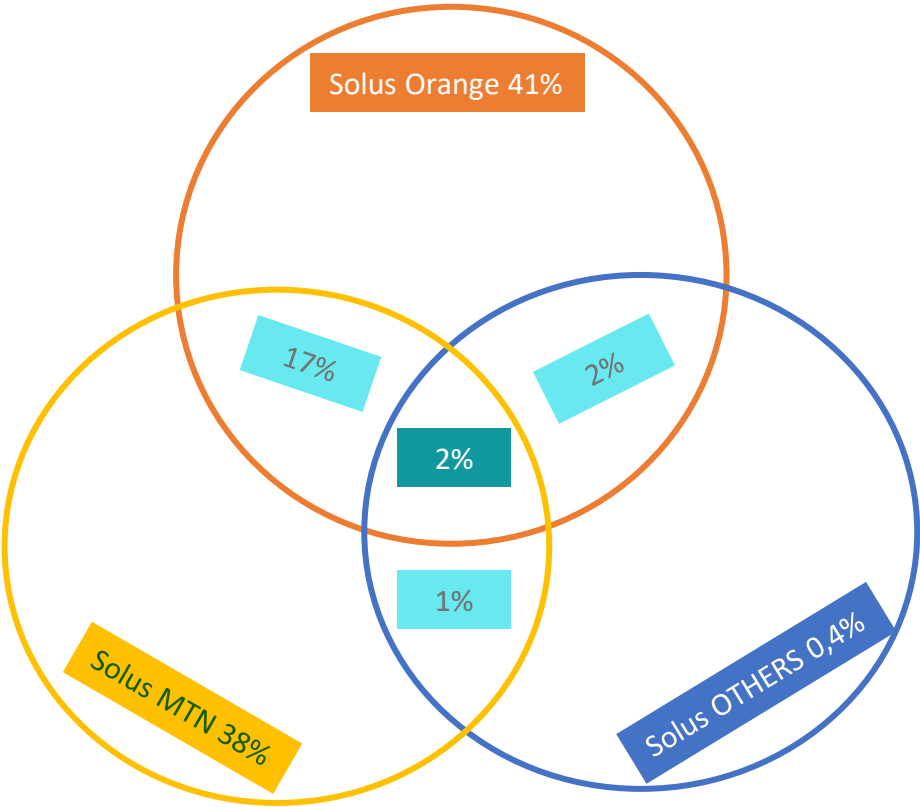
21% of telco subscribers in Cameroon are connected to more than one operator for MFS.



Multi-subscription in details 1/2

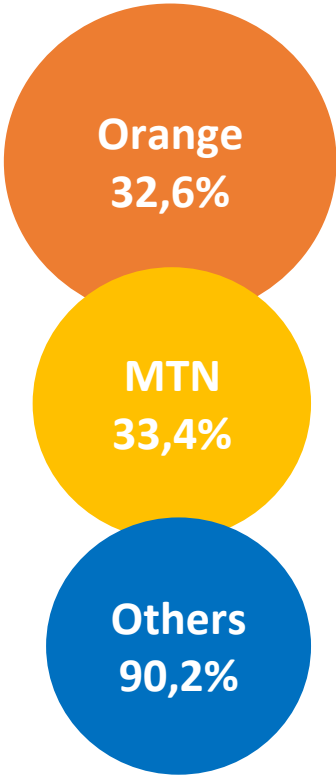
Subscribers seem to be more stable with OM as Orange has the biggest (41%) base of solus MFS subscribers. Consequently, OM has the smallest percentage of multi subscribers in its database.

Subscription distribution %



Base: All the market

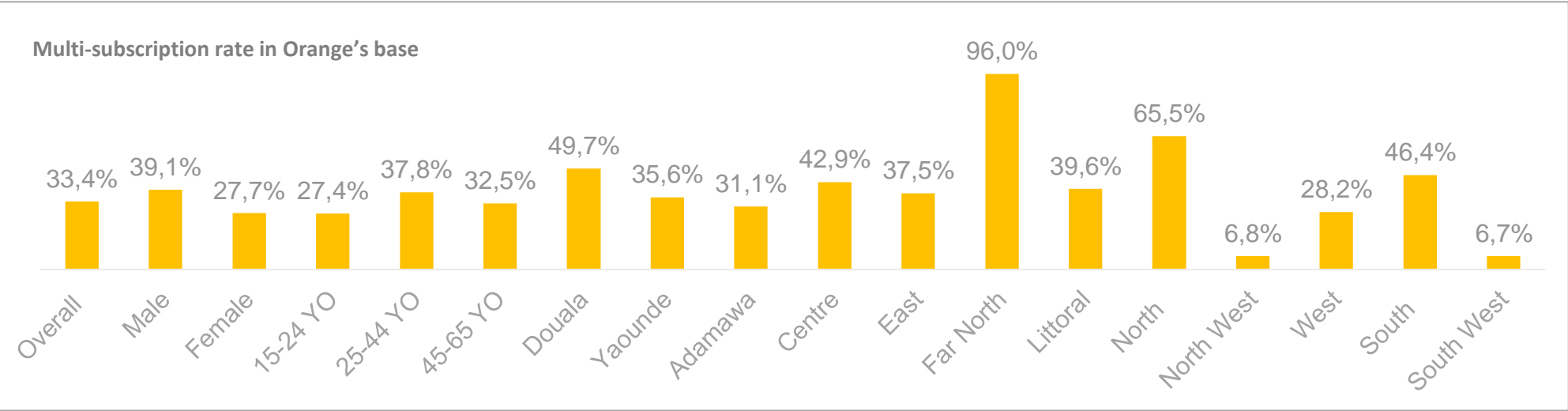
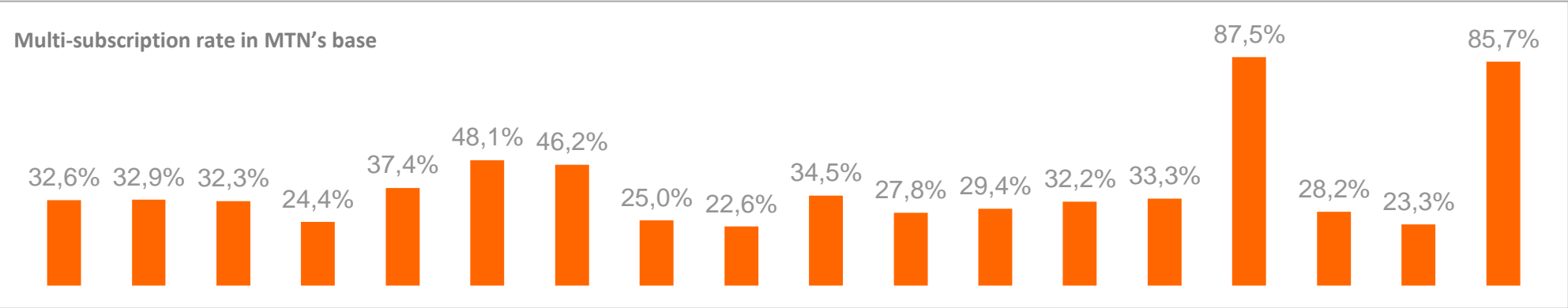
Multi-subscription per operator



Base: each operator

Multi-subscription in details 2/2

In MTN’s database, the biggest part of multi subscribers is found in the Far North and then in the North regions. Orange MFS multi subscribers are more found in NOSO.



Multi usage (different operators) – reasons

Majority of subscribers using 2 or more different operators for MFS do so because they are multi sim users with these operators. They also want to be able to continue using the services in case one of the operators has some network issues.

21%

Of subscribers use
different operators

Because I have contacts with both operators	44%
In case of network problems with one operator	18%
To facilitate transactions	16%
To benefit from the services of each operator	7%
Because I have two sims cards	4%
Because the financial account I had with the other operator had been hacked	1%

Multi sims (same operators) – reasons

Only 8% of the subscribers have more than one MFS account with the same provider. They mostly do so because of identification issues and for security seeking.

8%

Of subscribers use more than 1 SIM card from the same operator

For identification problems	13%
For security reasons	12%
In case a sim card has problems	8%
A private sim card	5%
Because financial transactions are limited	4%
One to buy airtime credit	4%
The other sim card is for business purposes	4%
To please a commercial	3%
Lost sim card	3%
Because I have two phones	2%
To differentiate my contacts	1%
The other was not reading my new phone	1%
One to save money	1%
No specific reason	41%

SUMMARY #2

- 21% of telco subscribers in Cameroon are connected to more than one operator for MFS. They are MFS multi simmers because they are telco multi simmers with these operators. They also want to be able to continue using the services in case one of the operators has some network issues.
- Subscribers seem to be more stable with OM as Orange has the biggest (41%) base of solus MFS subscribers. In MTN's database, the biggest part of multi MFS subscribers is found in the Far North and then in the North regions. Orange MFS multi subscribers are more found in NOSO.

RECOMMENDATIONS #2

As the multi MFS subscription can be considered as an opportunity, MTN should continue working to have the best network in terms of coverage and stability. This will be an advantage for the permanent availability and quality of the MoMo service.



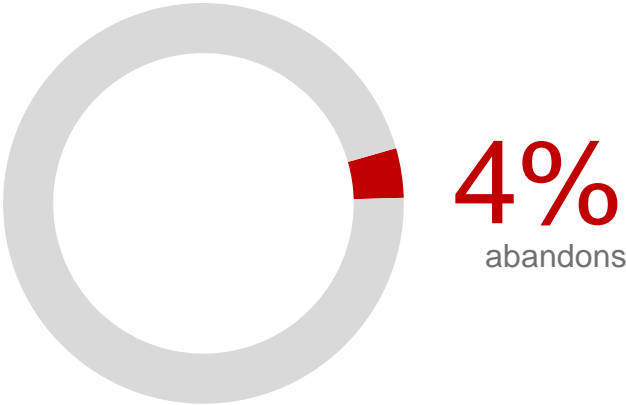
2.3

Brand Loyalty

Churn

Only 4% of the subscribers have abandoned their MFS operator to adopt another one. Most of time, they do so because they lost their phone, their account is blocked or because of identification issues.

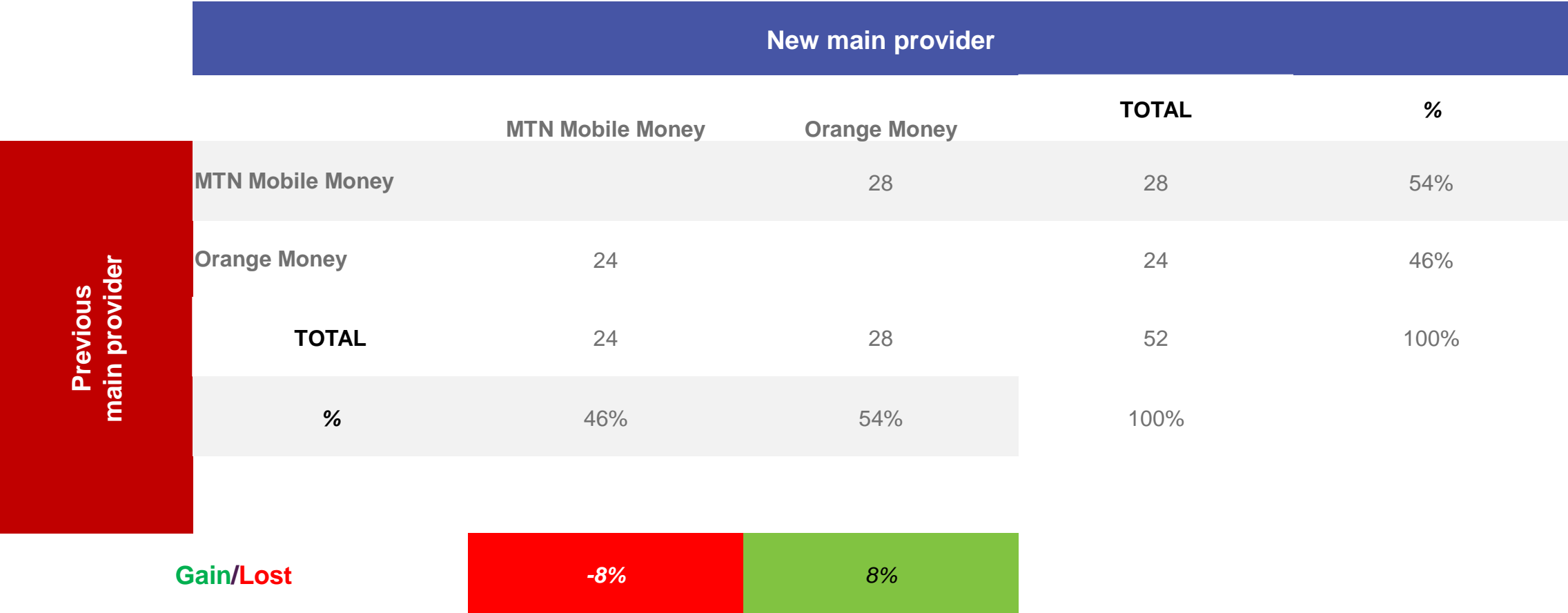
Abandonment of a mobile money account
In%



Operators abandoned	Reasons for abandoning	
	MTN Mobile Money	Orange Money
	4%	3%
Lost phone	47%	44%
Account blocked	20%	26%
Identification problem	17%	4%
Network problem	10%	5%
Looking for bonus	3%	4%

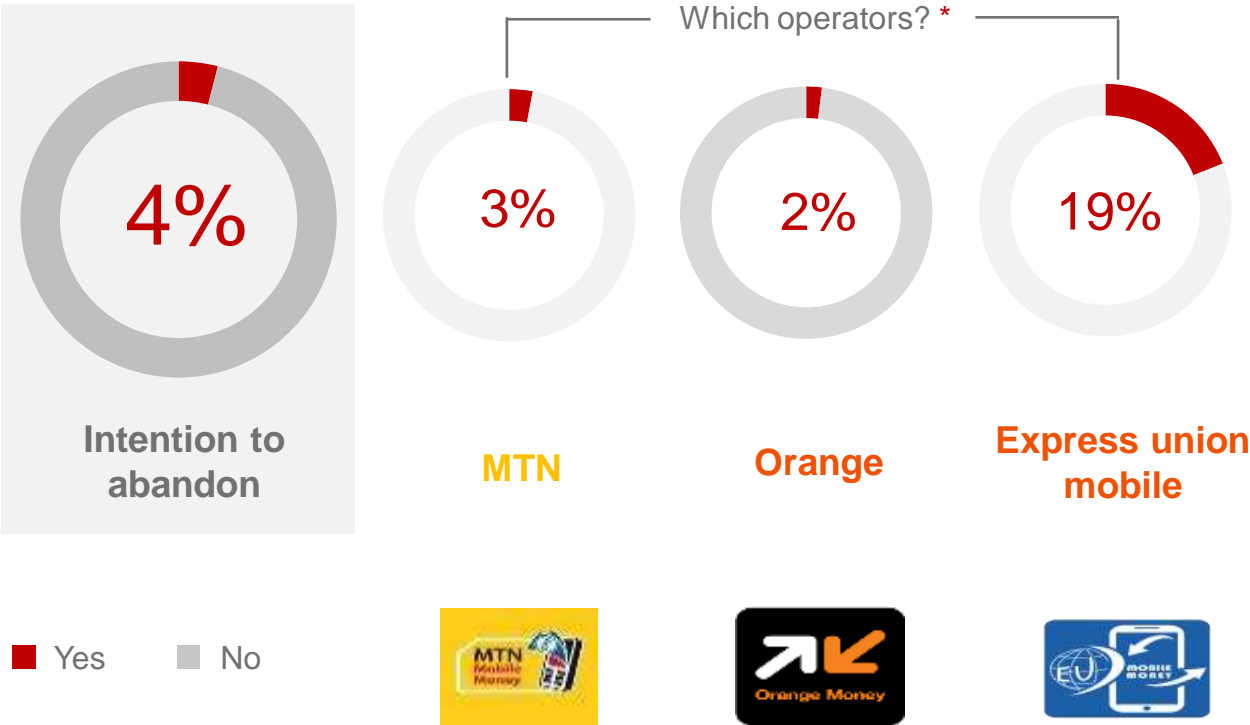
Gain & lost analysis

During the churn, MoMo registered a lost in favor of OM.



Intention to abandon a mobile money account

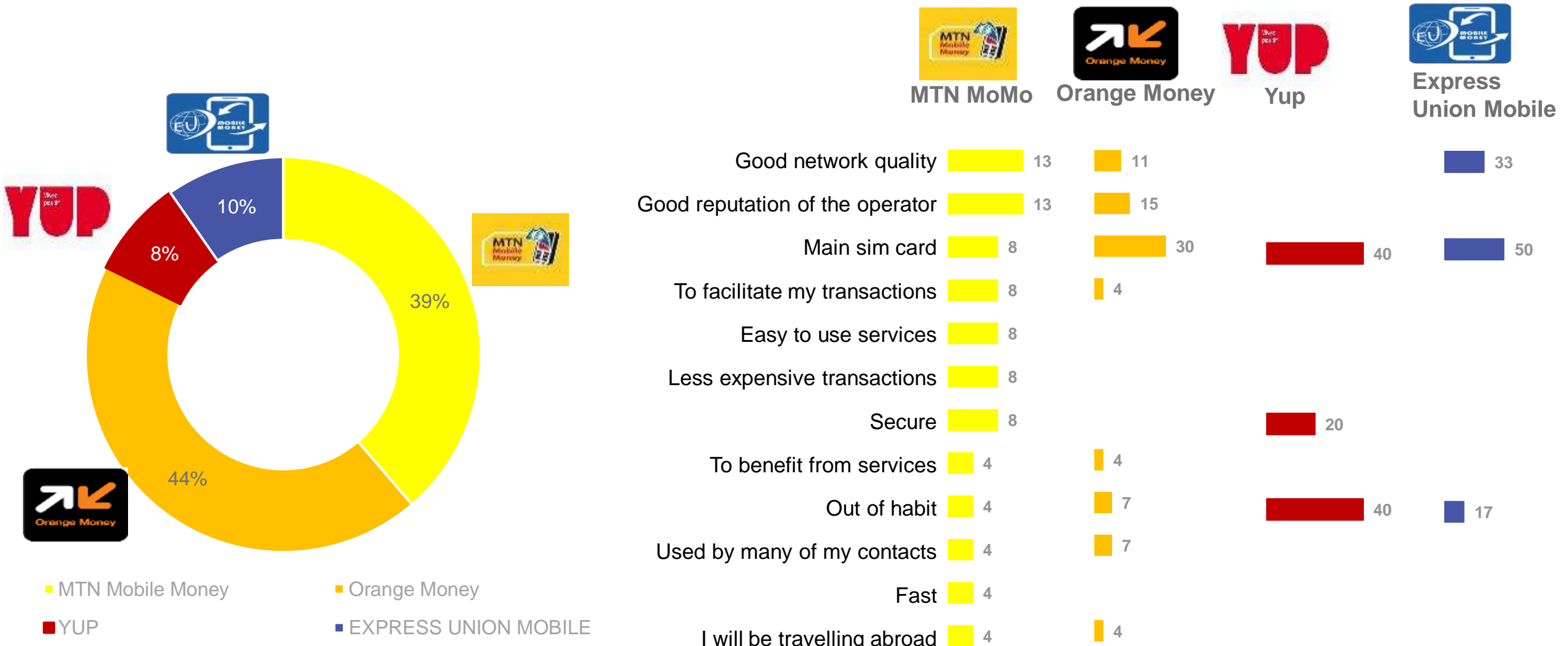
Current MFS subscribers intend to change very less during the next coming 3 months. EUM would recorded the biggest lost...



F9c. Over the next 3 months, to what extent will you continue to use the mobile money services of....

Network to connect by abandonnists

...And OM would recruit a bit more than MoMo, meaning OM is the most attractive. OM is more attractive as most of the subscribers mainly use Orange.



SUMMARY #3

- The last 3 months churn and intention to churn during the next coming 3 months in the MFS area are very low: only 4% have churned or intend to churn. This means that MFS subscribers are very stable when they are satisfied.
- Regarding the last 3 months churn, MoMo registered a lost in favor of OM. Moreover, OM is more attractive than MoMo as OM would overall recruit a bit more subscribers who intent to churn in the future.

RECOMMENDATIONS #3

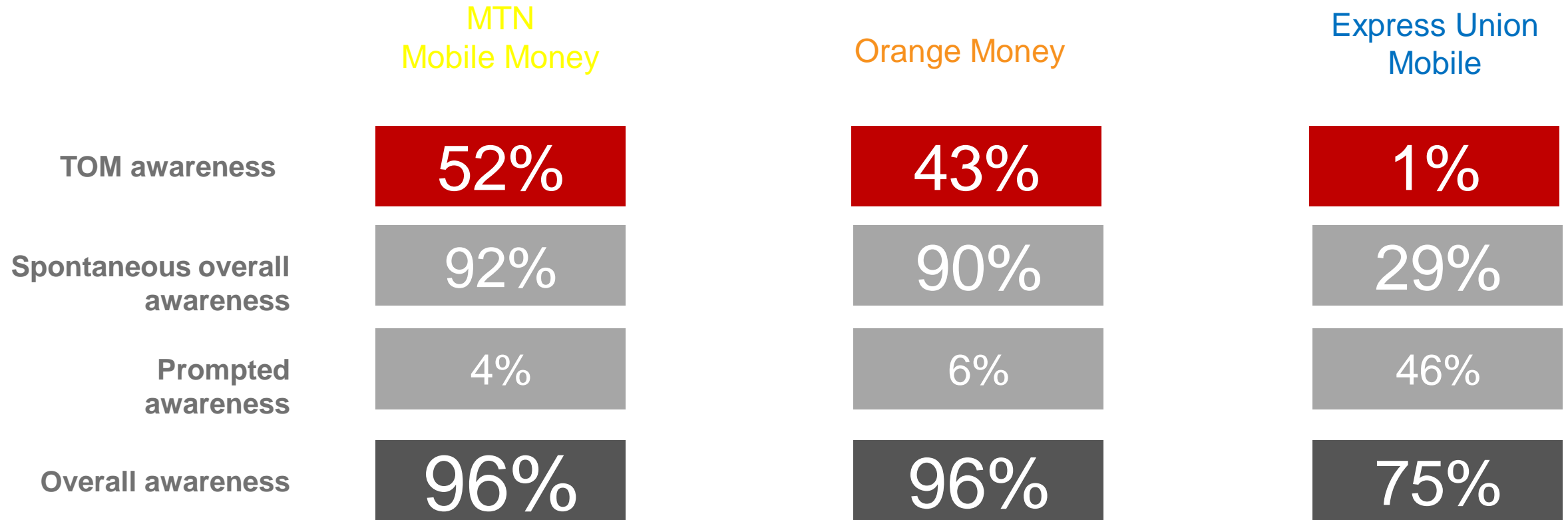
MTN should continue working to make MoMo more appealing and attractive. This can be done in focusing on the good quality of its network, the good reputation of MTN, low tariffs, security and rapidity of the system.



2.4 Brand performance

Mobile money operators Awareness

MoMo TOM awareness is very high compared to the one of OM. Consequently, MoMo is spontaneously more known than OM. But in term of total awareness, both brands are equal.



Focus on the TOM awareness

MoMo TOM awareness is very high compared to the one of OM across gender and age groups...

	BASES	Gender		Age			
		TOTAL	Male	Female	15-24 YO	25 - 44 YO	45 -65 YO
		1 258	665	593	519	641	98
MTN Mobile Money		51,8%	47%	57%	48%	53%	61%
Orange Money		43,2%	47%	39%	46%	43%	32%
Express Union Mobile		1,3%	1%	1%	1%	1%	2%

Focus on the TOM awareness by region

...But in the regions, MoMo TOM awareness is lower than the one of OM in Yaoundé, Adamawa, East, Far North, North and South.

	OVERALL	Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west
Base	1 258	235	217	85	80	48	82	77	58	113	104	69	90
MTN Mobile Money	51,8%	54%	41%	39%	47%	38%	18%	47%	48%	89%	60%	37%	88%
Orange Money	43,2%	40%	53%	57%	44%	52%	78%	47%	49%	7%	38%	59%	9%
Express Union Mobile	1,3%	2%	1%		2%			3%		2%	1%	3%	1%

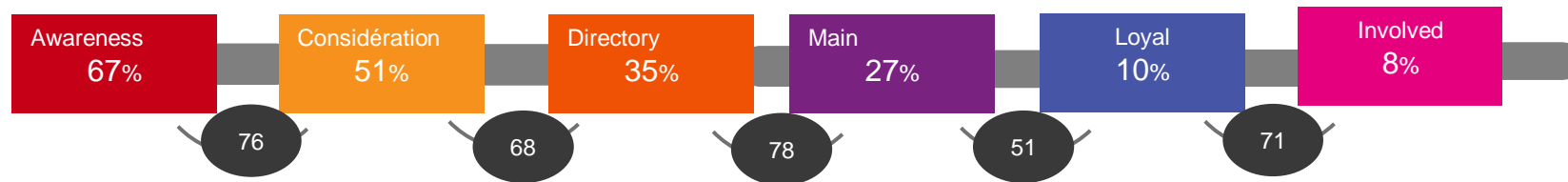
Brand funnel indicators

The graph below describes the market modeling process from brand awareness until it is adopted as the main brand. It has 6 main stages :

The six steps of the **funnel** are explained below :

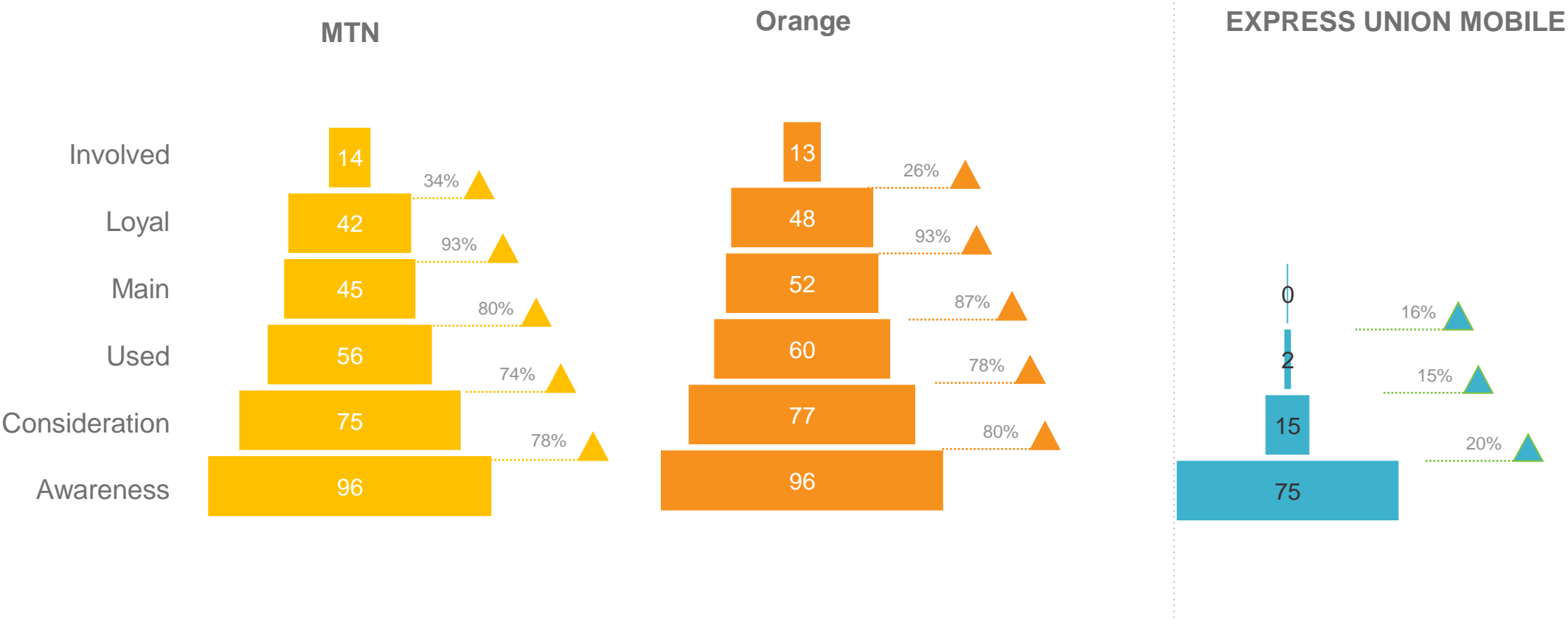
- **Spontaneous Awareness:** Spontaneously Known Brand
- **Consideration:** Brand used and projected
- **Directory:** Brand currently used
- **Primary brand:** Brand mainly used by respondents
- **Faithful:** Brand mainly used with an intention to continue using it
- **Involved:** Subscribers are loyal and recommend brand (9 & 10)

The **conversion rate** is the percentage of respondents who were converted to the next step by the brand. In the example below, a score of (76) represents the proportion of respondents who know the brand (67) and have tried it (51)



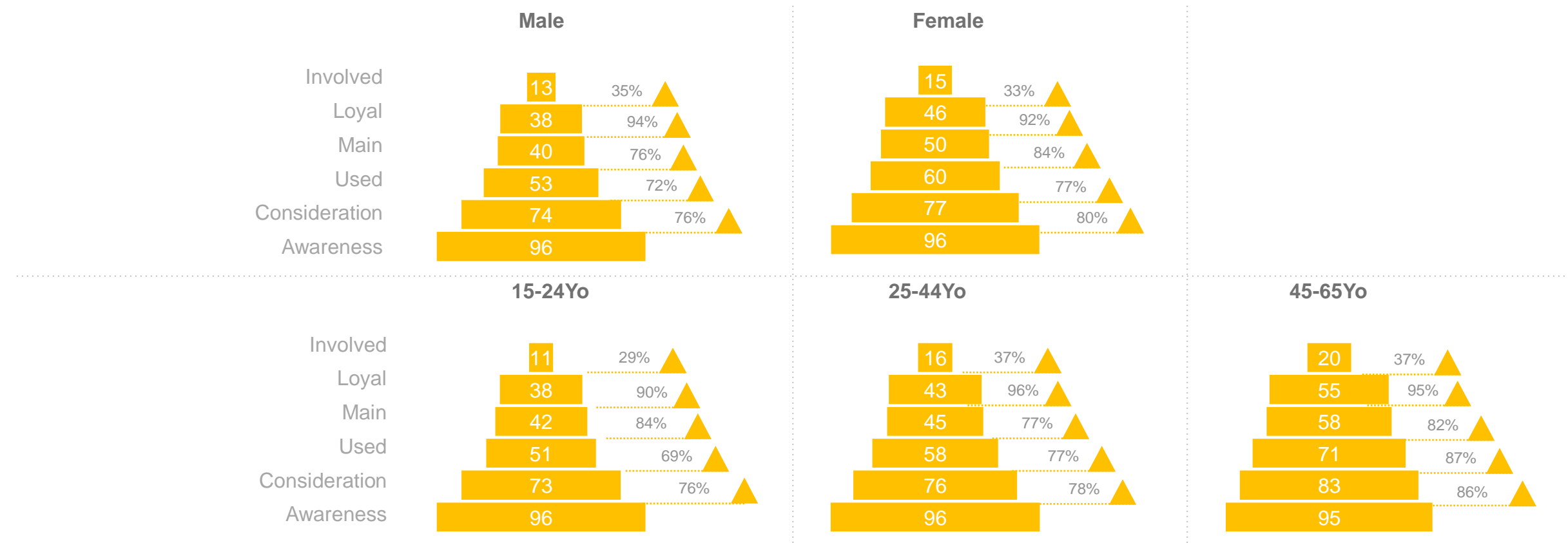
Brand funnel

In terms of usage, OM is superior to MoMo as the brand recorded a better score on consideration, Usage, main usage and loyalty. Moreover, OM also registered better conversion rate at each steps from consideration to loyalty.



Brand funnel – focus on MTN

When focusing only on MoMo, the service is more performing amongst female than male. Also, the performance of adults (45-65 YO) is better those of youngsters a young adults (25-44 YO).



Brand funnel -by region

MoMo is very performant in the Center without Yaoundé and NOSO while OM is very performant in Yaoundé, Adamawa, East, Littoral without Douala, North and South.

%													
FUNNEL MTN	Global	Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west
Involved	14	11	10	19	17	14	7	9	10	28	6	7	37
Loyal	42	39	30	35	36	29	8	40	24	93	46	25	83
Main	45	41	31	36	39	33	8	42	24	97	50	27	99
Used	56	60	42	45	54	41	28	54	41	98	56	37	99
Consideration	75	74	67	70	74	71	76	64	79	99	70	63	99
Awareness	96	98	98	93	99	86	95	94	96	100	88	99	100
FUNNEL ORANGE													
Involved	13	12	15	20	12	16	25	17	18		9	16	1
Loyal	48	54	61	55	49	50	82	52	72	1	37	72	1
Main	52	56	66	58	59	52	88	56	75	1	44	73	1
Used	60	67	71	62	64	62	97	66	85	7	56	80	7
Consideration	77	80	86	83	86	78	99	80	93	36	78	92	40
Awareness	96	98	100	88	99	95	100	97	100	91	90	99	92
FUNNEL EXPRESS UNION MOBILE													
Involved													
Loyal													
Main	0	2	1	0	0	0	0	0	0	0	0	0	0
Used	2	5	4	2	1	0	3	1	1	3	0	3	3
Consideration	15	22	27	12	15	8	24	10	14	9	18	14	13
Awareness	75	73	87	59	77	67	68	69	62	80	76	82	81

Main provider

In the MFS Cameroonian market, OM is still very strong as it is used as main provider in almost all the regions except in the West and NOSO.

	Global	Male	Female	15-24 Years old	25 - 44 Years old	45 -65 Years old	Douala	Yaounde	Adamaoua	Central without Yaounde	East	Far North	Littoral without Douala	North	North West	West	South	South West
	Base 1 258	665	593	519	641	98	235	217	85	80	48	82	77	58	113	104	69	90
Orange Money	52%	57%	46%	54%	52%	38%	56%	66%	58%	59%	52%	88%	56%	75%	1%	44%	73%	1%
MTN Mobile Money	45%	40%	50%	42%	45%	58%	41%	31%	36%	39%	33%	8%	42%	24%	97%	50%	27%	99%

F7a. When you consider all the mobile money operators with whom you have an active mobile money account, which one do you use the most to send, receive money or make mobile money purchases? ⁵⁸

Main mobile money provider Vs Main GSM provider

Most of time, the main MSF provider is also the main GSM provider.

		GSM Main Operator					
Main mobile Money Operator	Base	MTN	Orange	EXPRESS UNION	Others	TOTAL	
	MTN Mobile Money	641	88%	11%	1%	100%	88%
	Orange Money	733	6%	93%	1%	100%	6%
	Express Union Mobile		0%	100%	0%	100%	0%
	Others	15*	53%	44%	3%	100%	53%

*: Low base

Usage frequency

Frequency of use of MTN MoMo	OVERALL	Male	Female	15-24 Years old	25 - 44 Years old	45 -65 Years old
5 or more times a day	5%	5%	4%	4%	5%	5%
2 to 3 times a day	14%	15%	14%	14%	15%	13%
Once per day	11%	11%	11%	11%	11%	9%
2 to 3 times a week	30%	33%	27%	34%	29%	23%
Once per week	10%	10%	10%	9%	10%	12%
2 to 3 times a month	19%	19%	20%	19%	19%	26%
Once per month	8%	5%	10%	6%	9%	9%
Once every 2 months	1%	0%	2%	1%	1%	1%
Once per quarter	0%	1%	0%	1%		
Less than once a quarter	1%	1%	1%	0%	1%	1%
Monthly average	13	14	12	13	13	12
Frequency of use of Orange Money						
5 or more times a day	4%	4%	2%	2%	4%	4%
2 to 3 times a day	12%	13%	12%	11%	13%	10%
Once per day	8%	9%	7%	10%	7%	4%
2 to 3 times a week	36%	37%	35%	39%	34%	35%
Once per week	9%	9%	10%	8%	10%	6%
2 to 3 times a month	21%	20%	22%	18%	23%	35%
Once per month	7%	7%	7%	8%	6%	6%
Once every 2 months	1%	1%	1%	2%	0%	
Once per quarter	1%	1%	1%	1%	1%	2%
Less than once a quarter	0%	0%	1%	1%	0%	
Monthly average	12	12	11	12	12	10
Frequency of use of Express Union Mobile						
5 or more times a day	2%		5%	10%		
Once per day	4%	4%	5%		6%	
2 to 3 times a week	4%	8%			6%	
Once per week	2%	4%			3%	
2 to 3 times a month	8%	8%	9%		9%	20%
Once per month	25%	35%	14%	20%	27%	20%
Once every 2 months	6%	4%	9%	20%	3%	
Once per quarter	4%	4%	5%		3%	20%
Less than once a quarter	4%	4%	5%	20%		
Monthly average	4	5	4	4	5	1

Market shares (volume)

OM is globally the MFS market leader in volume. The gap between OM and MoMo is only 3%. Orange is leading amongst male while MoMo is leading amongst female. OM is also leading amongst the youngsters and in all the regions except in the NOSO.

	Mobile Money				GSM	
	MTN	ORANGE	EU MOBILE	OTHERS	MTN	ORANGE
GLOBAL	46,3%	49,6%	1,9%	2,3%	49,1%	44,6%
Male	43%	52%	2%	3%	46%	48%
Female	51%	46%	2%	1%	53%	41%
15-24 YO	44%	53%	1%	2%	47%	47%
25-44 YO	47%	49%	2%	2%	50%	43%
45-65 YO	56%	38%	2%	4%	55%	38%
Douala	44%	50%	2%	5%	45%	51%
Yaoundé	35%	59%	3%	3%	44%	52%
Adamawa	39%	54%	4%	2%	49%	41%
Centre without Yaoundé	43%	51%	4%	2%	49%	47%
East	39%	58%	2%	2%	47%	41%
Far North	22%	76%	1%	1%	37%	62%
Littoral withthout Douala	44%	55%	0%	1%	46%	48%
North	31%	64%	2%	3%	38%	53%
North West	93%	6%	1%	0%	73%	10%
West	49%	49%	1%	1%	53%	42%
South	31%	67%	2%	0%	36%	60%
South West	92%	6%	0%	2%	79%	10%

F6. With which of these mobile money operators do you currently have a mobile money account that you have used in the last 3 months?

Market shares (value)

In value, OM is still the leader, but this time, the gap between OM and MoMo is bigger (6%).

	MTN	ORANGE	EU MOBILE	Others
GLOBAL	45,1%	51,2%	1,6%	2,1%
Male	42%	53%	1%	3%
Female	49%	48%	2%	1%
15-24 YO	48%	48%	2%	2%
25-44 YO	44%	52%	2%	2%
45-65 YO	44%	56%	0%	0%
Douala	43%	54%	1%	1%
Yaoundé	30%	66%	2%	1%
Adamawa	47%	40%	13%	0%
Centre without Yaoundé	40%	56%	0%	4%
East	25%	61%	7%	7%
Far North	16%	77%	2%	5%
Littoral without Douala	40%	59%	0%	0%
North	56%	42%	0%	2%
North West	97%	0%	3%	0%
West	39%	49%	1%	11%
South	31%	69%	0%	0%
South West	92%	8%	0%	0%

MTN	ORANGE
51,2%	44,1%
49%	45%
54%	42%
43%	54%
54%	40%
64%	31%
45%	53%
47%	49%
65%	34%
63%	35%
48%	41%
28%	72%
41%	54%
41%	54%
71%	9%
48%	46%
39%	58%
86%	5%

SUMMARY #4

- MoMo TOM awareness is high compared to the one of OM. Consequently, MoMo is spontaneously more known than OM. But in term of total awareness, both brands are equal.
- The superiority of MoMo in TOM awareness is driven by the young adults and adults subscribers and also by Douala, Centre without Yaoundé, NOSO and West regions.
- Even if MoMo is leading in terms of TOM awareness, OM is leading in terms of usage: OM recorded the highest score on consideration, Usage, main usage and loyalty. Moreover, OM also registered better conversion rate at each steps from consideration to loyalty.
- In coherence with the TOM awareness, MoMo is very performant in terms of usage in the Center without Yaoundé and NOSO while OM is very performant in francophone regions.
- OM is still very strong as it is used as main MFS provider in almost all the regions except in the West and NOSO.
- Finally, OM is leading the MFS market both in volume and value. Orange is leading amongst male while MoMo is leading amongst female. OM is also leading amongst the youngsters and in all the regions except in the NOSO

RECOMMENDATIONS #4

MTN should set up a Marshall plan to conquer the French speaking regions in the MFS. This plan might include:

- To continue the actual campaign “c’est toi le Boss”;
- To built a very competitive tariff plan;
- To launch a loyalty program for MoMo;
- To deal with the managers of MFS points of sales to make them to be brand ambassadors for MoMo. This will imply for MTN to refresh its distribution policy that will give a little more benefits and advantages to the sellers and managers of points of sales.



2.5

Brand Image & Territory

BRAND IMAGERY-BRAND DIFFERENTIATOR APPROACH

MoMo has a better perception than the competition on “improved system and network stability”, “simple and easy to understand”. But OM is superior on “many of my relatives use it”, “available and responsive customer service”, “good coverage in points of sale”, “is the market leader in mobile money”

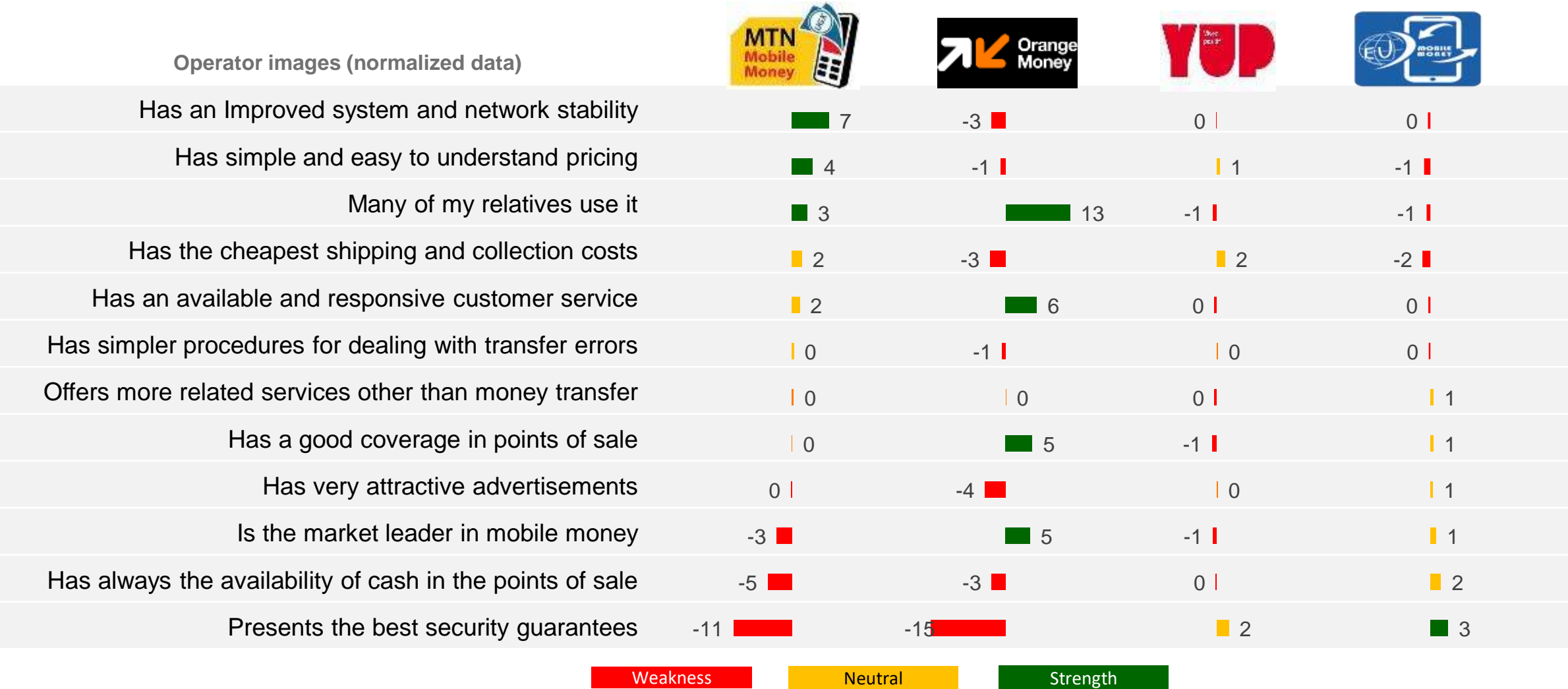


Image Score Index(ISI) Methodology

Individual level

For a respondent i , the image score for an operator j is given by the ratio of the number of attributes associated by i in favor of j .

For example, if we have n image attributes, and the individual i associates x_i attributes to MTN, y_i to Moov and z_i to Orange, then the image score for i for each operator is given by:

$$\text{Score}(i)_{\text{MTN}} = \left(\frac{x_i}{n}\right) \times 100$$

$$\text{Score}(i)_{\text{Moov}} = \left(\frac{y_i}{n}\right) \times 100$$

$$\text{Score}(i)_{\text{Orange}} = \left(\frac{z_i}{n}\right) \times 100$$

Global level

Here, we analyze in terms of image share. We consider 3 segments as follows:

$[0 - 50[$: Poor image

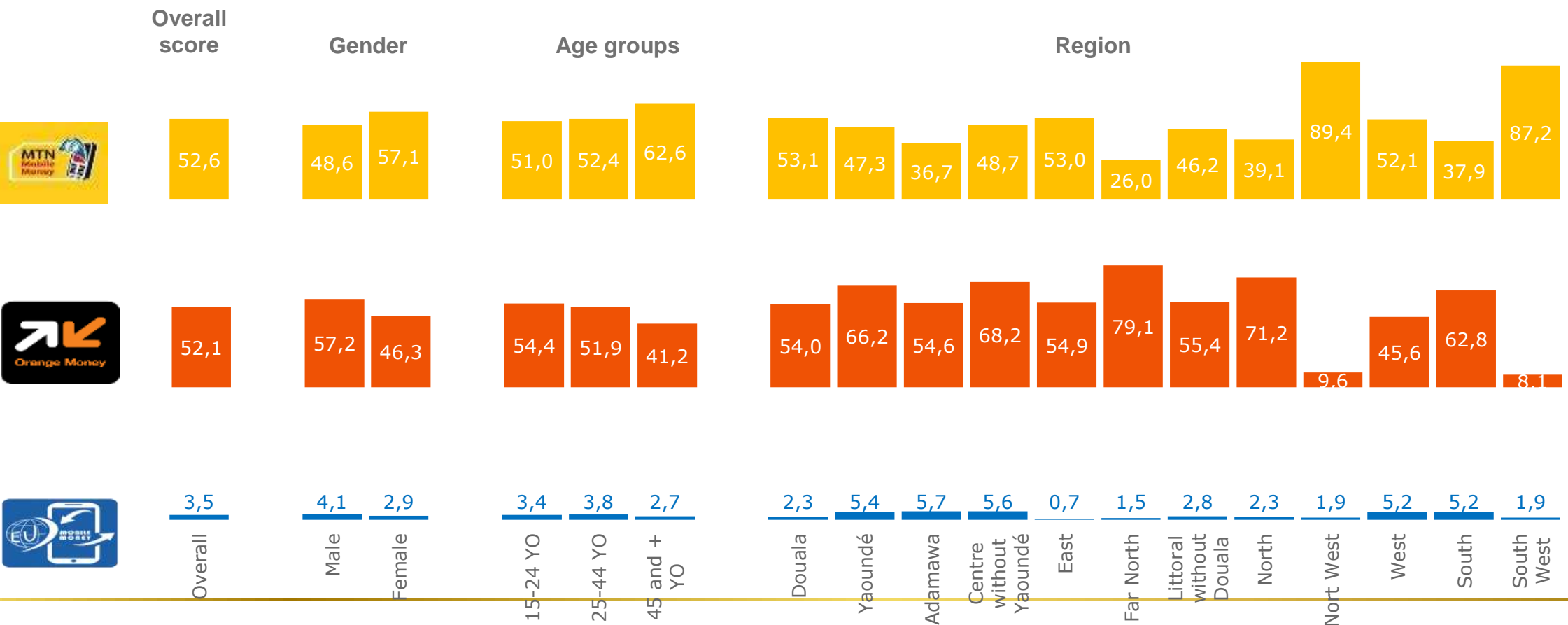
$[50 - 75[$: Medium image

$[75 - 100]$: Strong image

For each operator, it consists in having the rate of subscribers having either a poor, medium or strong perception of the brand.

Image Score Index (ISI)

Consequently to the strengths and weaknesses on the imagery items calculated above, MoMo is overall a bit more better perceived than OM. The same, male have a better perception for OM while female better perceive MTN. Also, OM is better perceived by youngsters while MoMo is better perceived by elders.



MOMO IMAGERY PER REGIONS


In the 2 main cities (Douala Yaoundé), MoMo is perceived to have simple and easy to understand pricing.



		Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west
Has simple and easy to understand pricing	58%	60%	56%	49%	50%	59%	20%	51%	45%	97%	56%	39%	94%
Has very attractive advertisements	57%	60%	53%	43%	54%	53%	32%	54%	44%	88%	54%	44%	87%
Has an Improved system and network stability	56%	55%	51%	45%	53%	64%	42%	51%	58%	76%	54%	52%	71%
Has a good coverage in points of sale	54%	56%	51%	47%	48%	48%	18%	42%	28%	95%	52%	40%	95%
Offers more related services other than money transfer (deposit and withdrawal)	54%	53%	48%	39%	50%	48%	23%	54%	42%	92%	52%	36%	89%
Has the cheapest shipping and collection costs	53%	58%	51%	30%	53%	45%	30%	49%	39%	84%	55%	35%	83%
Has always the availability of cash in the points of sale	53%	57%	45%	30%	49%	52%	20%	44%	35%	96%	54%	36%	95%
Has an available and responsive customer service	51%	50%	47%	29%	46%	53%	34%	40%	37%	91%	51%	36%	90%
Has simpler procedures for dealing with transfer errors	49%	46%	45%	30%	46%	53%	25%	42%	39%	88%	46%	39%	90%
Many of my relatives use it	49%	46%	40%	32%	48%	55%	16%	44%	34%	97%	51%	29%	94%
Is the market leader in mobile money	48%	48%	39%	42%	41%	52%	25%	35%	30%	92%	49%	29%	86%
Presents the best security guarantees	48%	48%	43%	24%	47%	53%	27%	49%	38%	79%	52%	40%	73%

OM IMAGERY PER REGIONS

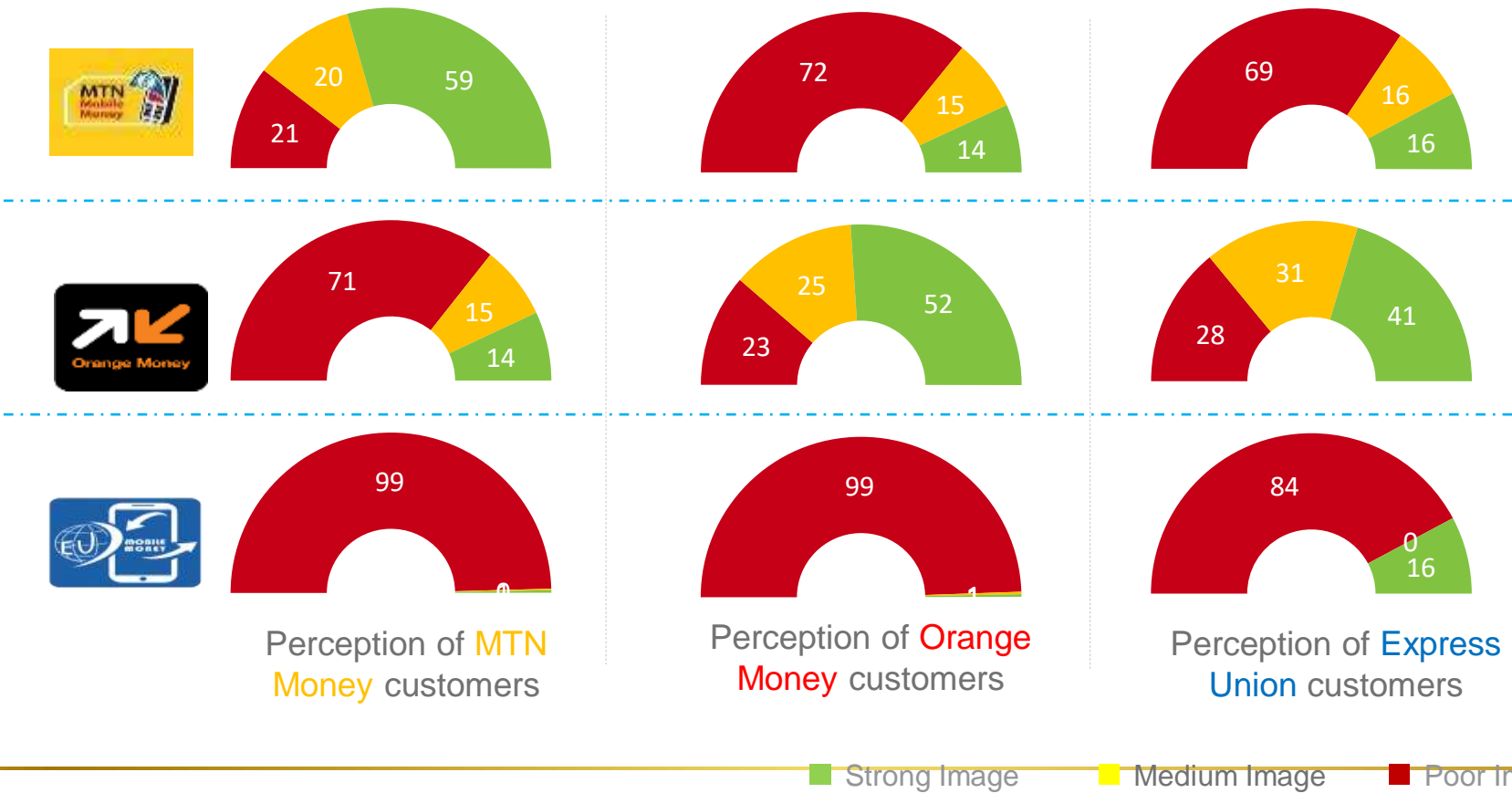
In the 2 main cities (Douala Yaoundé), OM is perceived as used by many of the subscriber’s relatives.

		Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west
Has a good coverage in points of sale	58%	62%	74%	59%	78%	67%	88%	61%	85%	8%	51%	72%	5%
Many of my relatives use it	58%	68%	76%	56%	69%	53%	91%	70%	76%	5%	44%	77%	3%
Is the market leader in mobile money	55%	58%	72%	58%	69%	60%	89%	57%	77%	7%	52%	63%	2%
Has an available and responsive customer service	55%	57%	73%	51%	70%	62%	78%	60%	80%	9%	50%	67%	7%
Has always the availability of cash in the points of sale	54%	57%	68%	53%	76%	64%	83%	61%	75%	7%	49%	63%	6%
Has very attractive advertisements	53%	52%	68%	62%	68%	59%	75%	45%	73%	15%	44%	72%	11%
Has simple and easy to understand pricing	53%	53%	68%	55%	72%	60%	88%	54%	75%	4%	46%	65%	5%
Offers more related services other than money transfer (deposit and withdrawal)	53%	55%	62%	63%	69%	62%	85%	52%	73%	12%	45%	60%	8%
Has simpler procedures for dealing with transfer errors	48%	47%	61%	52%	61%	50%	77%	57%	65%	8%	43%	55%	8%
Has the cheapest shipping and collection costs	48%	47%	59%	47%	68%	47%	73%	52%	76%	10%	43%	59%	9%
Has an Improved system and network stability	46%	47%	59%	49%	59%	33%	58%	49%	46%	17%	42%	49%	24%
Presents the best security guarantees	45%	46%	55%	50%	61%	41%	65%	48%	54%	14%	39%	52%	10%

Perception of operators-overall

On the functional dimension, MTN subscribers have a better perception of MoMo. The same, OM subscribers also have a better perception of OM. This is a sign of strength for the 2 operators. Contrary to this, subscribers to EUM have a better perception of OM. This means that they can switch at any time.

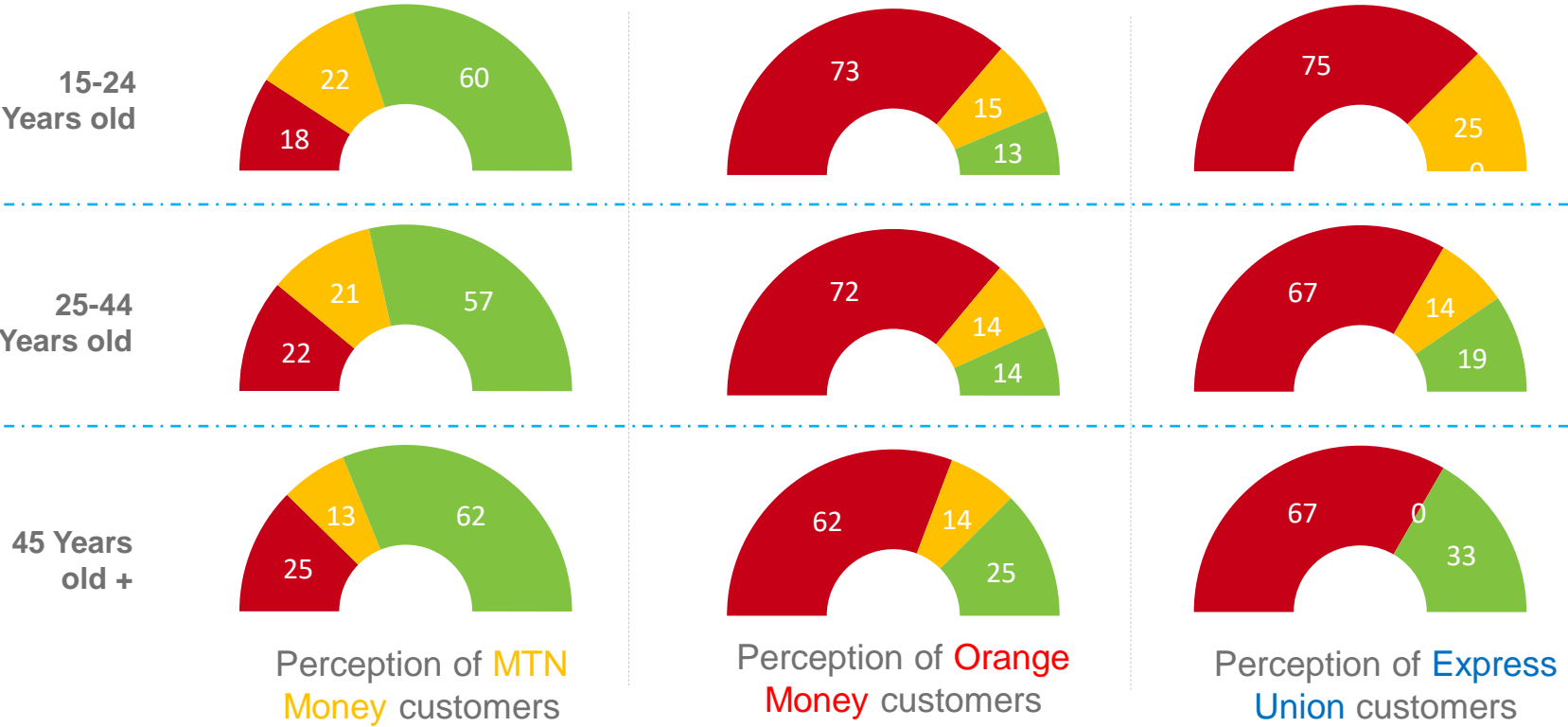
In %



Perception of MoMo-by age groups

MoMo is still very well perceived by its customers of all the age groups, but it is not the case by the competitors' customers.

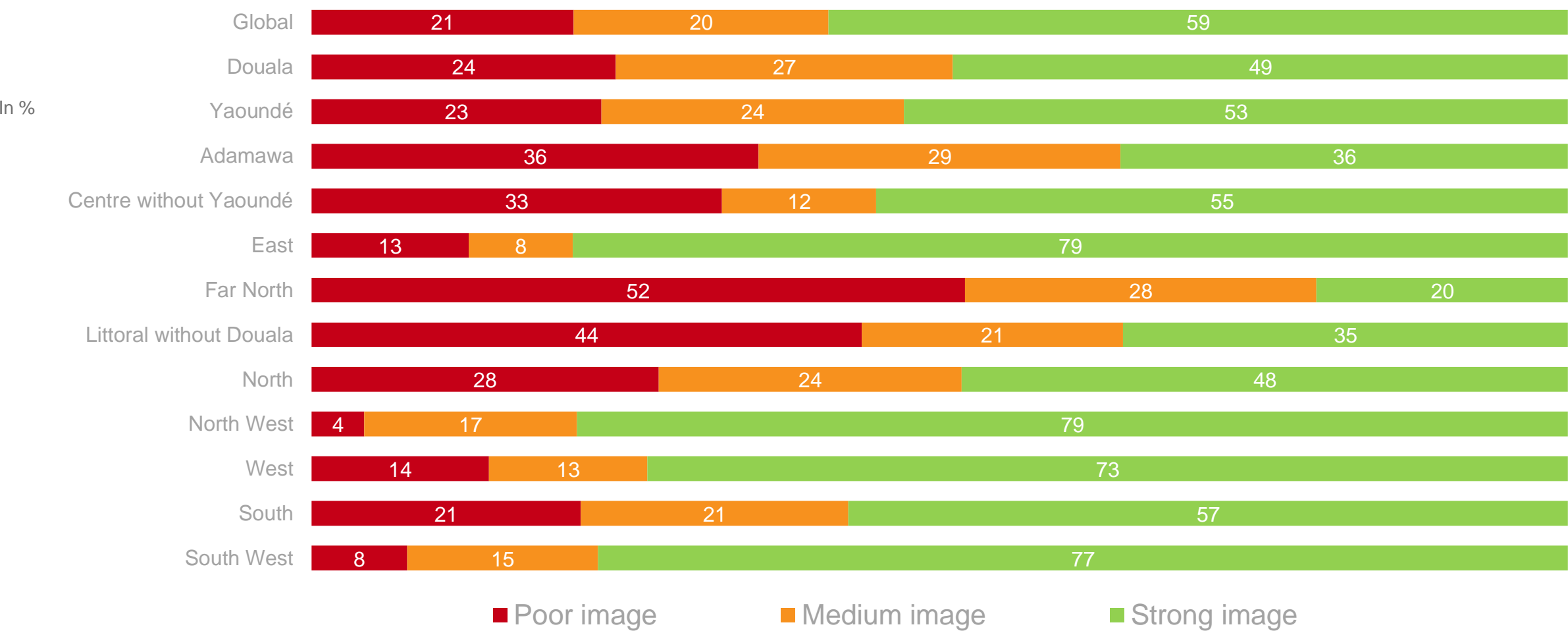
In %



■ Strong Image ■ Medium Image ■ Poor Image

Perception of MoMo-by regions

The overall perception of MoMo is good in the whole country. But specifically in the Far North, Littoral without Douala, Adamawa, North and Douala, MTN still has a lot to do to significantly improve the perception of MoMo as there are less than 50% of customers having a good perception of the operator in these regions.



SUMMARY #5

- MoMo has a better perception than the competition on “improved system and network stability”, “simple and easy to understand”. But OM is superior on “many of my relatives use it”, “available and responsive customer service”, “good coverage in points of sale”, “is the market leader in mobile money”
- **CORE MTN STRENGTHS:**
 - Has an Improved system and network stability
 - Has simple and easy to understand pricing
 - Many of my relatives use it
- **CORE MTN WEAKNESSES:**
 - Don't presents the best security guarantees
 - Don't always have the availability of cash in the points of sale
 - Is not the market leader in mobile money
- In summary, MoMo has less strengths but also less weaknesses compared to OM.
- Consequently, MoMo is overall a bit more better perceived than OM. Male have a better perception for OM while female better perceive MTN. Also, OM is better perceived by youngsters while MoMo is better perceived by elders.
- Specifically, the perception of MoMo in the Far North, Littoral without Douala, Adamawa, North and Douala is not so good and needs to be improved.

RECOMMENDATIONS #5

- MTN should strengthen its good perception on:
 - Has an Improved system and network stability
 - Has simple and easy to understand pricing
 - Many of my relatives use it
- At the same time, MTN should also work to reverse the bad perception on:
 - Don't presents the best security guarantees
 - Don't always have the availability of cash in the points of sale
 - Is not the market leader in mobile money

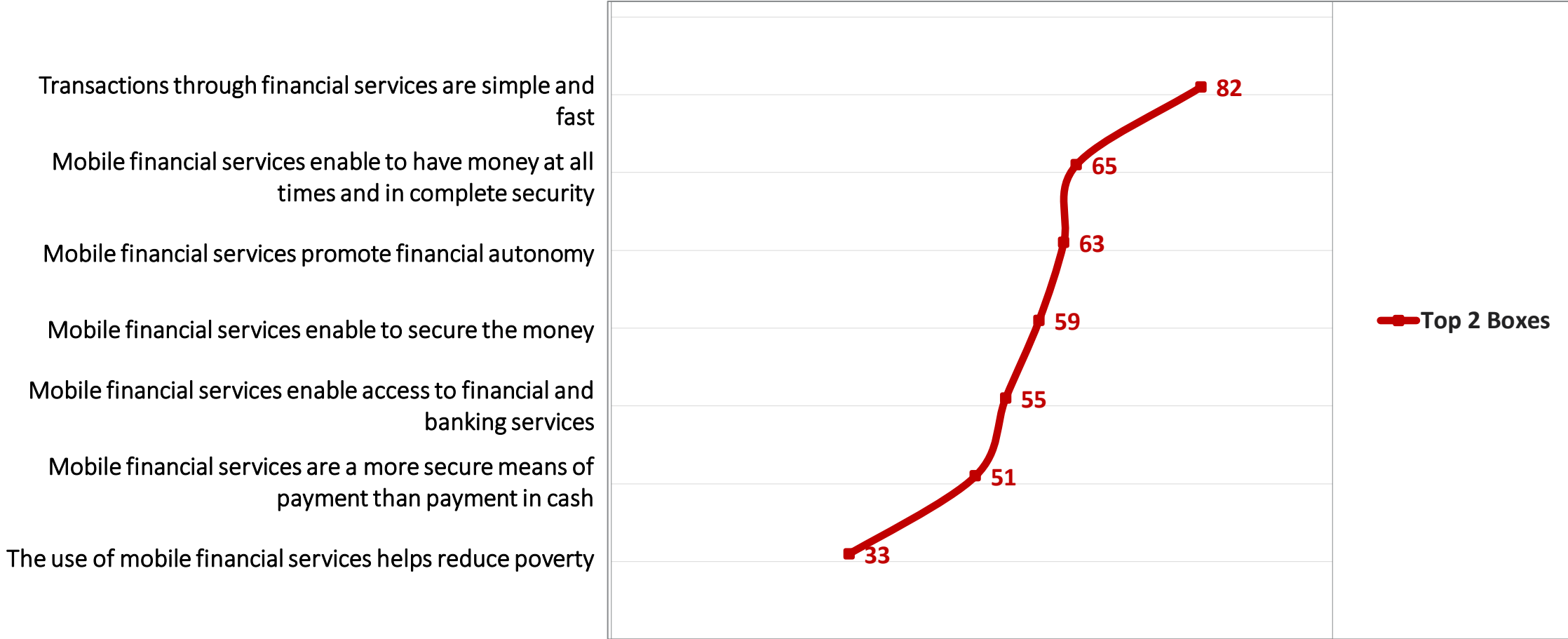


2.6

Usage of products and services

Opinion on financial services

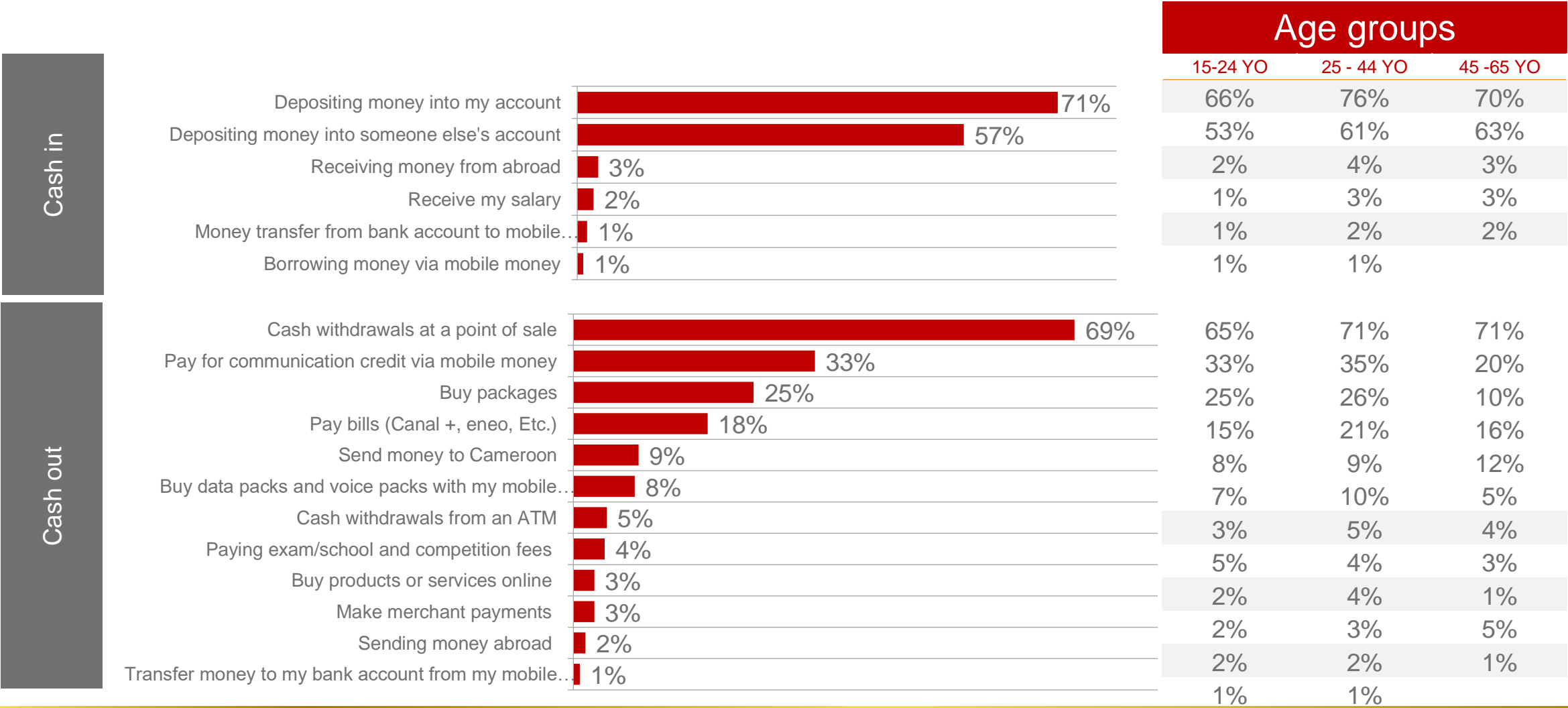
Apart from the fact that MFS subscribers don't agree that MFS helps reducing the poverty, they fully agree for the remaining statements: Transactions through financial services are simple and fast; Mobile financial services enable to have money at all times and in complete security; Mobile financial services enable to have money at all times and in complete security, etc.



F2g. What is your opinion on the following proposals for mobile financial services in general?

Spontaneous awareness of services

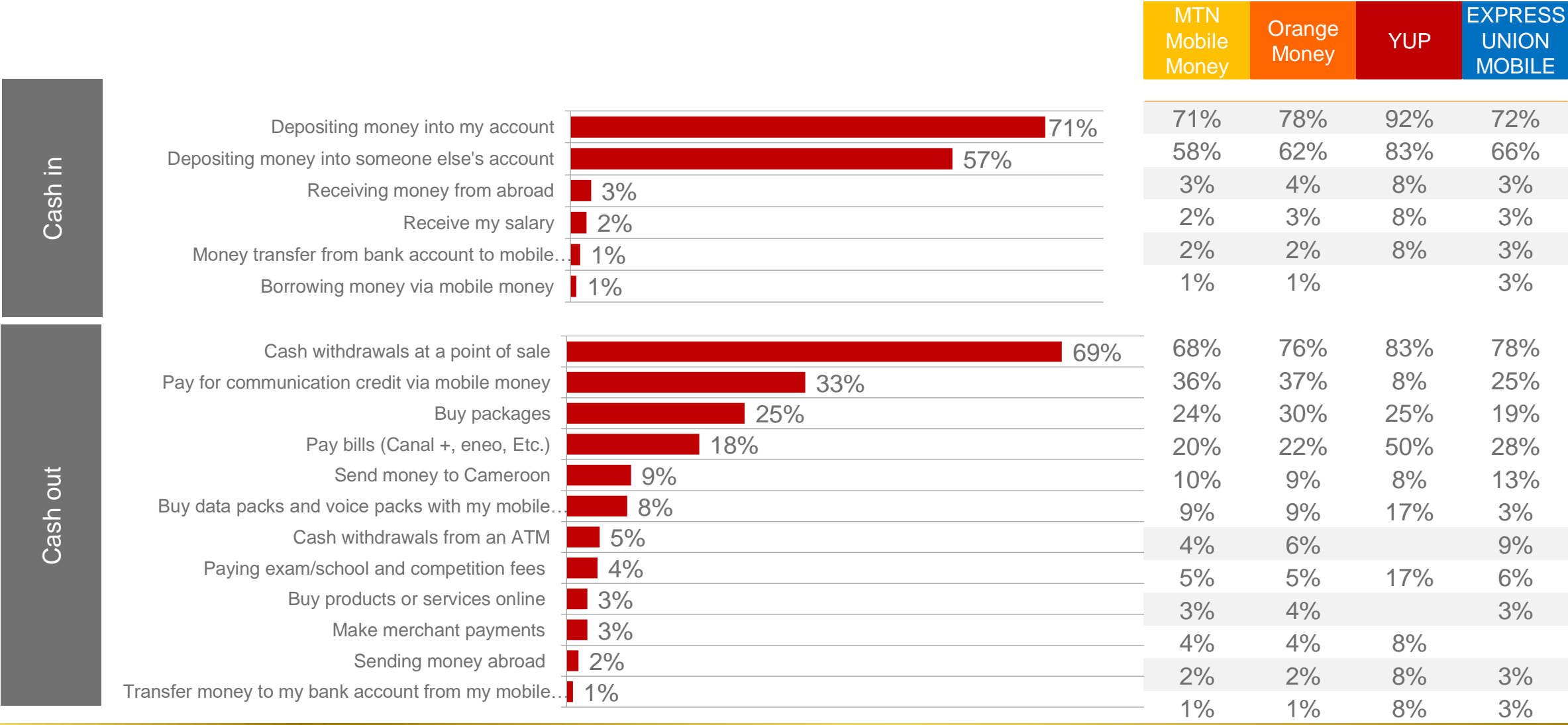
Deposit money into accounts and cash withdraw at point of sales are the major services MFS known by subscribers. Paying for communication airtime via MFS is not inconsiderable.



F1a. What mobile money services are you familiar with?

Spontaneous awareness of services

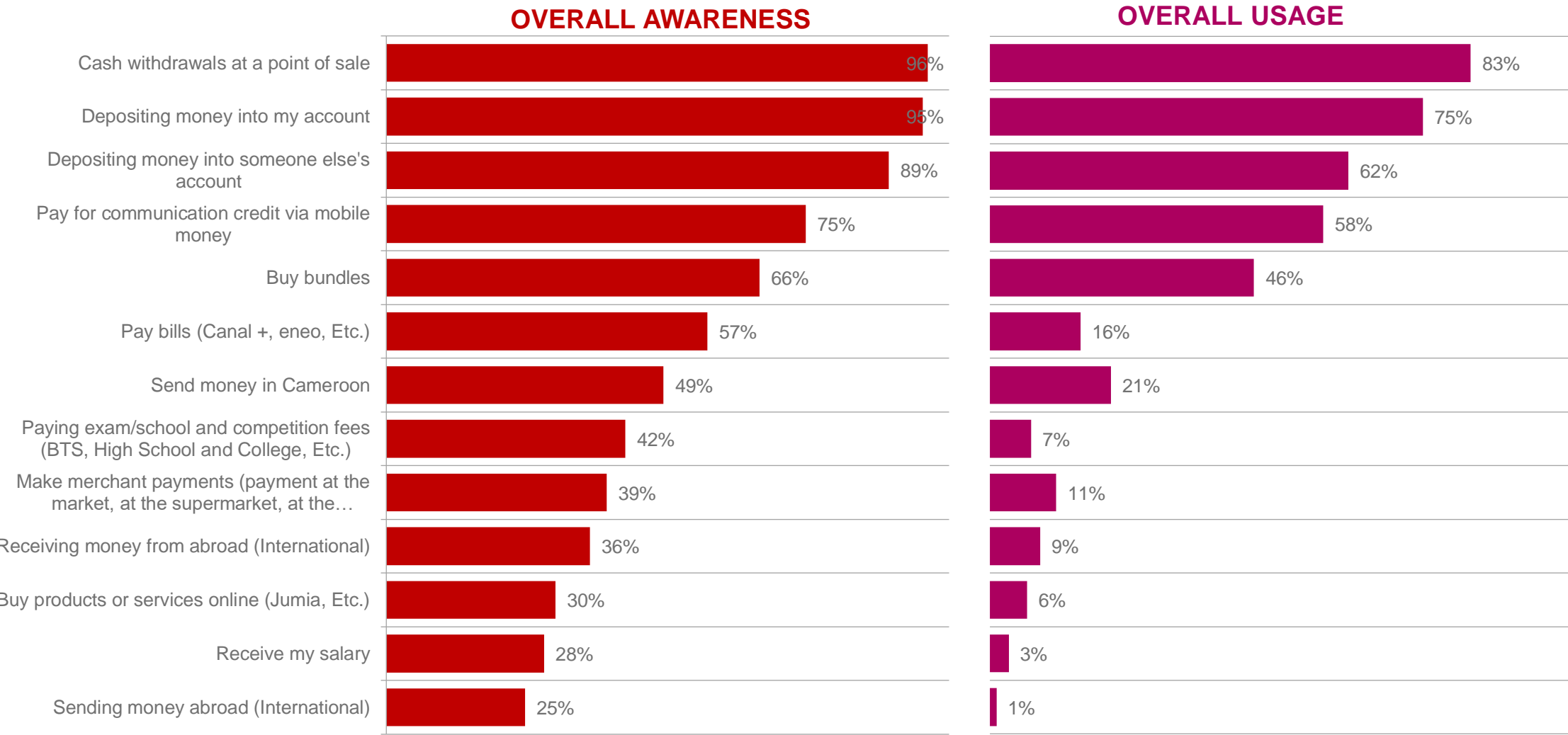
Deposit money into accounts and cash withdraw at point of sales are the major services MFS known by subscribers. Paying for communication airtime via MFS is not inconsiderable.



F1a. What mobile money services are you familiar with?

Usage of services

The services most known are also the most used: cash withdrawal at point of sales, cash deposit, pay for communication airtime, buy bundles.



F1a. What mobile money services are you familiar with?
F1b. Apart from the ones you just mentioned, do you know the following mobile money services?
F1c. Which of the following mobile money services have you used in the last 3 months?

Usage of operators per service

Apart from the MFS “doing merchant payments”, “receiving money from abroad” and “paying exam/school fees” that are more used with MoMo, all the other services are more used with OM. MTN still have a lot to do to recruit more and more users of MoMo.

	% Ligne			
	BASE	MTN Mobile Money	Orange Money	EXPRESS UNION MOBILE
Cash withdrawals at a point of sale	1259	57%	63%	2%
Depositing money into my account	1136	56%	61%	1%
Depositing money into someone else's account	942	66%	68%	1%
Pay for communication credit via mobile money	873	58%	60%	0%
Buy bundles	695	54%	64%	0%
Send money in Cameroon	326	63%	67%	4%
Pay bills (Canal +, eneo, Etc.)	246	47%	61%	1%
Make merchant payments (payment at the market, at the supermarket, at the restaurant, at merchants...)	187	60%	48%	1%
Receiving money from abroad (International)	146	54%	33%	6%
Paying exam/school and competition fees	118	57%	43%	4%
Buy products or services online	109	46%	52%	
Cash withdrawals from an ATM	76	33%	49%	
Receive my salary	65	43%	52%	2%

Focus on MTN mobile money services – by region

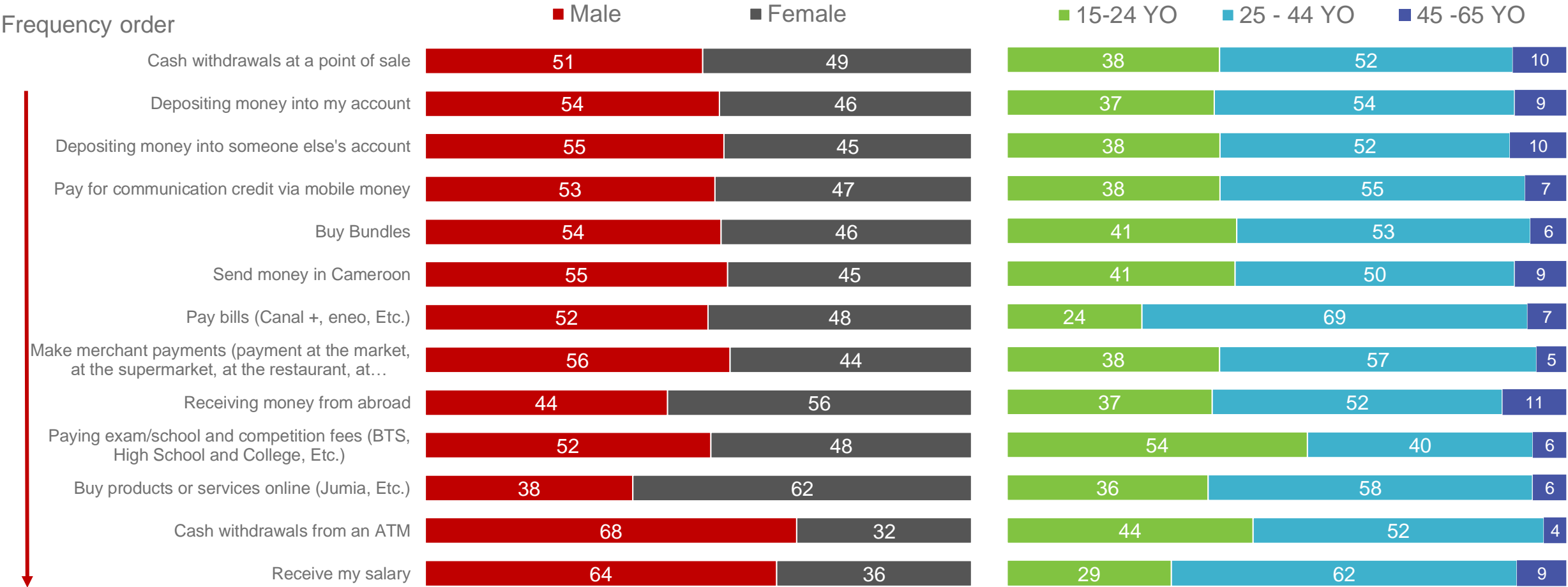
Depositing money into someone else's account is the service that MTN subscribers do more across all the regions.



		REGIONS											
	Overall	Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west
Depositing money into someone else's account	66%	65%	55%	56%	70%	48%	24%	72%	53%	100%	68%	54%	97%
Send money in Cameroon	63%	64%	64%	41%	63%	64%	25%	67%	39%	100%	78%	78%	100%
Buy bundles	62%	63%	47%	32%	47%		29%	67%	45%	96%	62%	36%	95%
Make merchant payments (<i>payment at the market, at the supermarket, at the restaurant, at merchants...</i>)	60%	60%	35%	33%	67%		33%	25%	32%	100%	100%	14%	95%
Pay for communication credit via mobile money	58%	59%	43%	58%	53%	67%	27%	47%	50%	99%	64%	30%	98%
Cash withdrawals at a point of sale	57%	60%	46%	47%	54%	40%	26%	53%	51%	98%	60%	42%	98%
Paying exam/school and competition fees	57%	60%	14%	20%	20%		67%		42%	100%	100%	50%	100%
Depositing money into my account	56%	55%	43%	57%	47%	46%	24%	58%	46%	98%	62%	42%	98%
Receiving money from abroad	54%	44%	29%		14%			33%	25%	96%	40%	17%	89%
Pay bills (Canal +, eneo, Etc.)	47%	45%	39%	58%	46%	100%	40%	36%	24%	100%	50%	28%	100%
Buy products or services online	46%	47%	25%	50%	29%		25%	50%	12%	100%	100%	43%	100%
Receive my salary	43%	67%	23%		67%		67%	29%	18%	100%	100%	100%	100%
Cash withdrawals from an ATM	33%	42%	28%	100%	14%		17%		22%	100%	33%		50%

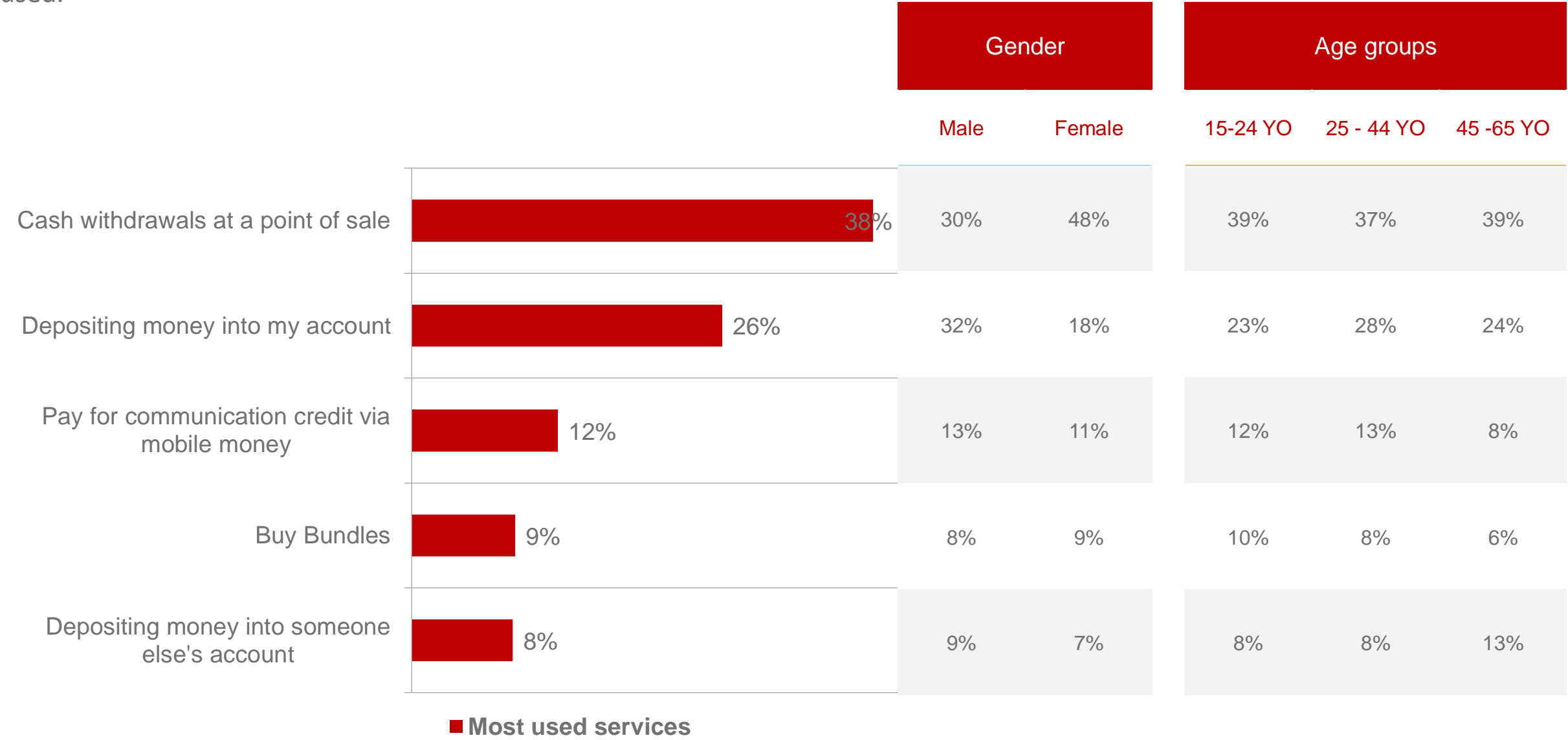
MTN offers users profile overview.

Globally, MTN male and young adults subscribers, are those more doing all the services. Specifically, MTN female more receive money from abroad and buy products online.



MFS Most regularly used

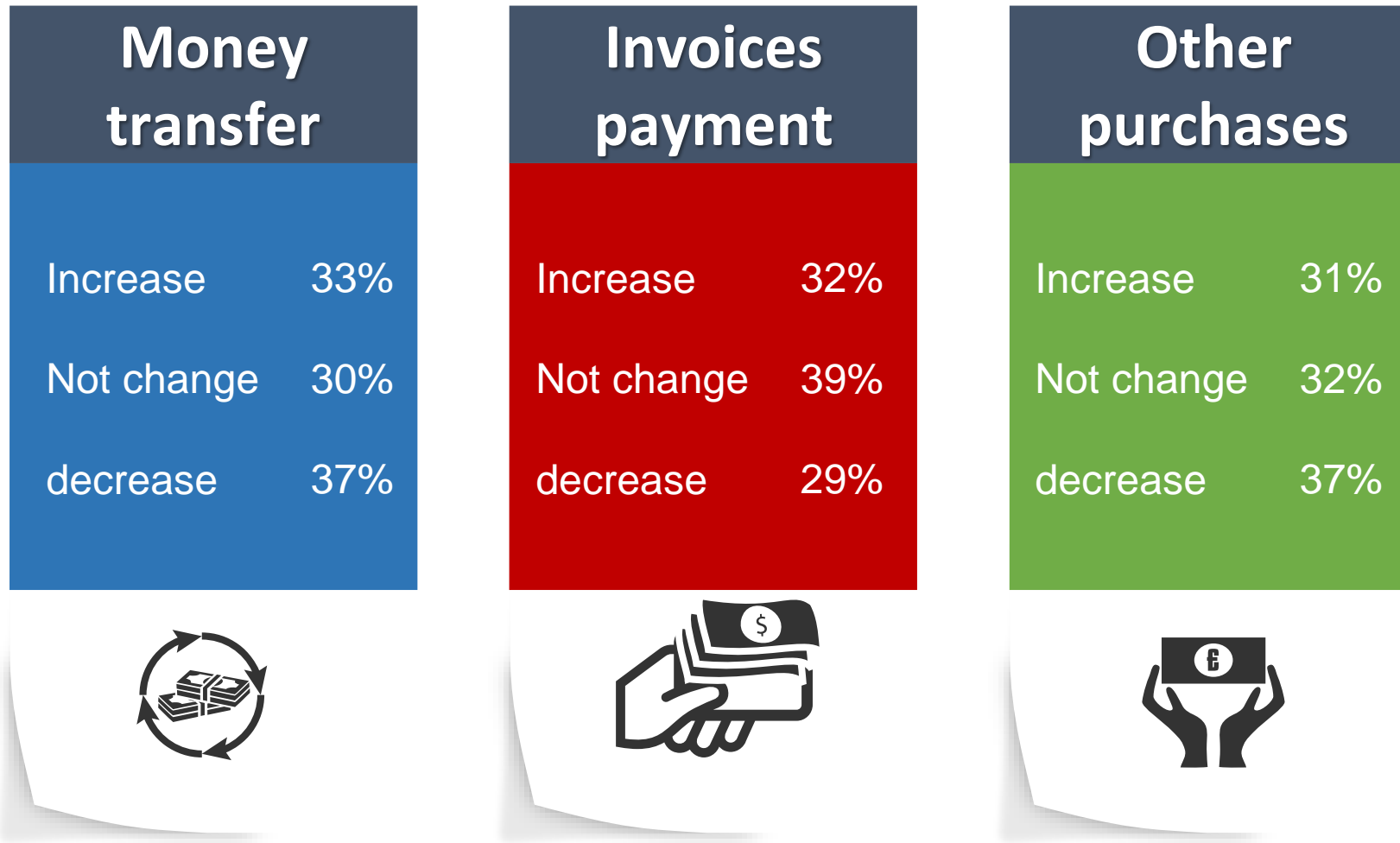
Cash withdrawal at point of sales and depositing money into subscriber account are the 2 major MSF as they are the most regularly used.



F1d. Of the mobile money services, you reported using in the last 3 months, which one do you use more than all others?

Evolution of transactions in the next 3 months

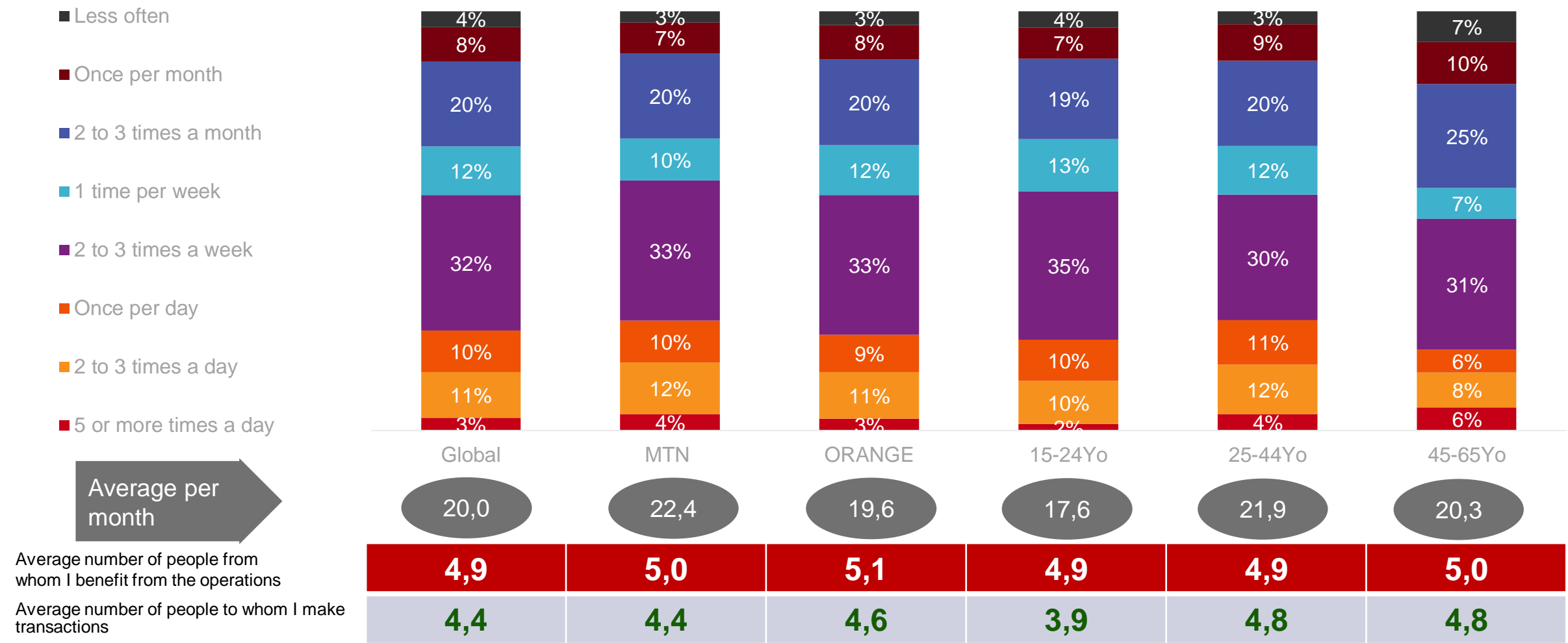
Subscribers are overall pessimists: in the next 3 months, they intend to decrease their level of money transfer and other purchases of MFS. At the same time they might not change their level of invoices payment.



Transactions frequency

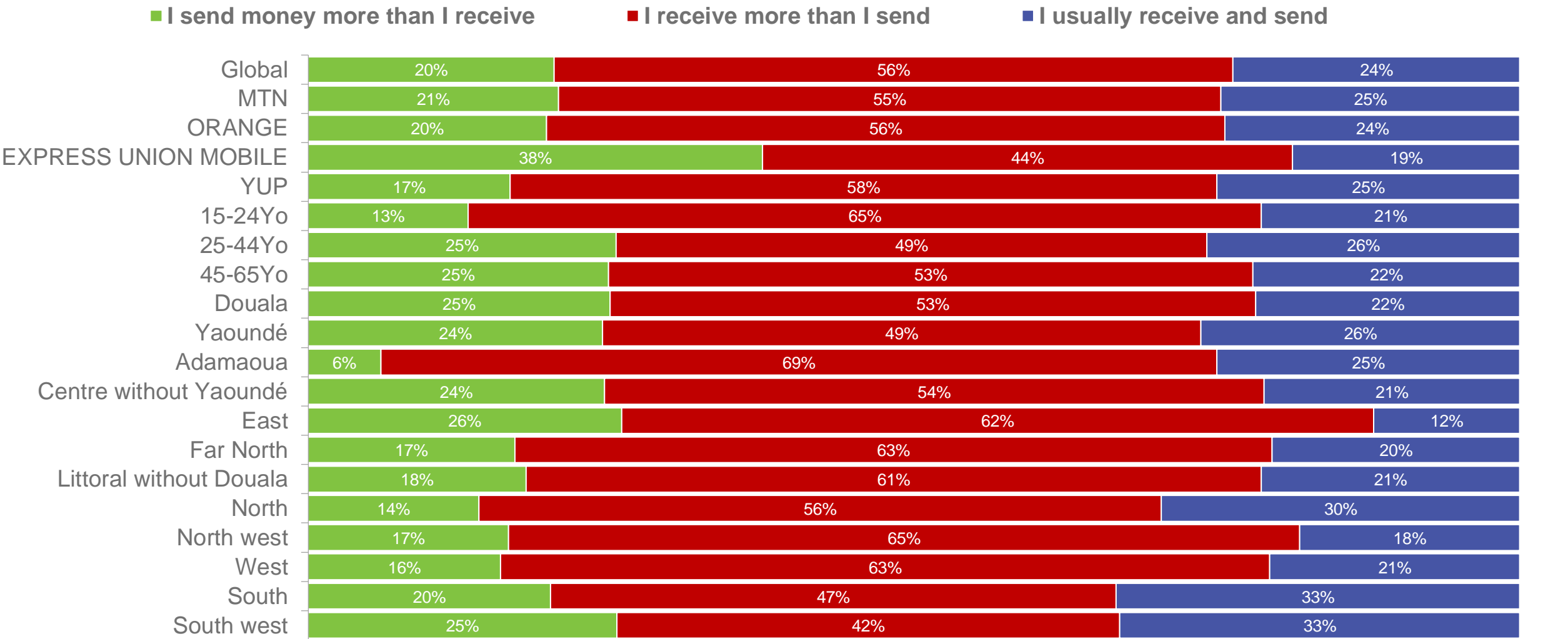
MFS transactions are frequently done: a regular consumer do in average 20 transactions per month with either 5 persons from whom he/she get benefit from the operations or 4 persons to whom he/she makes these transactions.

Subscribers of MTN do overall more transactions than those pf Orange.



Money transfer categorization of users

Overall, subscribers more receive money than they send.



Aim of sending money

Sending money to the kids or for rent is not very common.



I send money to the village

Never

45%

Seldom

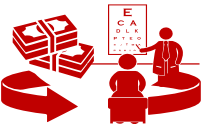
22%

Sometimes

22%

Often

11%



I send to my children for school

73%

7%

11%

9%



I send for the rent

75%

7%

10%

8%

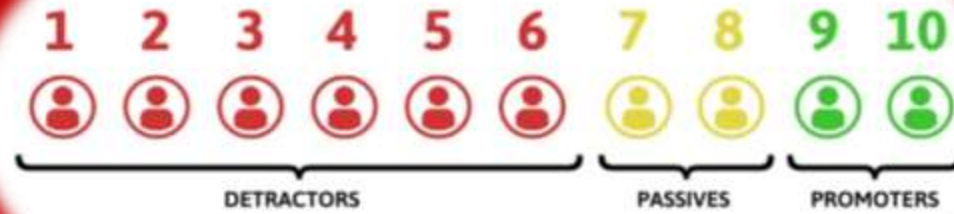
SUMMARY #6

- The top 5 MFS most known and used in Cameroon are:
 - Depositing money into my account;
 - Cash withdrawals at a point of sale
 - Depositing money into someone else's account
 - Pay for communication credit via mobile money
 - Buy bundles
- **Services opportunity (Less known but used by the majority of those who are aware of):**
 - Merchant payments,
 - Money transfer from bank account to mobile money account,
 - Receiving money from abroad,
 - Paying exams/school fees,
 - Purchase of products/services online,
 - Receiving salary,
 - Sending money abroad,
 - Cash withdrawal from ATM
- Apart from the services “doing merchant payments”, “receiving money from abroad” and “paying exam/school fees” that are more used with MoMo, all the other services are more used with OM.
- Globally, MTN male and young adult subscribers, are those more doing all the services. Specifically, MTN female more receive money from abroad and buy products online.
- Subscribers are overall pessimists: in the next 3 months, they intend to decrease their level of money transfer and other purchases of MFS. At the same time they might not change their level of invoices payment
- Overall, subscribers more receive money than they send.

RECOMMENDATIONS #6

- MTN should communicate more to make the following services more known as they will drive more revenue with more and more subscribers using them:
 - Merchant payments,
 - Money transfer from bank account to mobile money account,
 - Receiving money from abroad,
 - Paying exams/school fees,
 - Purchase of products/services online,
 - Receiving salary,
 - Sending money abroad,
 - Cash withdrawal from ATM
- Set up a very competitive tariff plan (Low fees) and more security to make the subscribers to be more optimistic. Why not to cancel the withdrawal fees ?
- Develop more partnership with companies/institutions/shops/points of sale to push services that fit with their activities such as merchant payments, salary payment, exams/school fees, etc.

Net Promoter Score



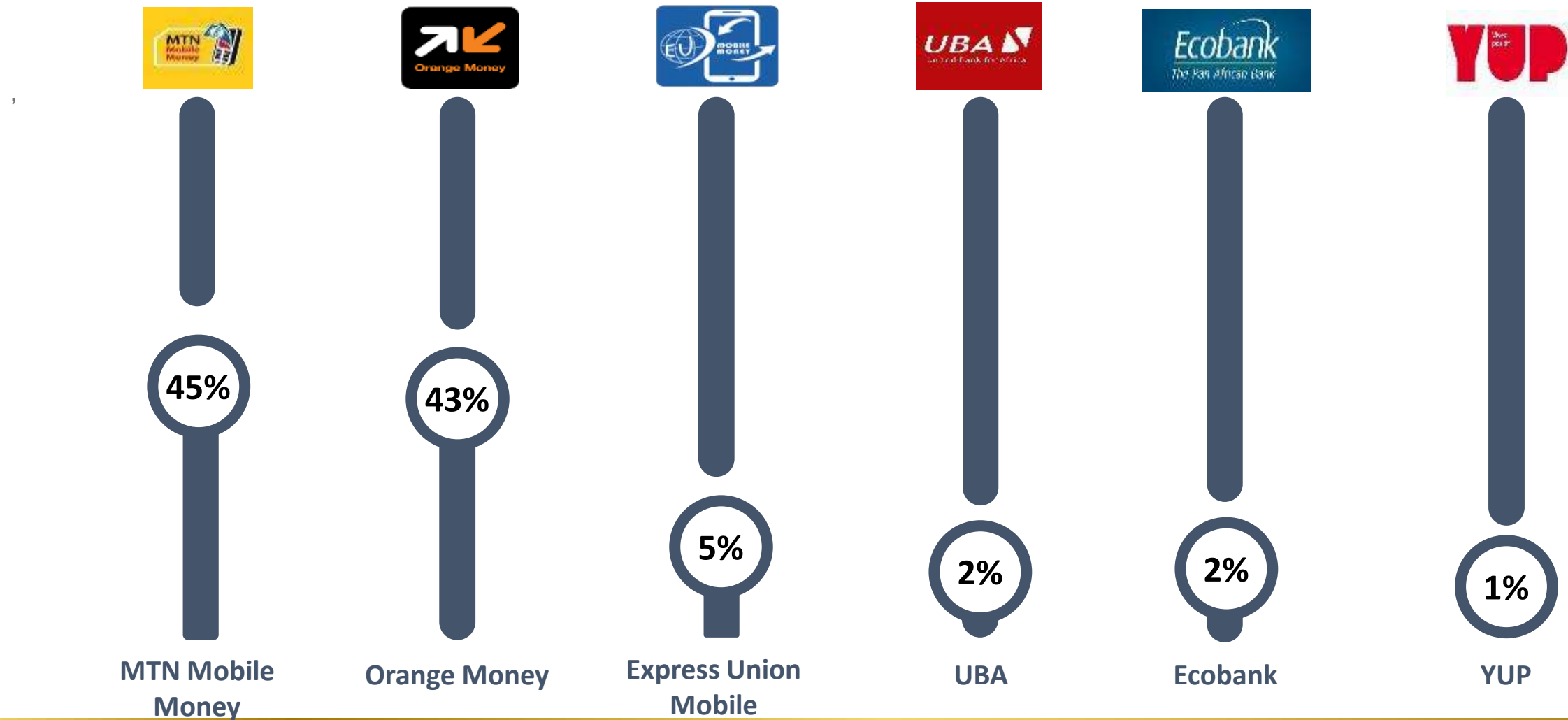
$$\text{NPS} = \% \text{ (green icon)} - \% \text{ (red icon)}$$

3

Satisfaction & Recommendation

Best digital financial services

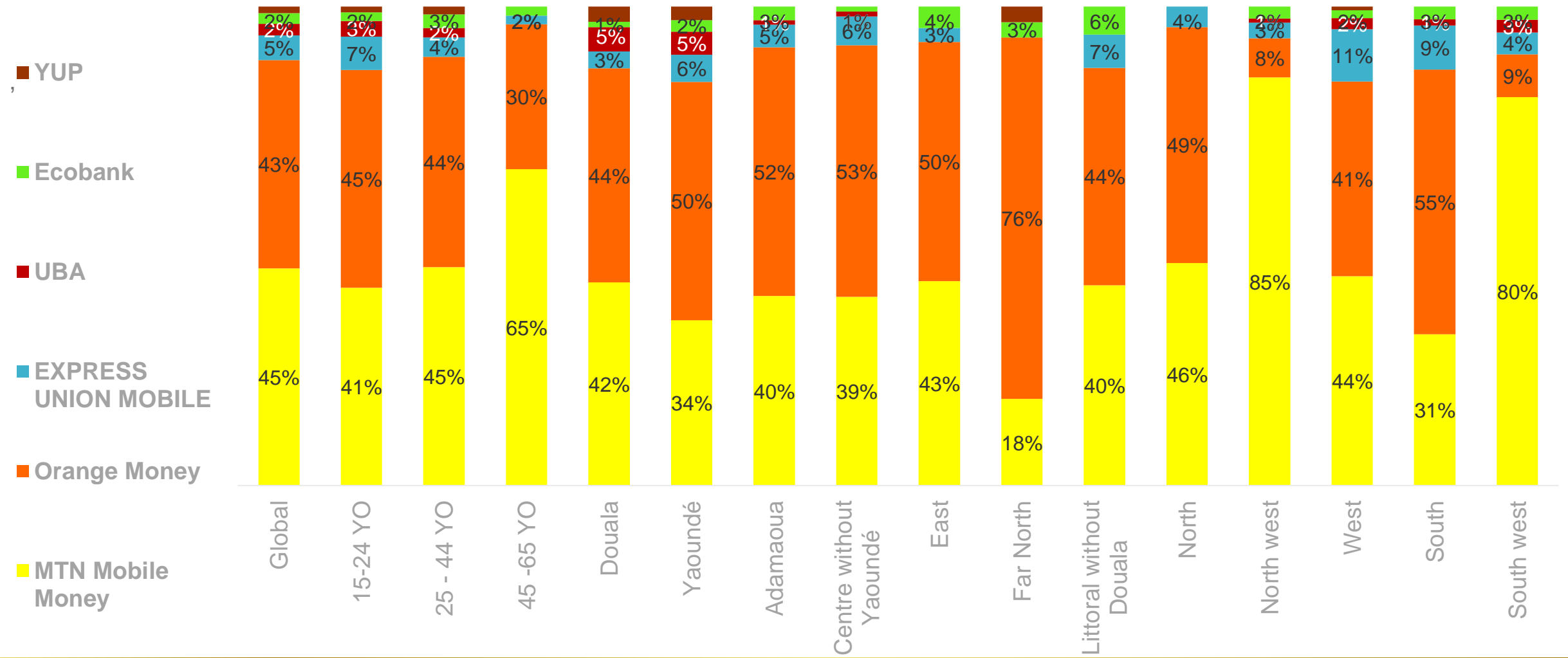
Even if OM is still globally the market leader, subscribers rated MoMo as the best digital financial services. OM registered 2% less than MoMo.



Div9. Based on your personal experience or the comments of those around you, which company do you think is the best in digital financial services?

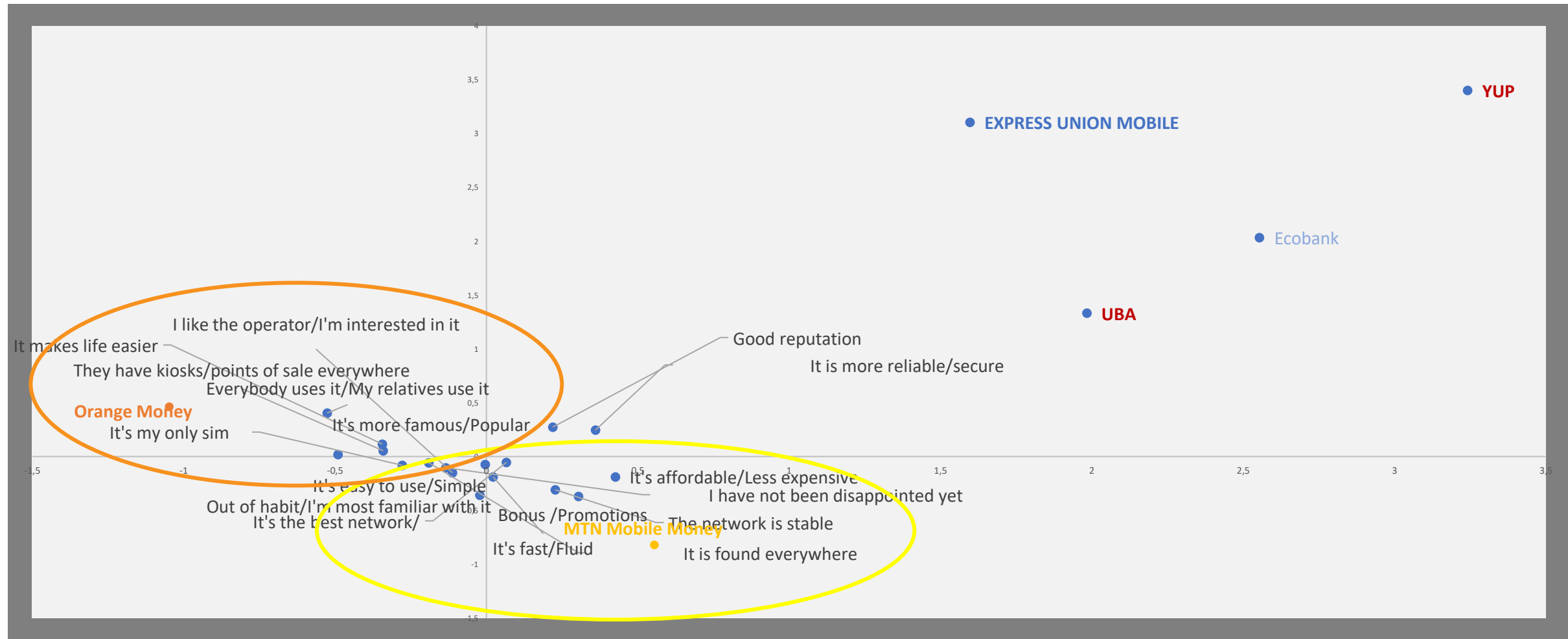
Best digital financial services -By regions and age groups

MoMo is overall rated as the best, but OM is superior to MoMo amongst youngsters (15-24 yo), in the 2 main cities Douala and Yaoundé, and then in the francophone regions except in West region.



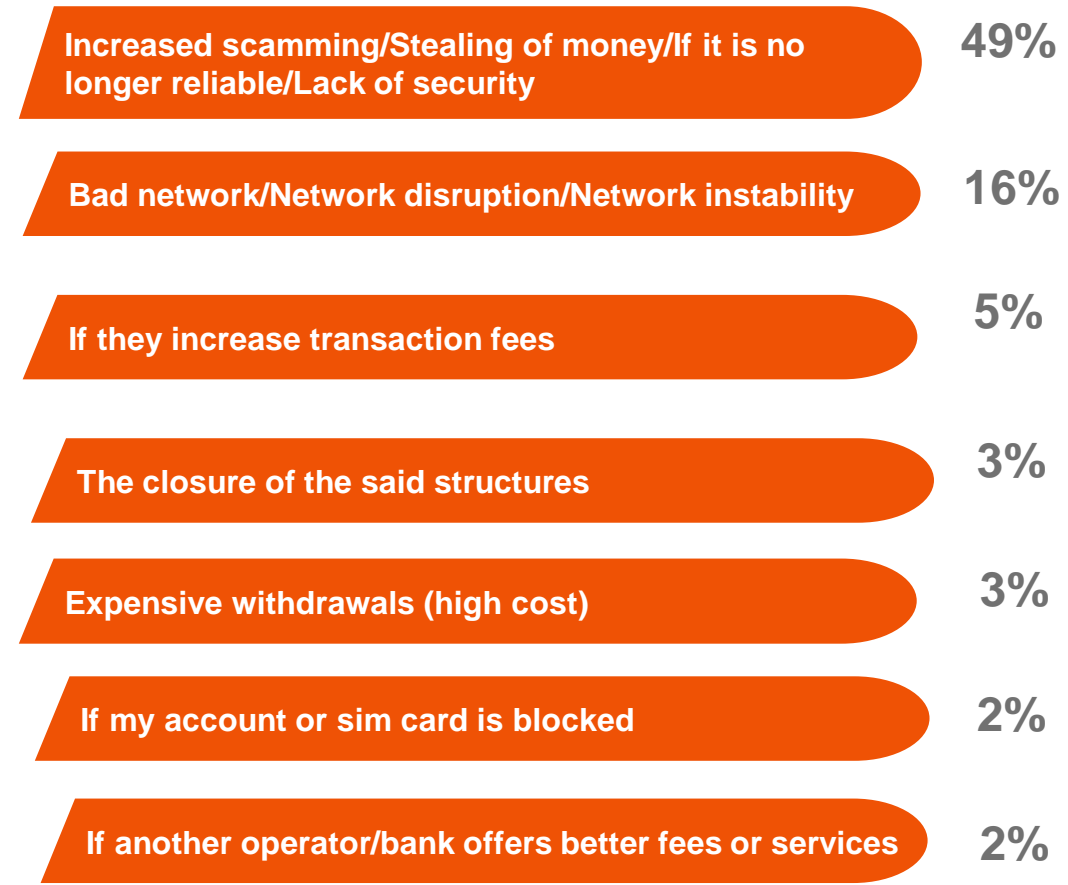
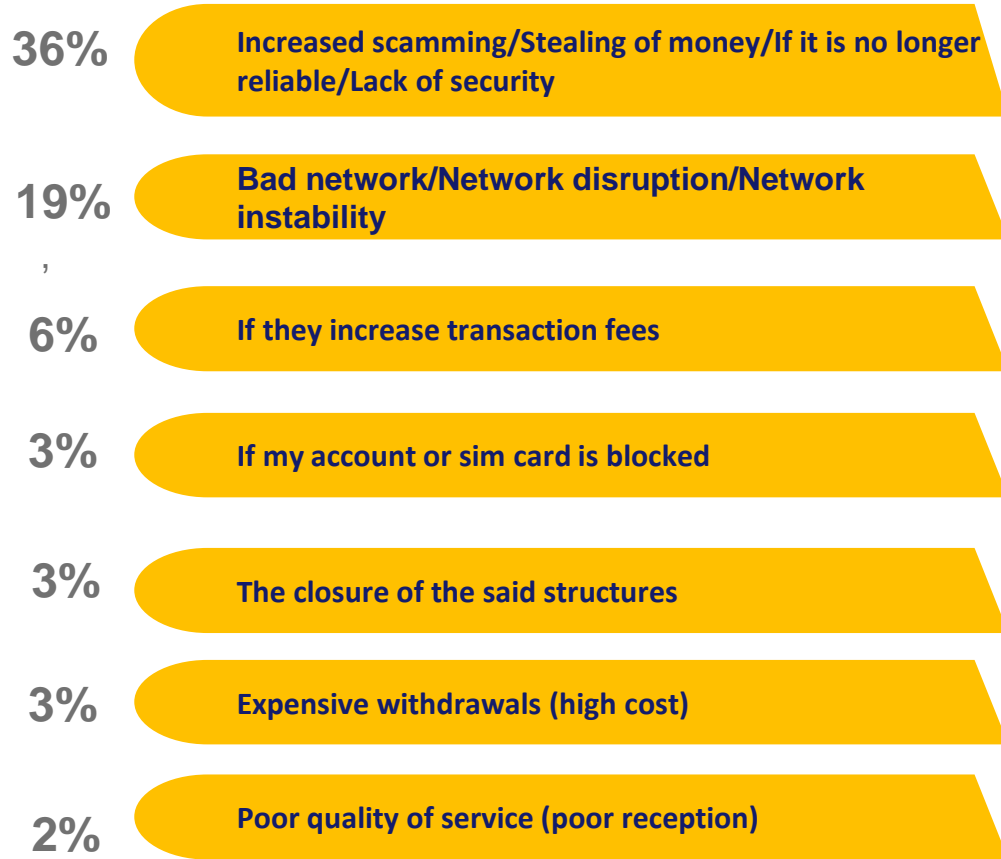
Reasons to be perceived as the best digital financial services

MoMo was rated as the best digital financial services because it is affordable, its network is the best and is stable, it has good reputation, is more reliable, has good bonuses, is fast, easy to be used, is found everywhere and subscribers claimed to have not yet been disappointed.



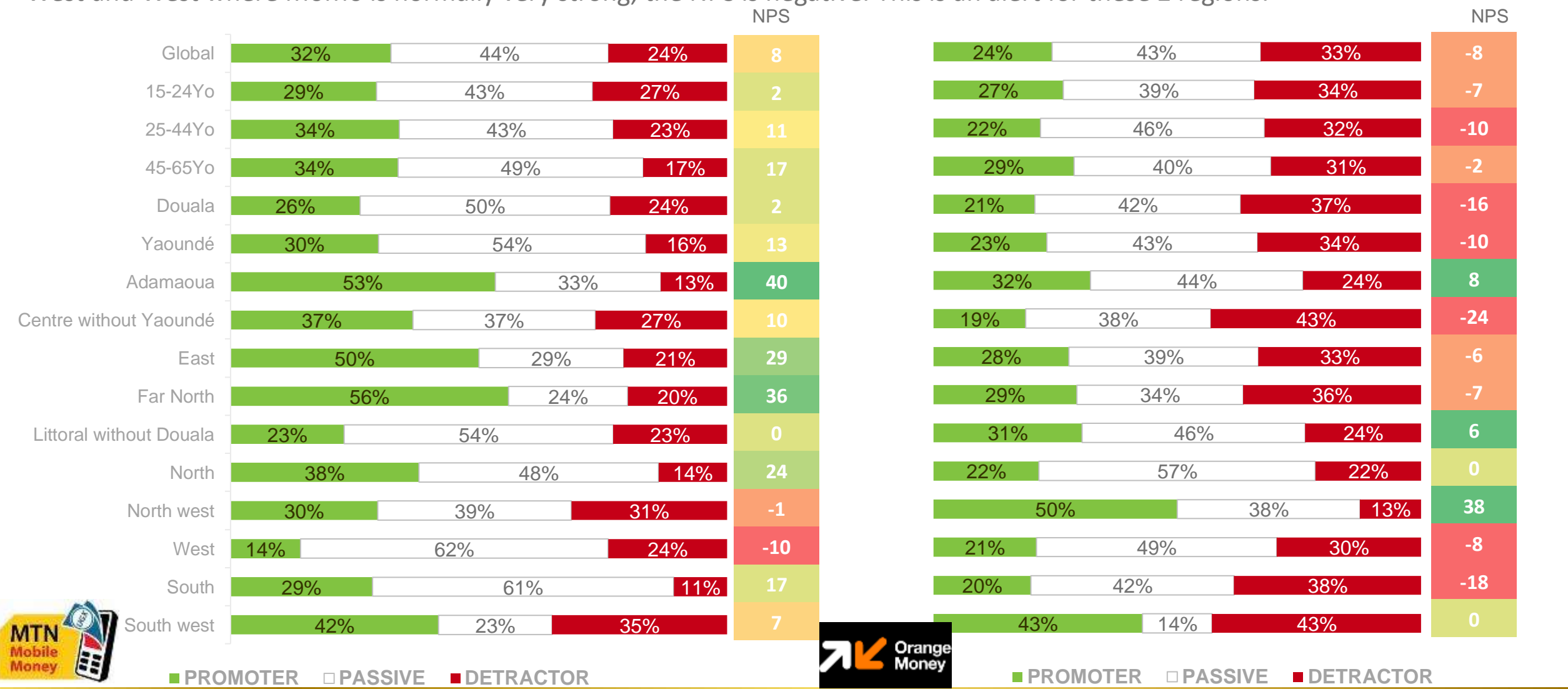
Reasons to abandon a MFS provider

Subscribers would mostly abandon a MFS Provider if its increases scamming or has a bad network. The actual increase of fees of 0,2% in each sending or withdrawal operation might also affect the level of commitment of MFS subscribers.



Level of promotion

Overall, MoMo has more promoters than detractors contrary to OM which has more detractors than promoters. But in the North West and West where MoMo is normally very strong, the NPS is negative. This is an alert for these 2 regions.



F21e- Taking into account all the features you are looking for on a mobile operator, and your experience on this last month on its mobile money services. On a scale of 0 to 10, where 0 means you will definitely not recommend and 10 means you will definitely recommend, how much would you recommend the following mobile operators to your friends and family for mobile money services.

Promotion/Detraction reasons

Regardless of the operator, reliability, simplicity, security and rapidity are the main reasons for promoting.



It's reliable	23%
It's simple/easy to use	22%
It's secure	15%
I like/I'm satisfied	14%
It's fast	13%
Good network quality	12%
Good quality of service	8%
This is what I use	6%
Good network coverage	6%
It's cheaper	5%



Network problem	20%
It's not secure	15%
It's not easy to use	8%
It's not reliable	6%
I can't control it	5%
High costs	5%
Lack of bonus	3%
Not fast/slow	2%
Poor internet connection	2%
Poor quality of service	2%

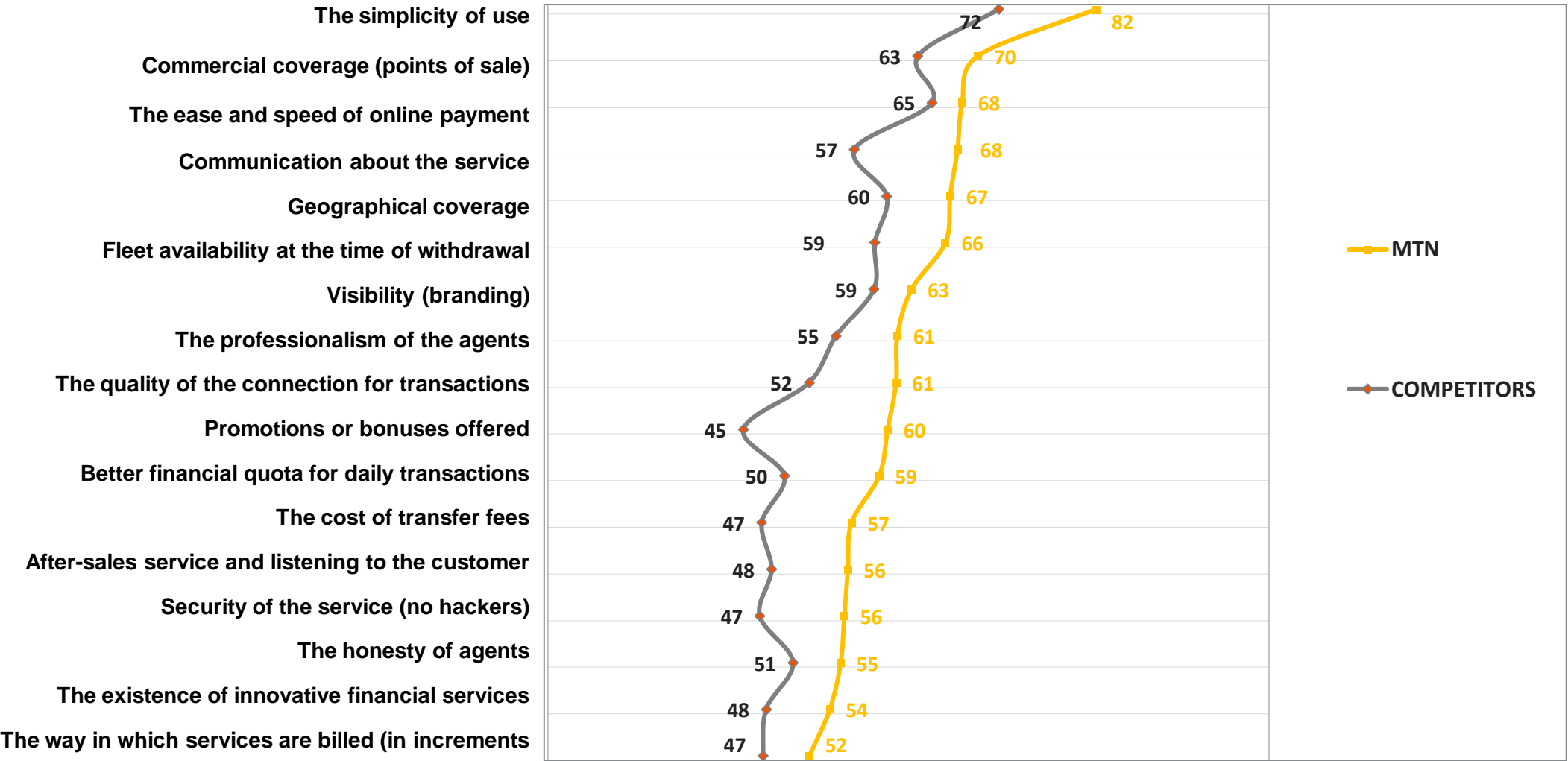


It's reliable	27%
It's simple/easy to use	23%
I like/satisfied	17%
It's secure	17%
It's fast	9%
Good network quality	6%
Good quality of service	5%
It's cheaper	5%
Good network coverage	5%
This is what I use	5%

Network problem	21%
It's not secure	18%
It's not easy to use	10%
I can't control it	5%
It's not reliable	5%
High costs	4%
Poor internet connection	3%

Satisfaction level

On all the satisfaction criteria, MTN is satisfying the subscribers better than the competition.



F21a. How satisfied are you with the following criteria regarding MTN Mobile Money?
F21b. How satisfied are you with the following criteria regarding...(Mention F6 operator other than MTN Mobile Money)?

Satisfaction level - Focus on MTN Mobile Money users

MTN subscribers are more satisfied for the quality of the connection for transactions and then for after sale service.

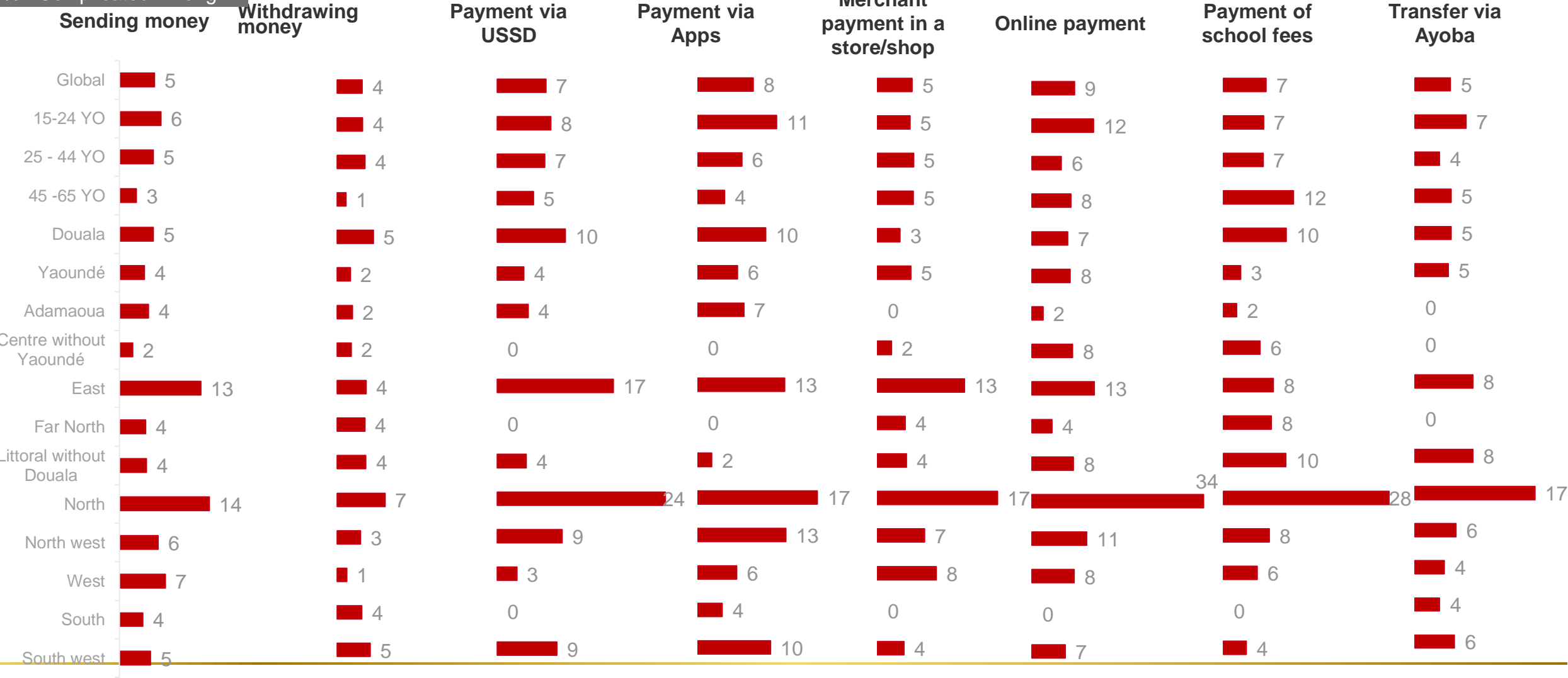
	Global	15-24 YO	25 - 44 YO	45 -65 YO		Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west
Base	799	299	423	77		153	104	45	49	24*	25*	48	29*	118	71	28*	105
The quality of the connection for transactions	82	80	83	84		84	85	67	80	54	84	85	62	92	79	82	85
After-sales service and listening to the customer	70	67	72	70		63	71	62	73	54	56	77	48	80	73	57	79
The existence of innovative financial services	68	68	68	68		73	68	42	80	58	72	83	55	63	63	64	74
Geographical coverage	68	64	69	75		67	73	47	80	38	68	77	66	68	62	68	73
The simplicity of use	67	65	68	68		62	67	60	78	63	44	73	52	67	70	61	78
The professionalism of the agents	66	68	64	75		61	64	44	61	58	40	67	55	71	82	68	82
The honesty of agents	63	60	64	69		66	65	42	71	42	56	67	62	53	68	79	70
The ease and speed of online payment	61	55	65	68		63	54	38	63	54	72	65	59	66	69	68	61
Better financial quota for daily transactions	61	58	63	64		63	63	40	76	75	72	69	62	54	69	79	48
Commercial coverage (points of sale)	60	57	63	61		64	52	53	67	46	64	65	55	59	56	61	69
Fleet availability at the time of withdrawal	59	56	63	53		57	49	42	61	54	64	75	41	65	54	57	76
The cost of transfer fees	57	53	59	57		50	57	47	63	54	48	69	48	56	58	61	65
The way in which services are billed (in increments	56	49	59	68		60	49	44	59	54	52	60	45	51	65	61	63
Promotions or bonuses offered	56	52	57	68		62	59	33	53	33	64	52	66	51	61	64	57
Communication about the service	55	50	60	53		53	48	27	57	38	72	60	59	61	62	64	62
Visibility (branding)	54	51	56	58		51	41	44	59	46	52	65	48	58	59	61	64
Security of the service (no hackers)	52	50	53	56		42	51	44	69	33	36	56	52	55	46	71	66

*: Low base

Process evaluation - Focus on MTN Mobile Money users

Overall, subscribers of MoMo don't find process in using the service complicated or long. But those of the North region are most complaining.

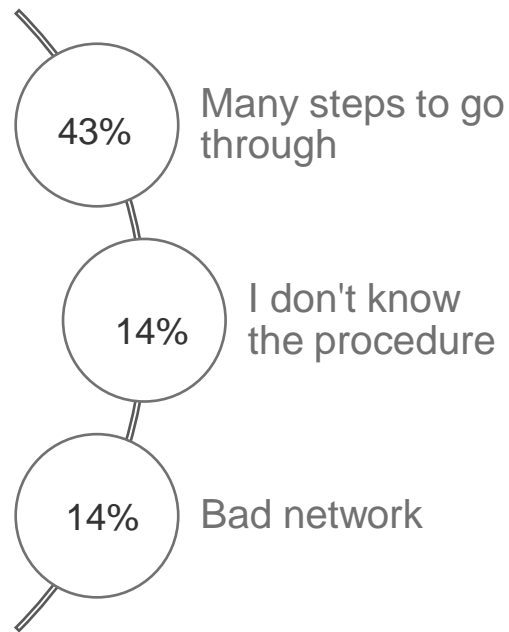
%= Complicated + Long



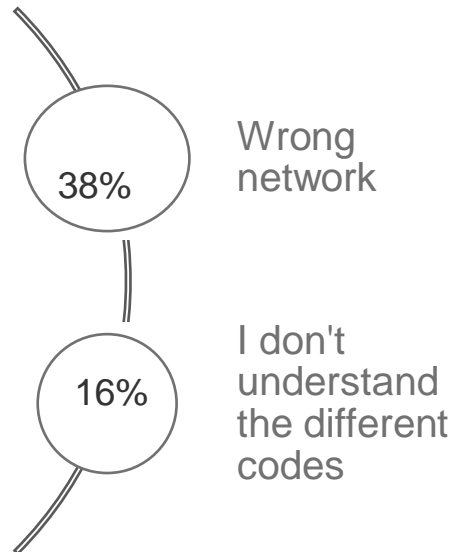
Reasons why the process is perceived as long or complicated

Most of subscribers found the process complicated or long because either there are many steps to go through or the network has some issues or they don't understand the process or it takes too much time or there is too much codes.

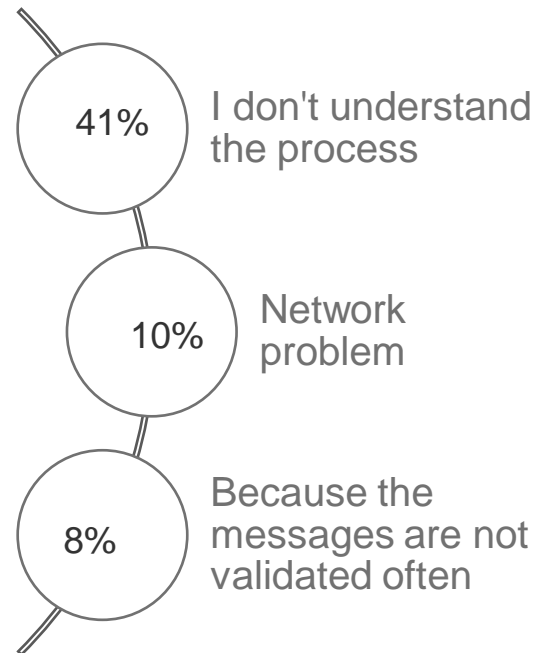
Sending money



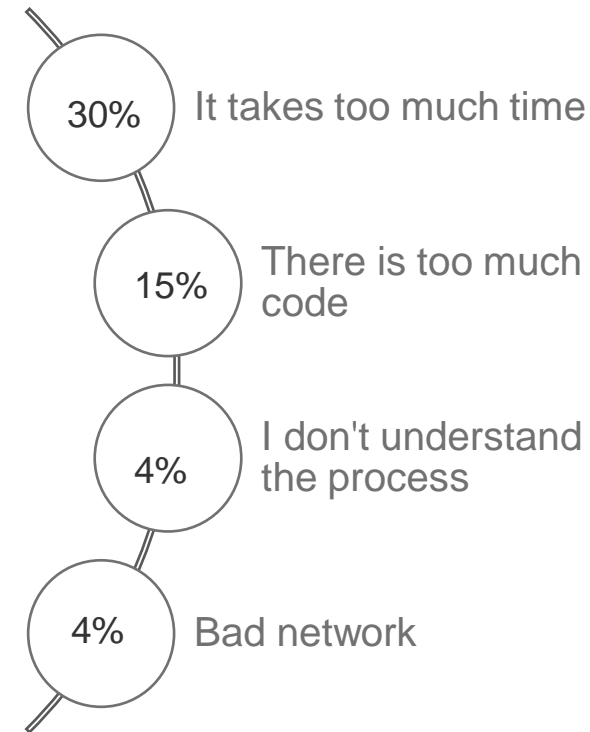
withdrawing money



Payment via USSD



Merchant payment



F21c_1. Why do you say sending money through MTN is Complicated/Long?
F21c_2. Why do you say withdrawing money from MTN is Complicated/Long?
F21c_3. Why do you say that Payment via USSD (eneo, canal+, etc) by MTN is Complicated/Long?
F21c_4. Why do you say that Merchant Payment (in a shop/shop/shop) through MTN is Complicated/Long?

SUMMARY #7

- Even if OM is still globally the market leader, subscribers rated MoMo as the best digital financial services. But OM is superior to MoMo amongst youngsters (15-24 yo) in the 2 main cities Douala and Yaoundé, and then in the francophone regions except the West region.
- MoMo was rated as the best digital financial services because it is affordable, its network is the best and is stable, it has good reputation, is more reliable, has good bonuses, is fast, easy to be used, is found everywhere and subscribers claimed to have not yet been disappointed.
- Subscribers would mostly abandon a MFS Provider if it increases scamming or has a bad network.
- Overall, MoMo has more promoters than detractors contrary to OM which has more detractors than promoters. But in the North West and West where MoMo is normally very strong, the NPS is negative. This is an alert for these 2 regions
- On all the satisfaction criteria, MTN is satisfying the subscribers better than the competition.
- MTN subscribers are more satisfied for the quality of the connection for transactions and then for after sale service.
- Overall, subscribers of MoMo don't find the process in using the service complicated or long. But those of the North are the most complaining about.

RECOMMENDATIONS #7

- MTN should continue working to strengthen the following satisfaction criteria as its subscribers strongly associated them to MTN:
 - Is affordable/Less expensive,
 - Its network is the best,
 - Stable network,
 - Has good reputation,
 - Is more reliable,
 - Has good bonuses,
 - Is fast,
 - Easy to be used,
 - Is found everywhere,
 - Good quality of the connection for the transactions,
 - Good after sale service.
- Improve perceived security in strongly fighting against scamming
- Deep dive the detraction reasons in the North West and West as the NPS of MTN is negative in these 2 regions.

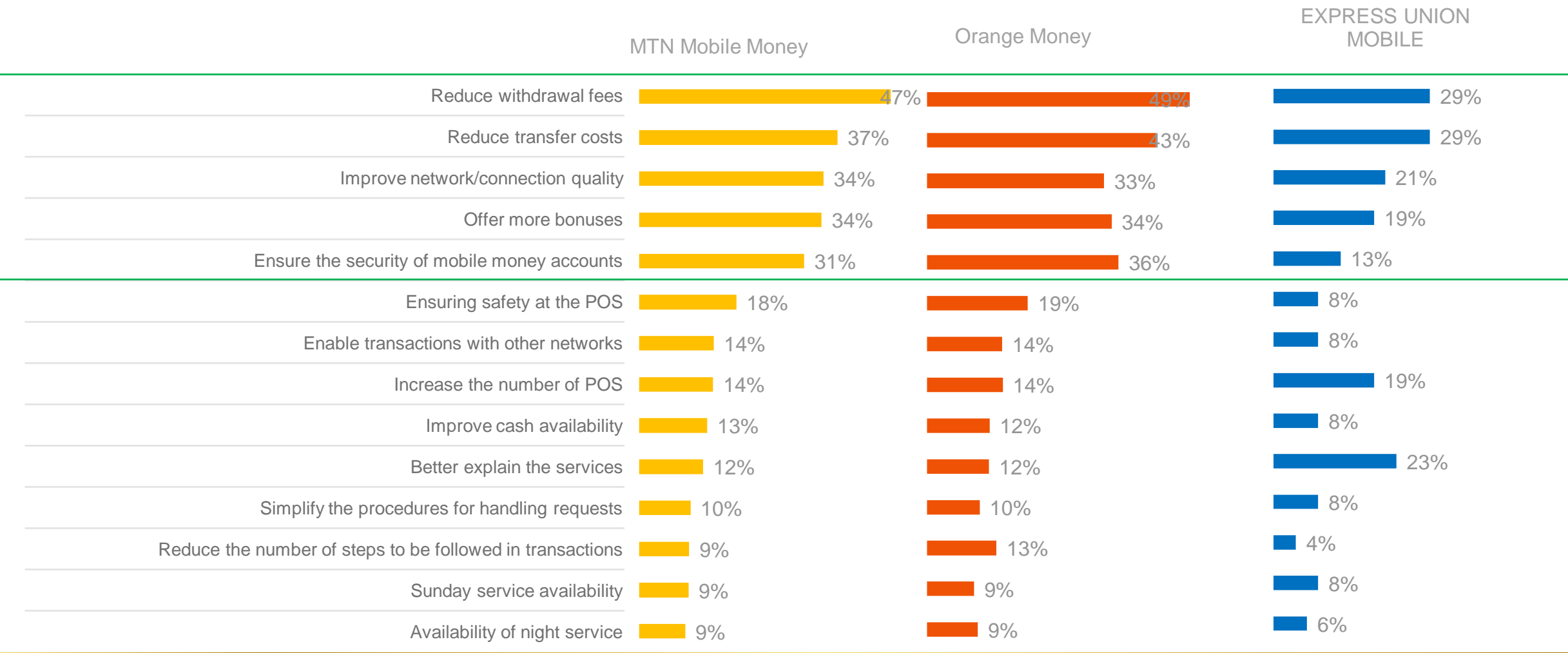


4

Customer's Expectations and Perspectives

Consumers' expectations

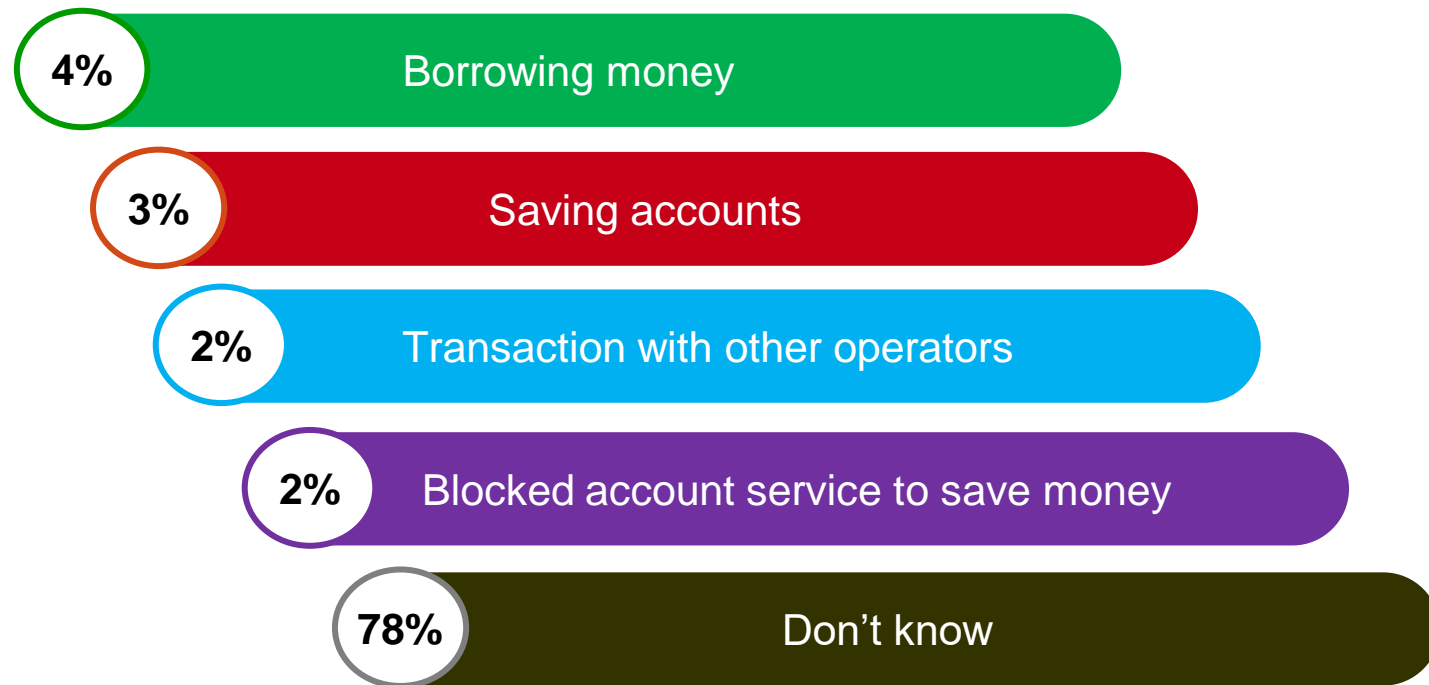
The expectations of subscribers are mainly the same regardless of the provider: reduce fees (sending and receiving), improve the network quality, offer more bonuses, ensure security of mobile money accounts. For EUM specifically, subscribers would like Express Union to increase point of sales and better explain the service.



F18. What are your expectations towards your mobile money operator (...Recall mobile money operator at F6)? Interviewer: Take one after the other the operators with which the respondent has an account?

New services expected from operators

4% of MFS subscribers would like to have access to a service of borrowing money. Knowing this service already exist with MTN, there is a need of communicating to make the service to be more known.





5

**Focus on some MTN's
Products & Services**

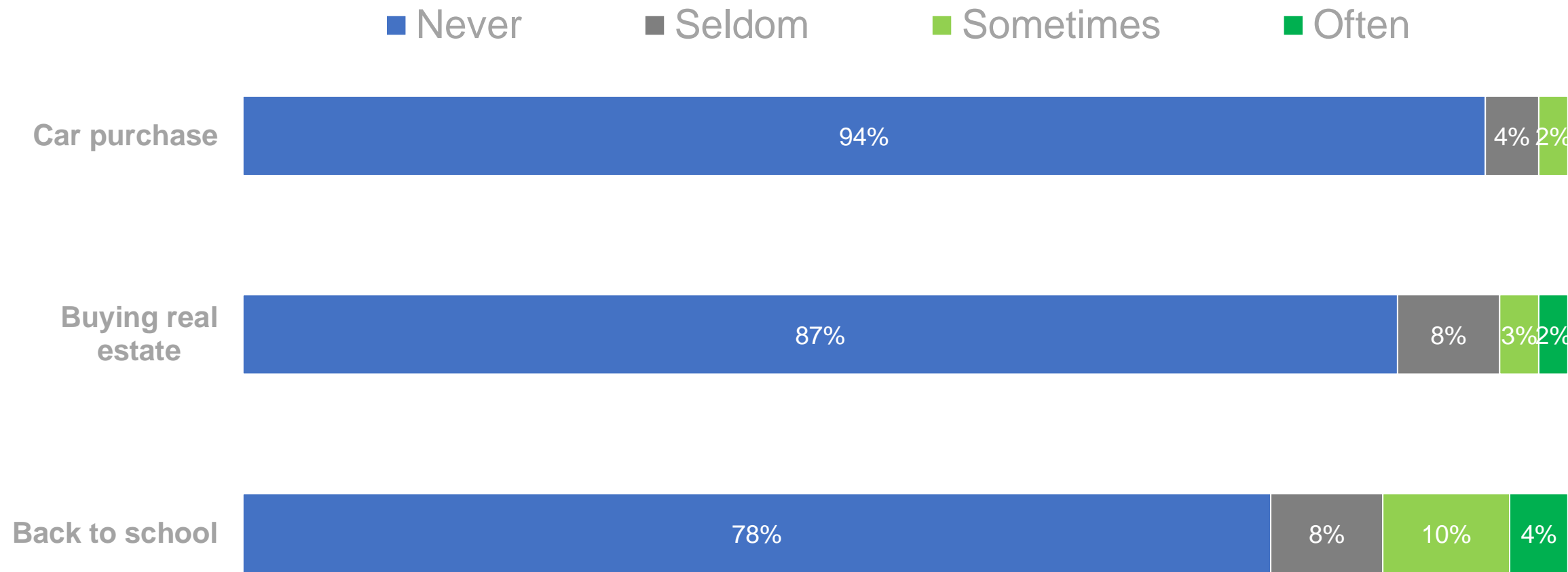


5.1

MTN Micro credit

Borrowing activities

The majority of Cameroonians don't like borrowing to the banks....



Offering of micro credits by mobile operator

...But around half of them would like to see local MFS provider to launch a micro credit service with an average loan between 15 000 and 23 000 XAF. The interest rate should be around 6%.

Likely to start with micro credit

Amount

Rate



MTN MoMo

52%



ORANGE Money

46%



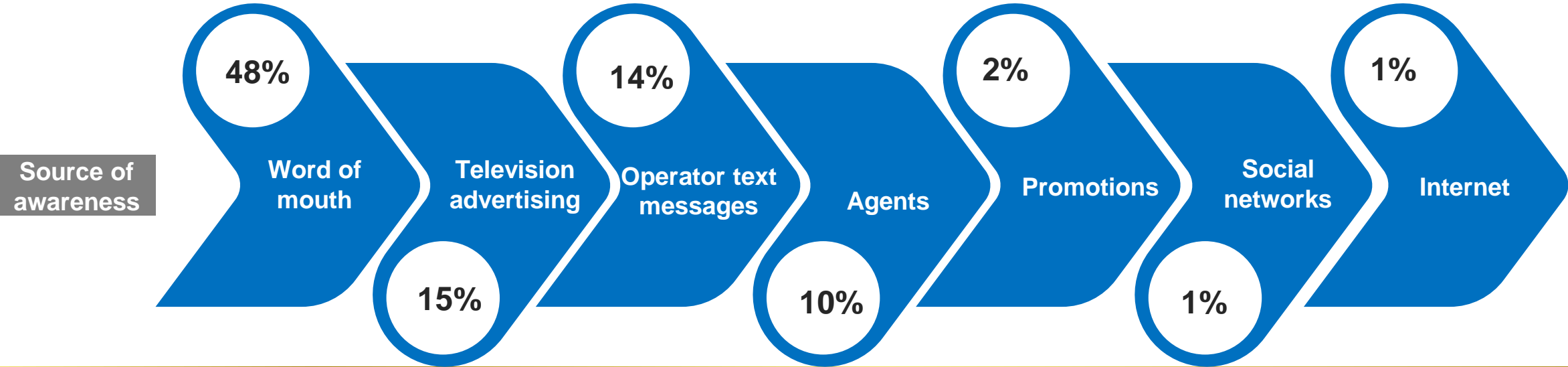
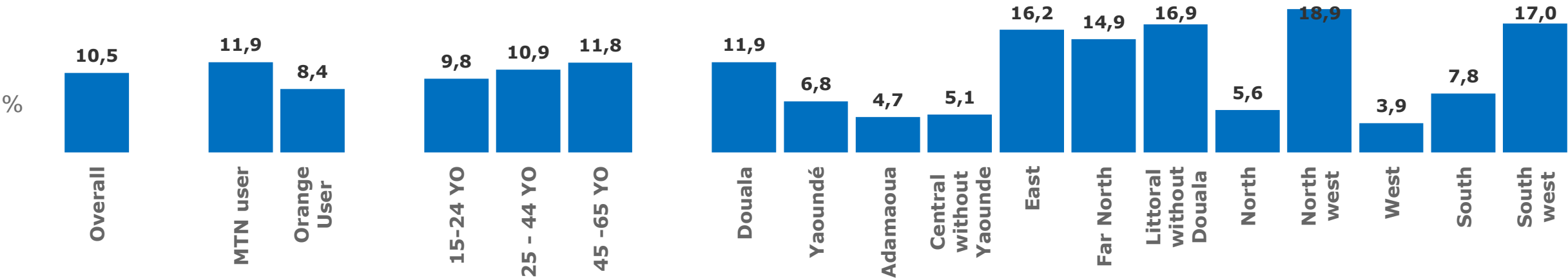
EUM

60%

Average	15 121	22 260	Average	6,4%	6,2%
Min	500	600	Min	0%	0%
Median	15 200	23 000	Median	6%	6%
Max	29 900	41 000	Max	13%	12%

Awareness of MTN as a micro credit provider

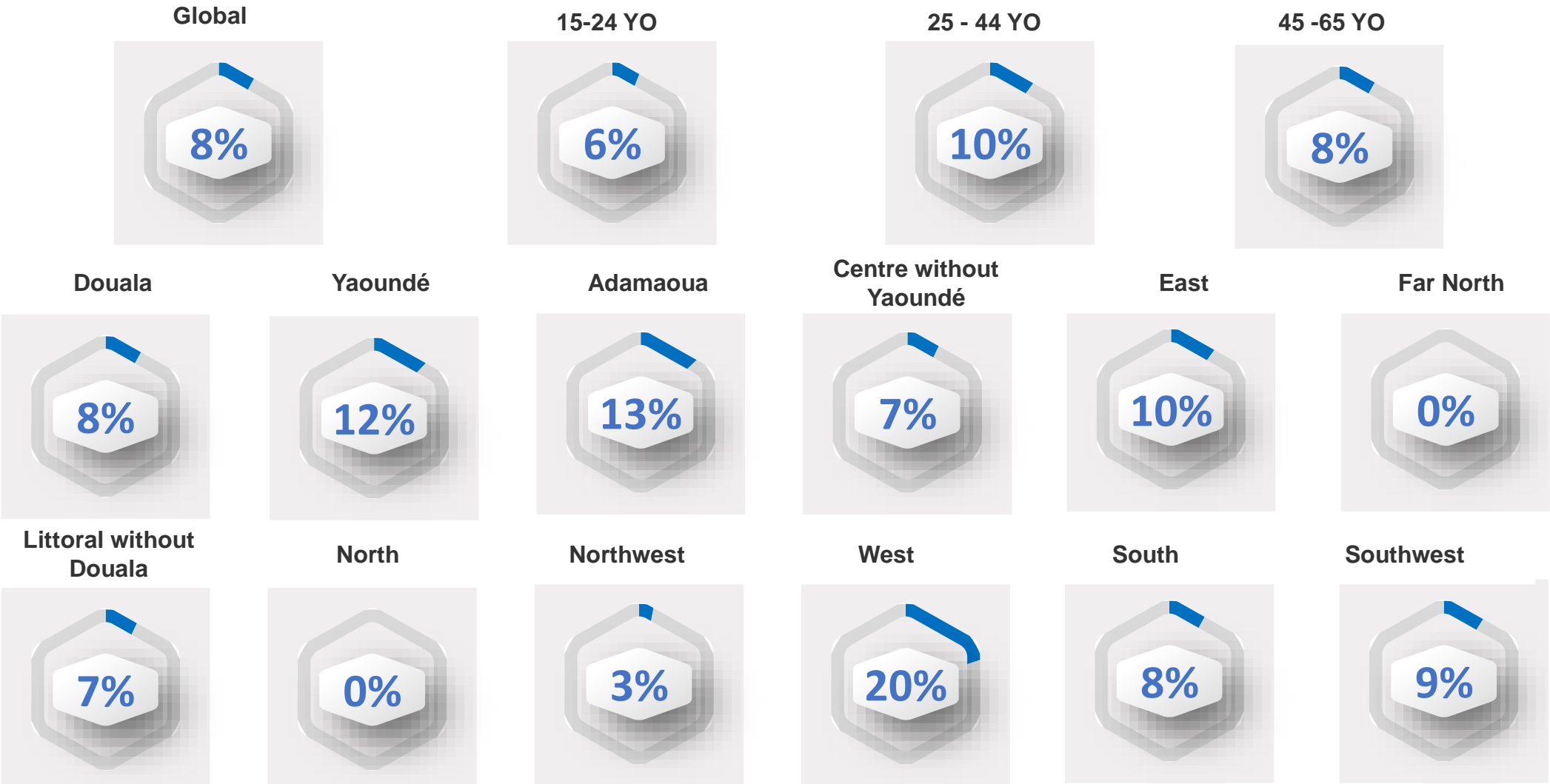
Overall, very few telco subscribers (1 person over 10) is aware that MTN has a micro credit service. Those who are aware of that mostly get the information through word of mouth...



Bc11. Did you know that MTN has a micro credit service?
Bc11a. If yes, how do you know?

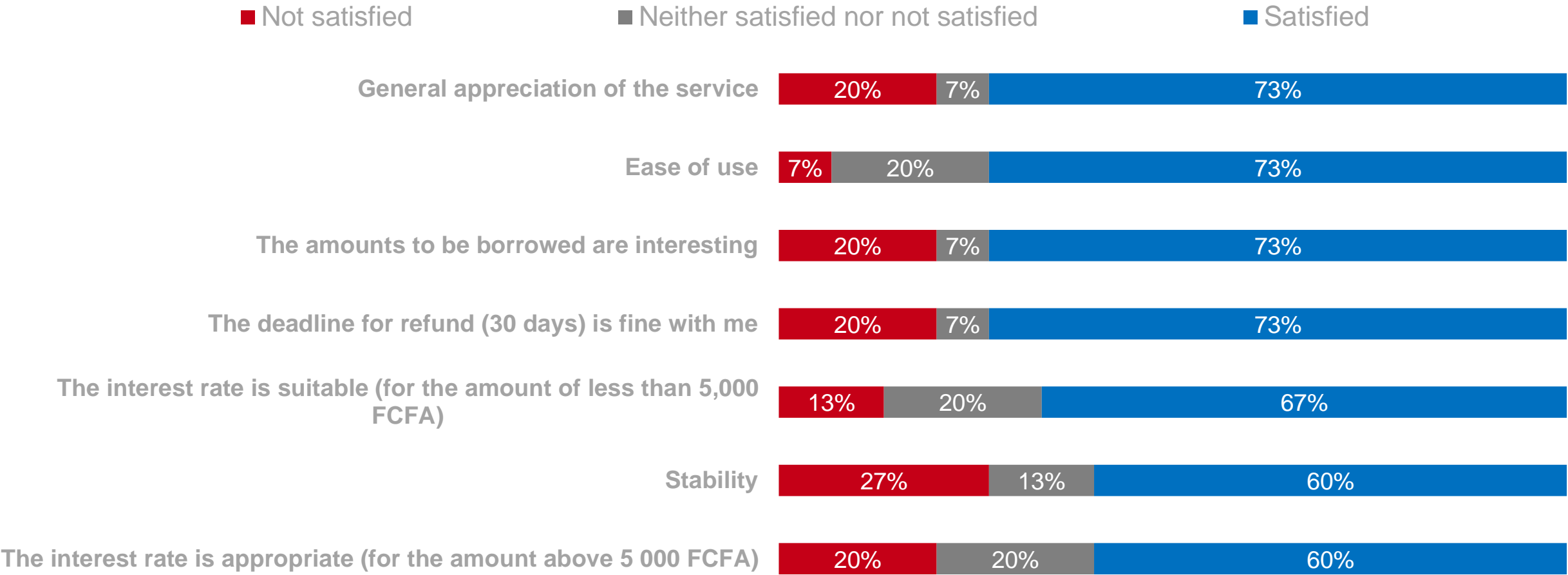
Usage of MTN's micro credit

...Consequently, only 8% of telco subscribers have already used it.



Satisfaction of MTN's Micro credit

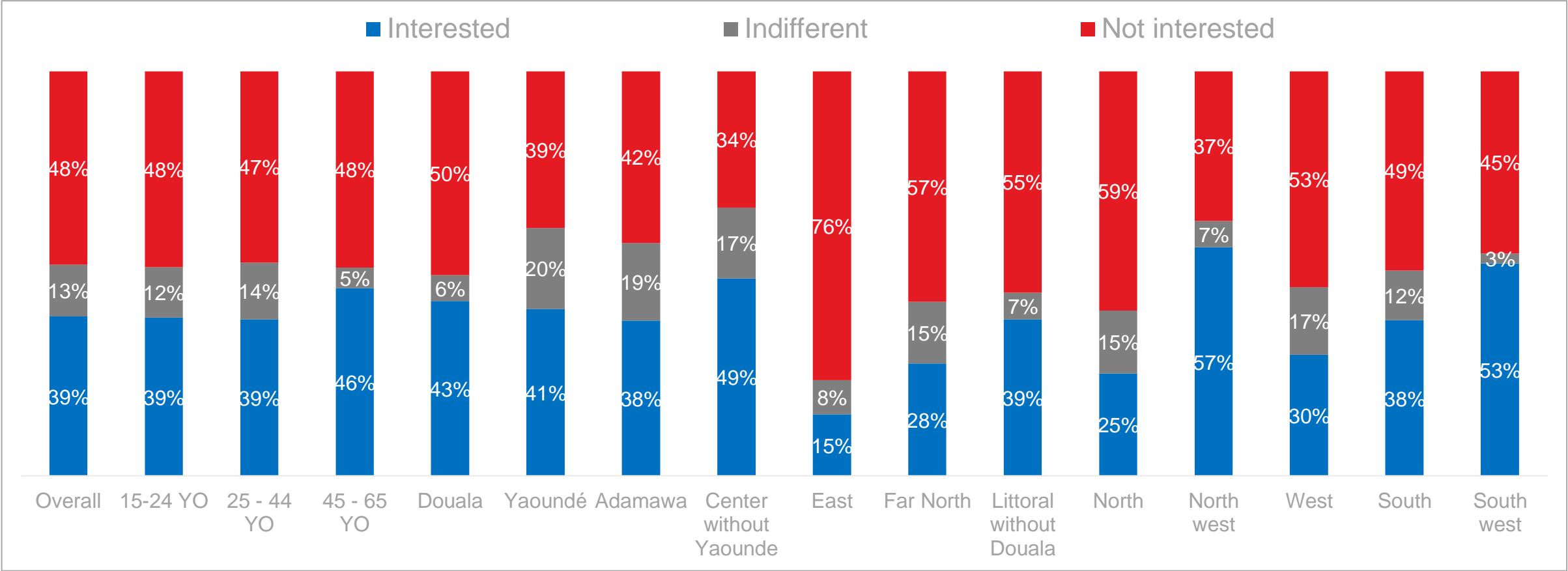
Around 70% of users of MTN Micro credit are satisfied of it.



Base : 15* (low base)

MTN's Micro credit concept evaluation


Overall, around 4 telco subscribers over 10 who are not aware of MTN's micro credit, are interested of the service. This appetite is highest amongst adults and in the NOSO.



Interest/Non interest reasons on MTN's Micro credit


For those who are interested, the MTN's micro credit can help them getting out from a bad situation one day. It might also helps to launch a small business.

INTERESTED



It may be useful to me one day/get me out of certain situations	76%
Need money/It will help me open a business/raise up my slack business/strengthen my business	49%
It will make life easier/help citizens	7%
Better refund offers (payment)	6%
It makes work/borrowing easier/Easy to do	5%
Depends on the terms & conditions	5%

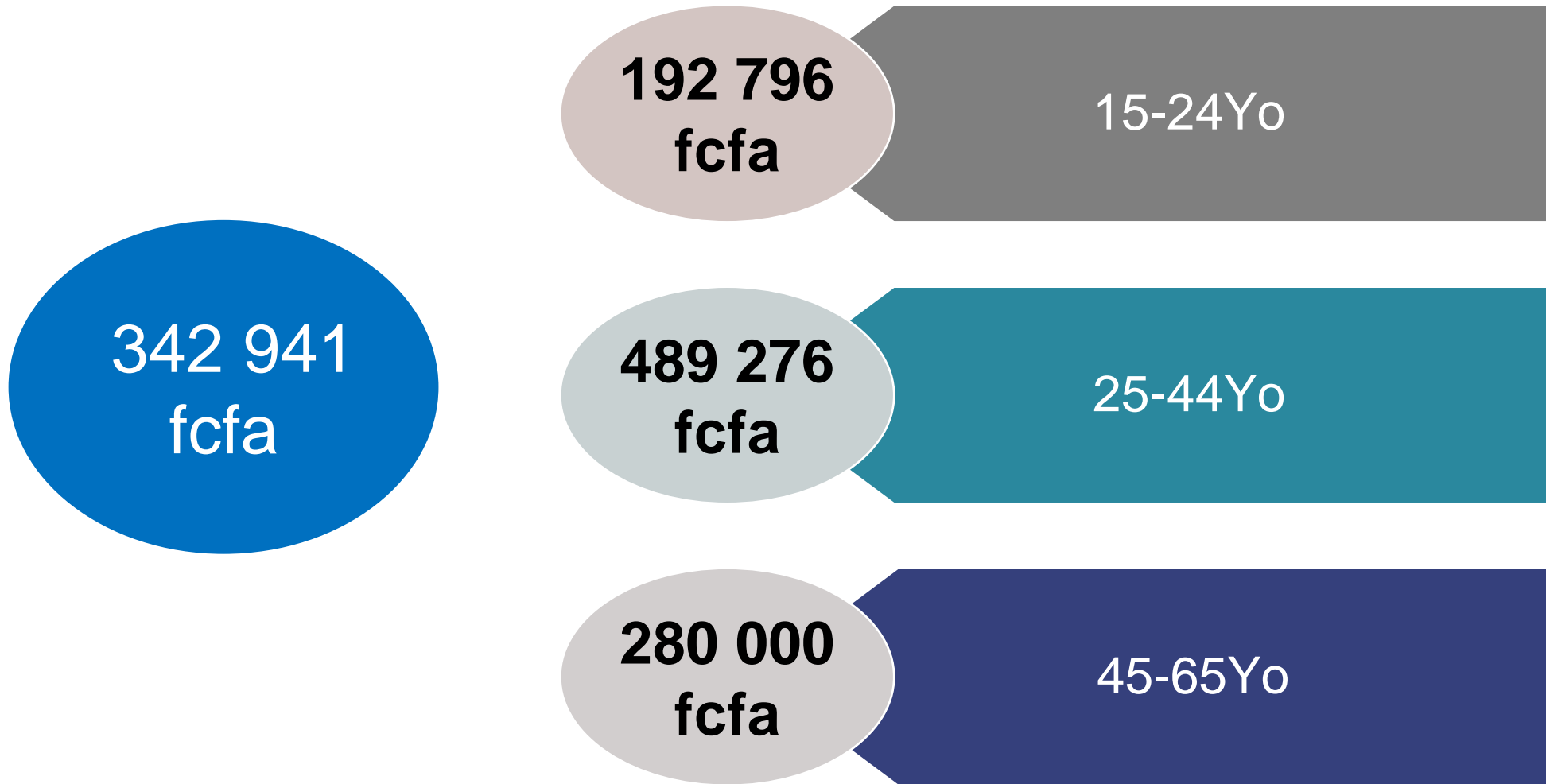
NOT INTERESTED & INDIFFERENT



I don't like credit/debt	73%
High percentage/Scam/Banditry/Theft	45%
I don't know the use	29%
I don't need it/Not important	21%
I don't use Mtn	18%
It could cause me problems/It is risky/Unreliable	14%
High percentage of Scam/Theft	11%
It's good but not sure	9%
I won't be able to pay it back	8%

Average amount likely to borrow

For those who are interested, they would like to borrow on average 342 941 XAF. This is a very huge amount compared to what is currently done.



SUMMARY #8

- The majority of Cameroonian don't like borrowing to the banks. But around half of them would like to see MTN launching a micro credit service with an average loan between 15 000 and 23 000 XAF. The interest rate should be around 6%
- Unfortunately, only 1 telco subscriber over 10 is aware that MTN has a micro credit service. Those who are aware of that mostly get the information through word of mouth.
- Consequently, only 8% of telco subscribers have already used the MTN micro credit service and around 70% of them are satisfied of the service.
- Around 4 telco subscribers over 10 who are not aware of MTN's micro credit, are interested of the service when the concept is presented to them. This appetite is highest amongst adults and in the NOSO. For those who are interested, they would like to borrow on average 342 941 XAF. This is a very huge amount compared to what is currently done.

RECOMMENDATIONS #8

MTN should communicate in order to make the MTN's micro credit service well known. In this line,

- A press conference can be organize to deeply explain the process to journalists that will then publish report in their various media.
- An explanation campaign on the field with salesforce would then follow.



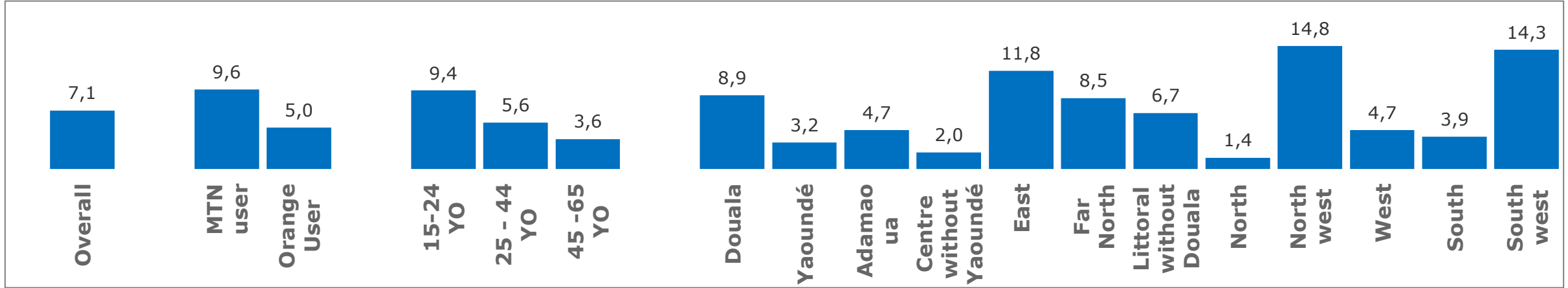
5.2

MoMo Pay promotion

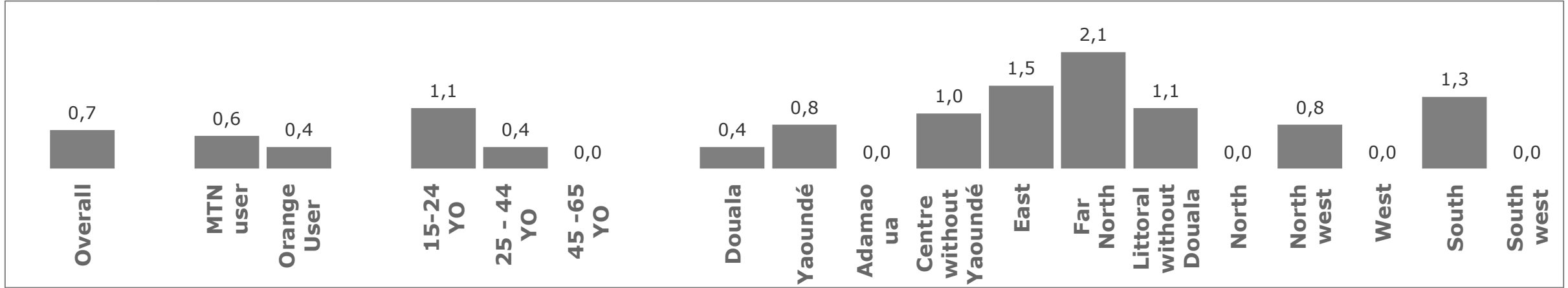
Awareness of MoMo Pay Promotion

Overall, very few telco subscribers are aware of the MoMo Pay Promotion. Youngsters and subscribers from the NOSO regions are those who were the most aware of this promotion. Consequently, very few again know the mechanism of the promotion.

Promo awareness

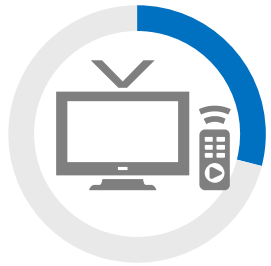


Remembering of the mechanism



Source of awareness of MoMo Pay Promotion

The major sources of awareness of the promotion was the Televisionn, then message from the operator and word of mouth comes 3rd.



29%
Television



28%
By message from the
operator



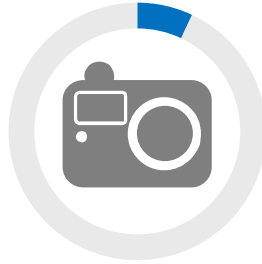
25%
Word of mouth



13%
Social networks



12%
Posters in points of sale



7%
Radio



6%
Online (company
website)



5%
Notice board



6

**Focus on Non Users of
MFS**

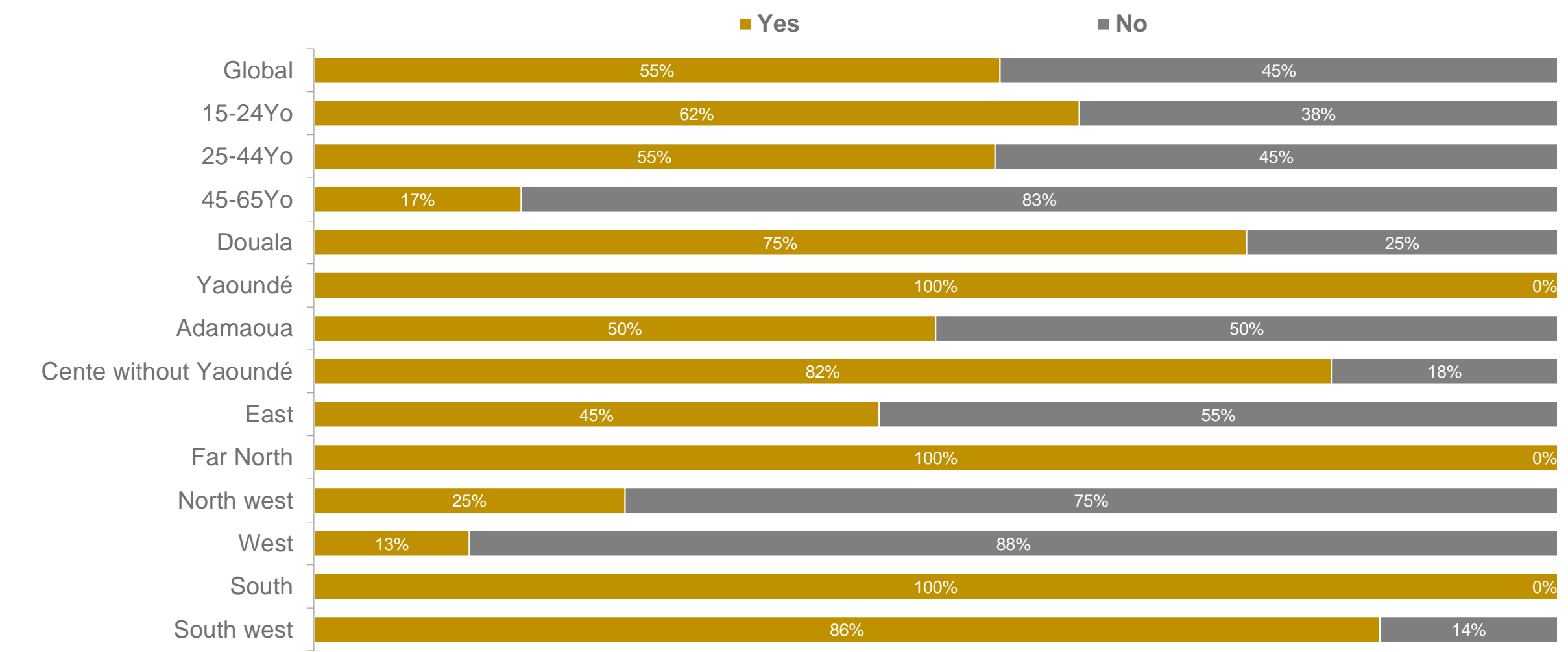
Detail of reasons for not subscribing to MFS

Majority of non current subscribers of MFS don't really need it, the others think that the services are no safe. Some of them don't have an ID to register or don't have time to register.

%	Global	15-24 YO	25 - 44 YO	45 -65 YO	Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	Northwest	West	South	Southwest
I really don't see the need	40	44	33	67	50		17	45	41	50			50	44	50	57
Mobile financial services do not seem safe to me (secure)	23	15	29	33	50		8	9	36	17				31		29
I do not have an ID card to register	21	31	14		25		8	18	23	17			25	38		14
I don't have time to register	13	15	12		50		8	18	9					19		14
I have little information about mobile financial services	8	8	7	17	25		8		9					13		14
I don't know how to register	7	8	5	17	25			9	9				25		50	
Mobile financial services are difficult to understand	6	5	5	17			8		14					6		
Negative comments from other users discourage me	6	3	7	17		33		9	9							14
Mobile financial services are difficult to use	5	0	7	17	25			9	5							14
The registration process is time consuming	3	3	2	17			17		5							

Intention to subscribe to a MFS account

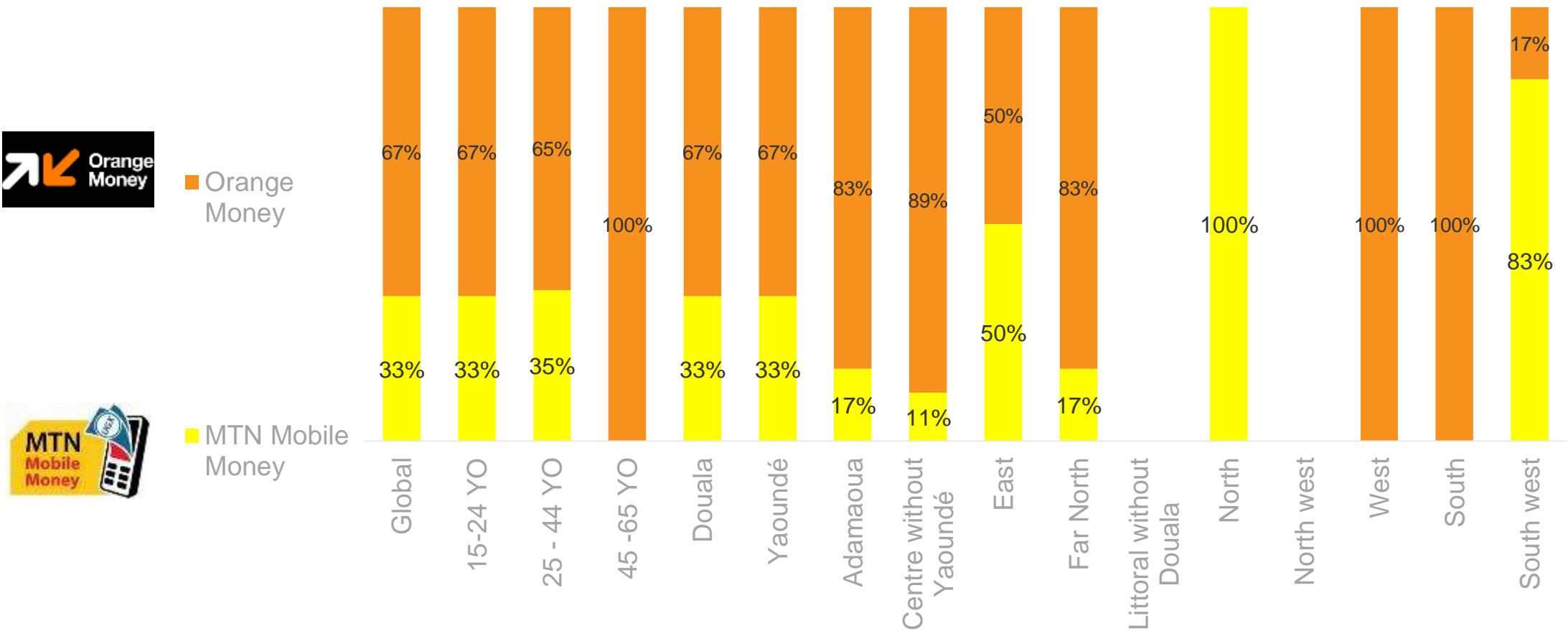
Overall, there is a potential amongst the current non subscribers as 55% of them would like to open a MFS account in the next 3 months. The potential is highest amongst youngsters (62%), in Yaoundé, Far North and South regions.



F19b. To what extent do you intend to open one or more mobile money accounts in the next 3 months?

Attractive operators to current non subscribers

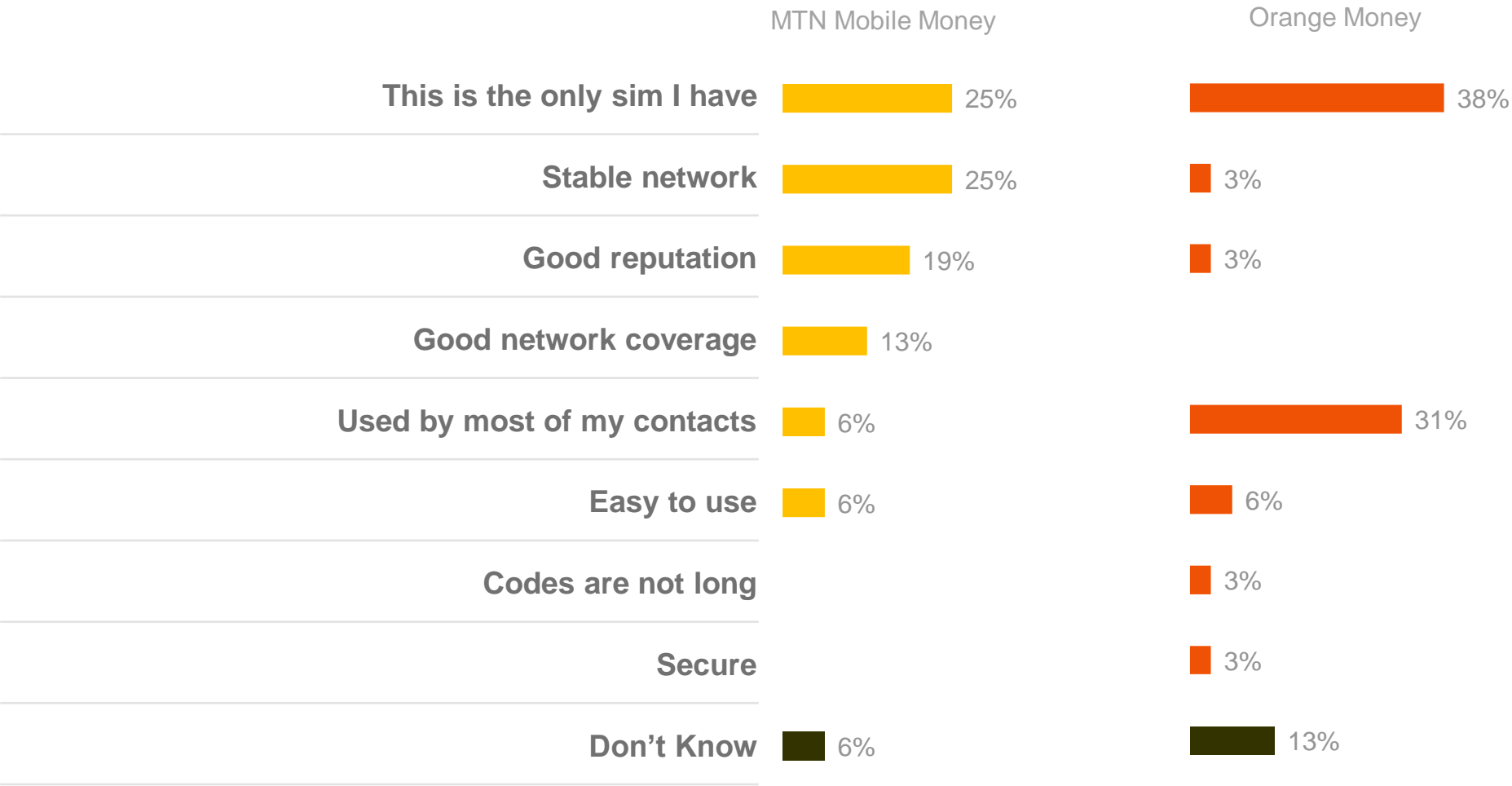
Overall, OM appeared to be the more attractive MFS across all the regions except in the North and South west regions.



F20a. You say you are going to open an account. Which operator will you open these accounts with first?

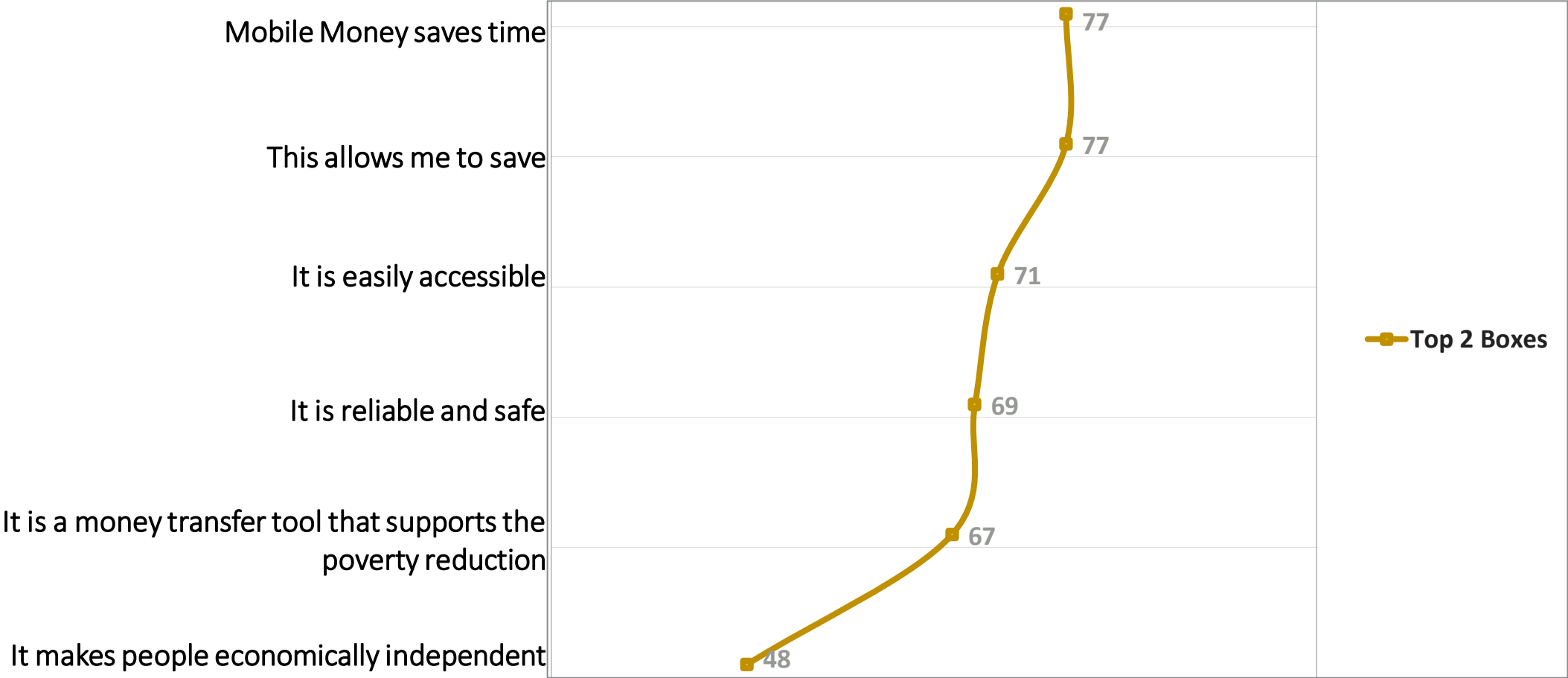
Attraction reasons to an operator for current non subscribers

MoMo is attractive thanks to the fact that the non subscriber has only MTN sim card. The stable network and its goof coverage added to the good reputation of MTN are also very considered by non subscribers.



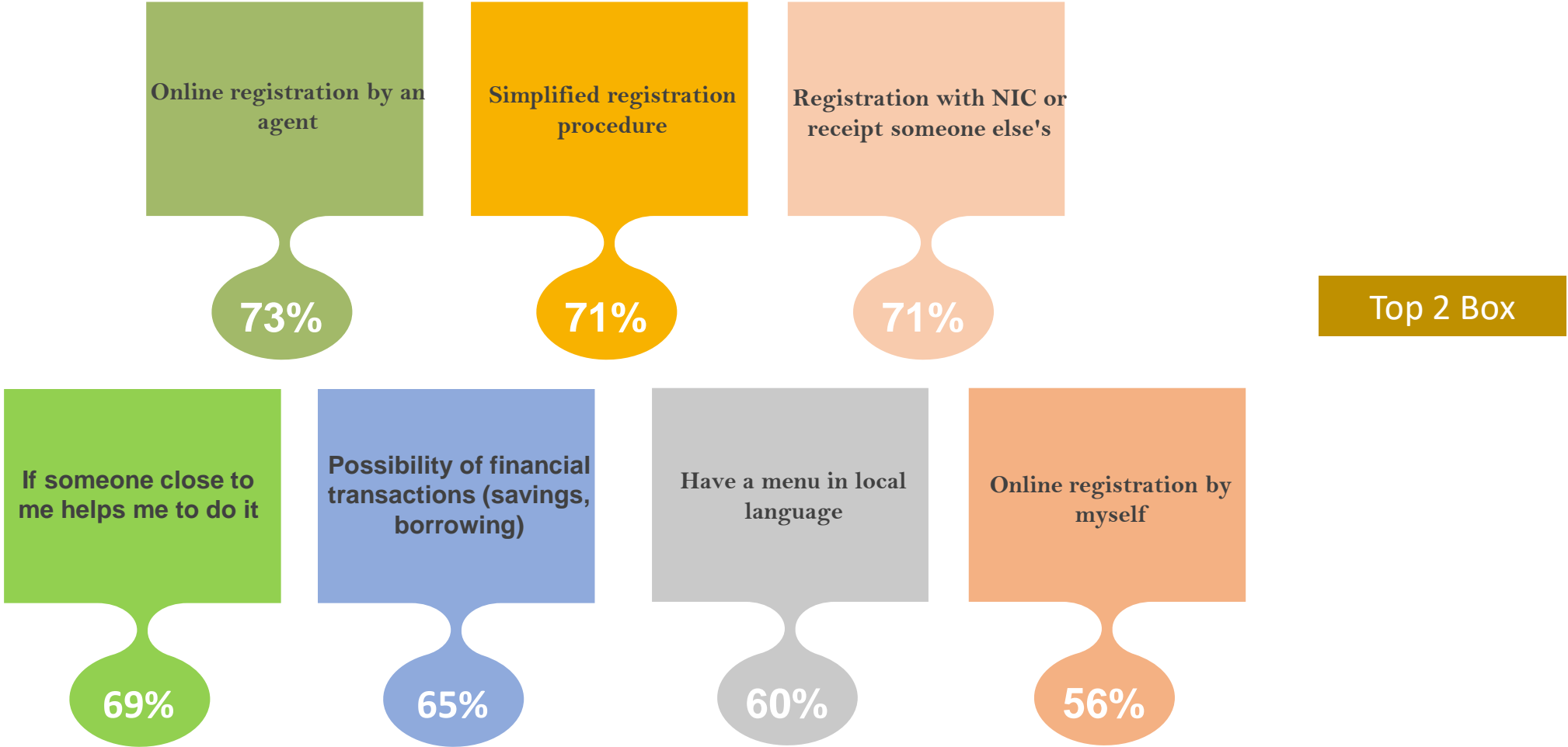
Opinion regarding MFS by current non subscribers

Like the subscribers, the current non subscribers also have an overall good opinion of the MFS.



Reasons that might influence current non subscribers to adopt MFS

Current non subscribers will surely subscribe if the registration is facilitated: online registration, simplification of the registering process, using NIC of a relative. They also seem to be interested by saving and loan services.



Top 2 Box = Certainly + Strongly possible

SUMMARY #9

- Majority of non current subscribers of MFS don't really need it. But the others think that the services are no safe. Some of them don't have an ID to register or don't have time to register.
- Overall, there is a potential amongst the current non subscribers as 55% of them would like to open a MFS account in the next 3 months. The potential is highest amongst youngsters (62%), in Yaoundé, Far north and South regions.
- Overall, OM appeared to be the more attractive MFS across all the regions except in the North and South West regions.
- Current non subscribers will surely subscribe if the registration is facilitated: online registration, simplification of the registering process, using NIC of a relative. They also seem to be interested by saving and loan services.

RECOMMENDATIONS #9

- MTN should launch permanent recruitment/enlistment campaign with its partners. This should be a non stop campaign, helping subscribers to register and to be identified.
- Allow also online registration if it is not yet the case.
- Develop a new service on saving: give opportunities to subscribers to save their money in their account and get back later interest on their savings.

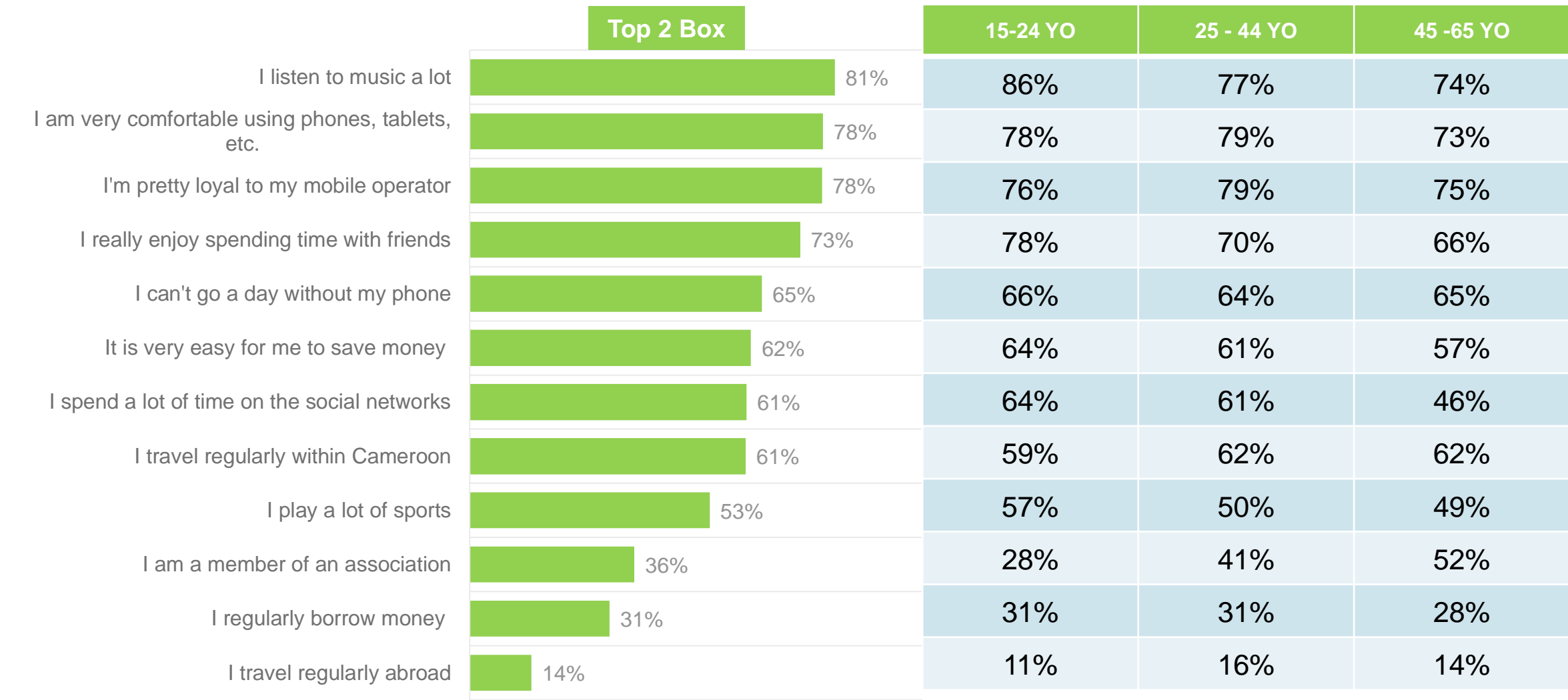


7

Subscriber's Lifestyle

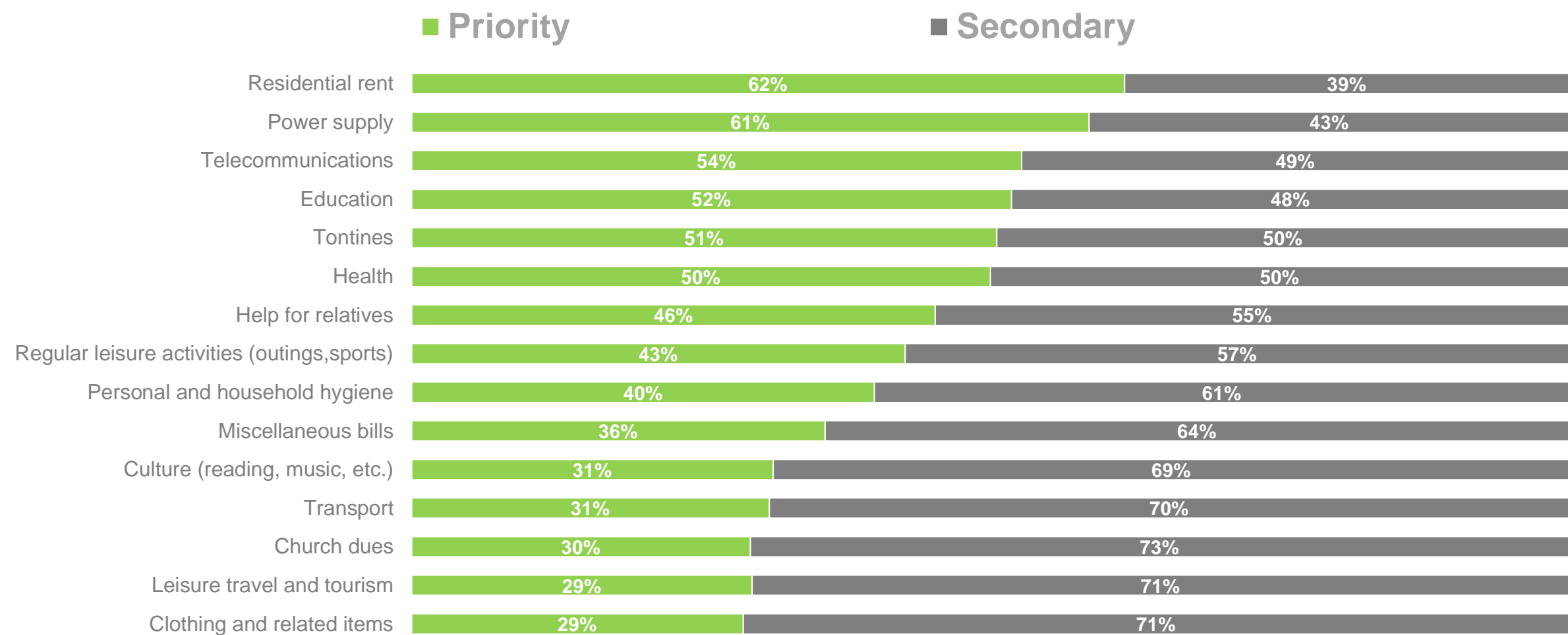
Telco subscriber habits

Subscribers really like listening music and enjoying their phone/tablets. They also like to save money, spending time with friends or on social network. But they don't like borrowing money.



Expenditure structure

Spending for telecommunications appeared at the 3rd position, before education and health. This means that telecommunications now occupy a prominent place in the life of people.



Div11. What is the structure of your expenses? Specify if they are priority expenses, or if they are secondary expenses.

Payment method

Cash payments are still the preferred payment method. But mobile payments are more and more important.

Cash payments

92%



Mobile Money

39%



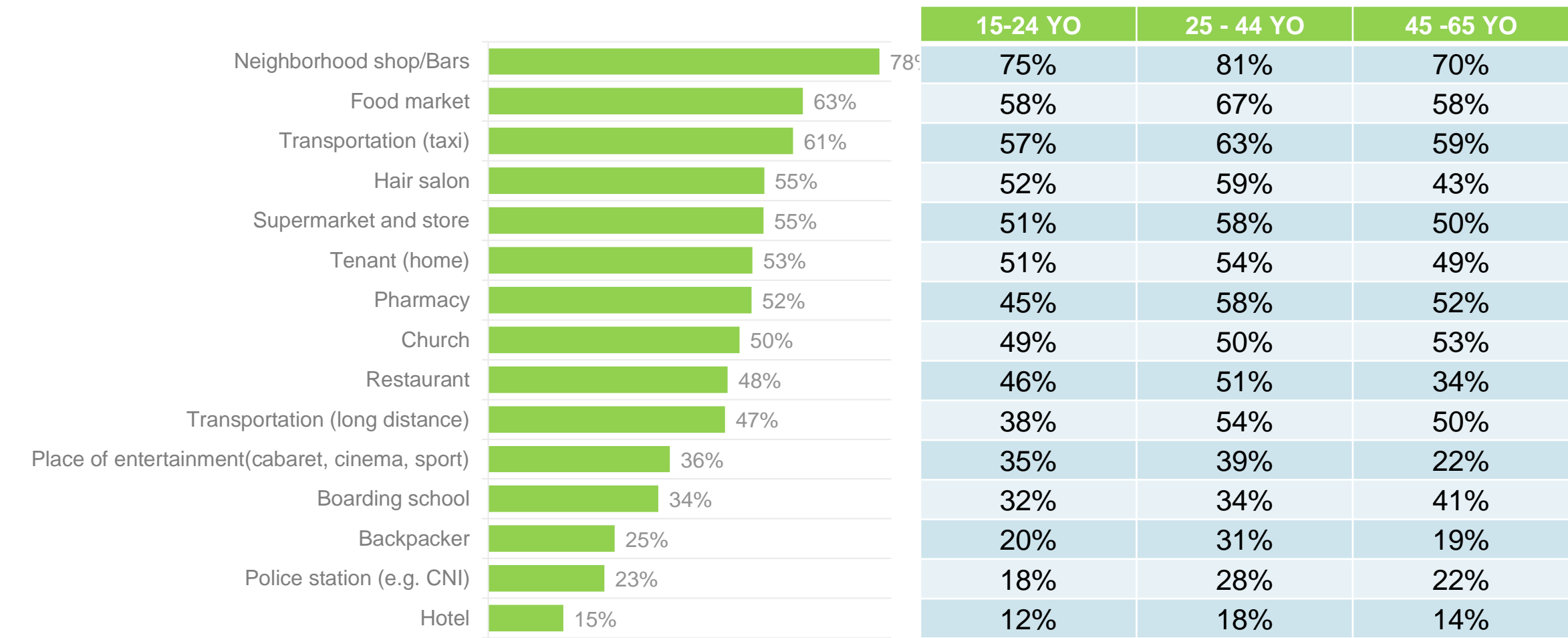
Credit Card

2%



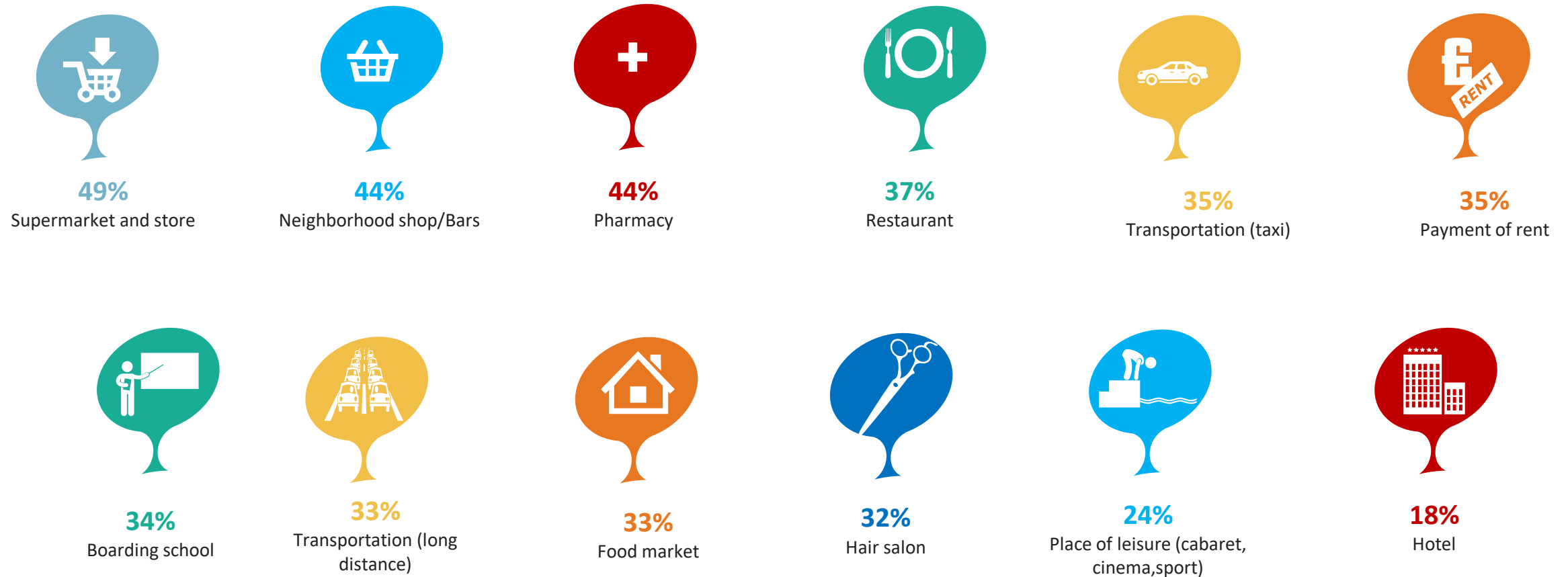
Frequented places

Cameroonians most of time visit places that sell drinks or food: Bars/neighbourhood shops and Food market.



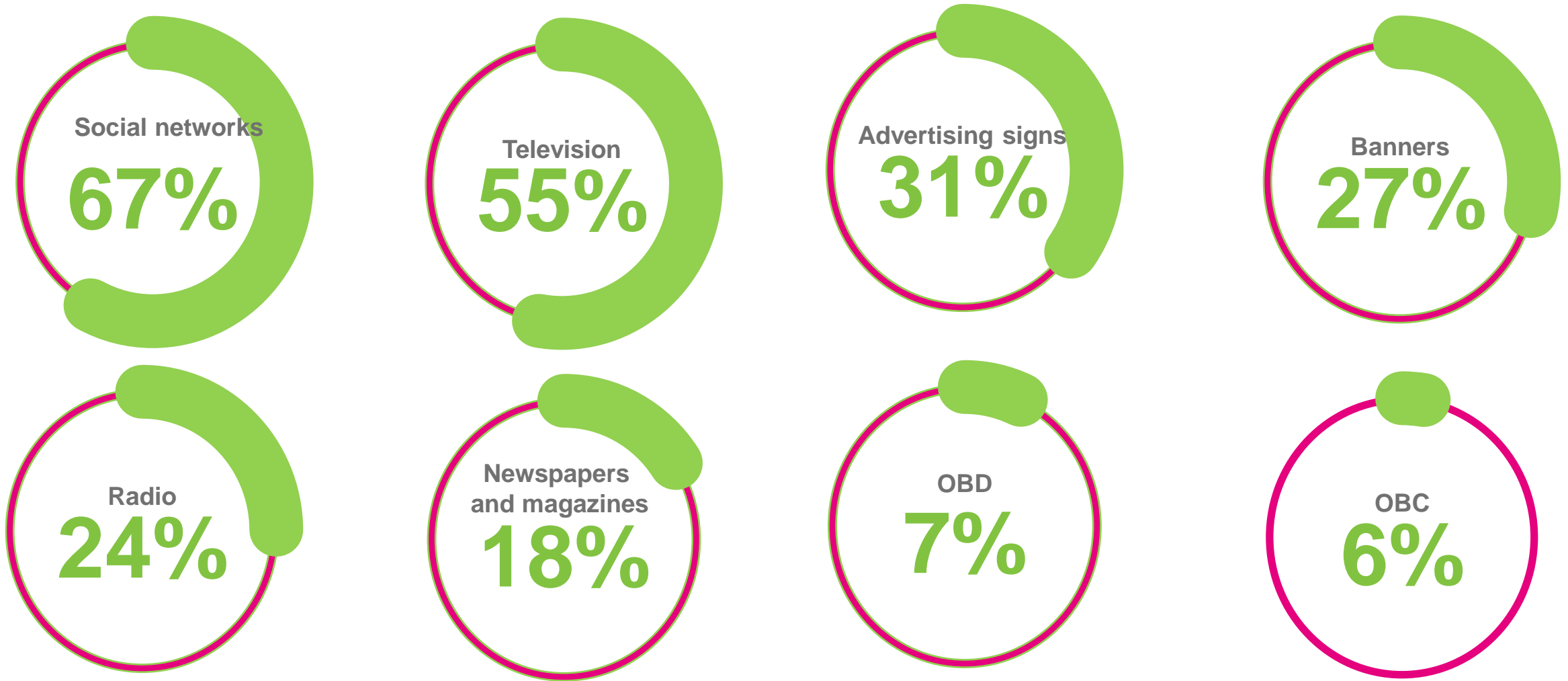
Places to make digital financial payment

Cameroonians would really like to do their mobile financial transaction in various places such as supermarket, neighbourhood shops/bars, pharmacy and so on.



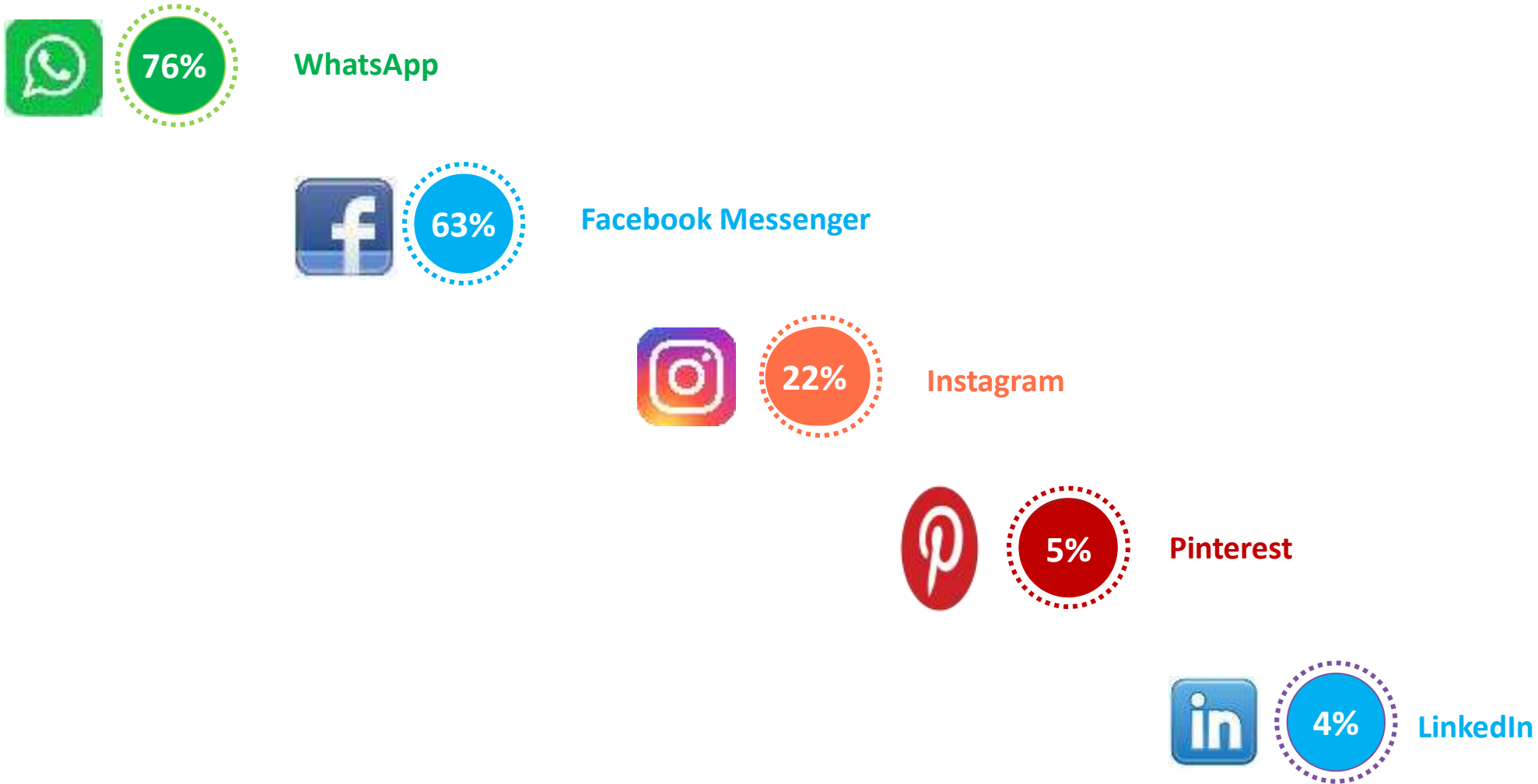
Media consumption

Social network nowadays seem to be more visited than TV



Media consumption – Focus on social media

WhatsApp and then Facebook are the social networks more used in Cameroon.



National influencers

Samuel Eto'o: 60%



Charlotte Dipanda: 60%



Ben DECCA : 57%



Roger MILLA: 50%



Rigobert SONG: 50%



Francis NGANOU: 44%



PETIT-PAYS: 44%



Lady PONCE:39%



Richard BONA: 34%



André SIAKA: 20%



SUMMARY #10

- Telco subscribers really like listening music and enjoying their phone/tablets. They also like to save money, spending time with friends or on social network. But they don't like borrowing money.
- Spending for telecommunications appeared at the 3rd position, before education and health. This means that telecommunications now occupy a prominent place in the life of people
- Cash payments are still the preferred payment method. But mobile payments are more and more important.
- Cameroonians most of time visit places that sell drinks or food: Bars/neighbourhood shops and Food market. These places appear to be opportunities where mobile payments can be done.
- Social network nowadays seem to be more visited than TV.

RECOMMENDATIONS #10

- MTN should work to make merchant payments available in the places that Cameroonians visit the most such as bars, neighbourhood shops, food market, etc. The places of mobile payments should be democratized to avoid issues of petty cash. Work with the government to encourage mobile payments instead of cash payments.
- MTN should move via social networks as they are more important in the life of telco subscribers.
- MTN should put more and more in contribution local influencers such as Samuel Eto'o, Charlotte Dipanda and others for its adverts. The current experience with Petit Pays, Francis Nganou and Rigobert Song seem to have been a success.



8

Miscellaneous

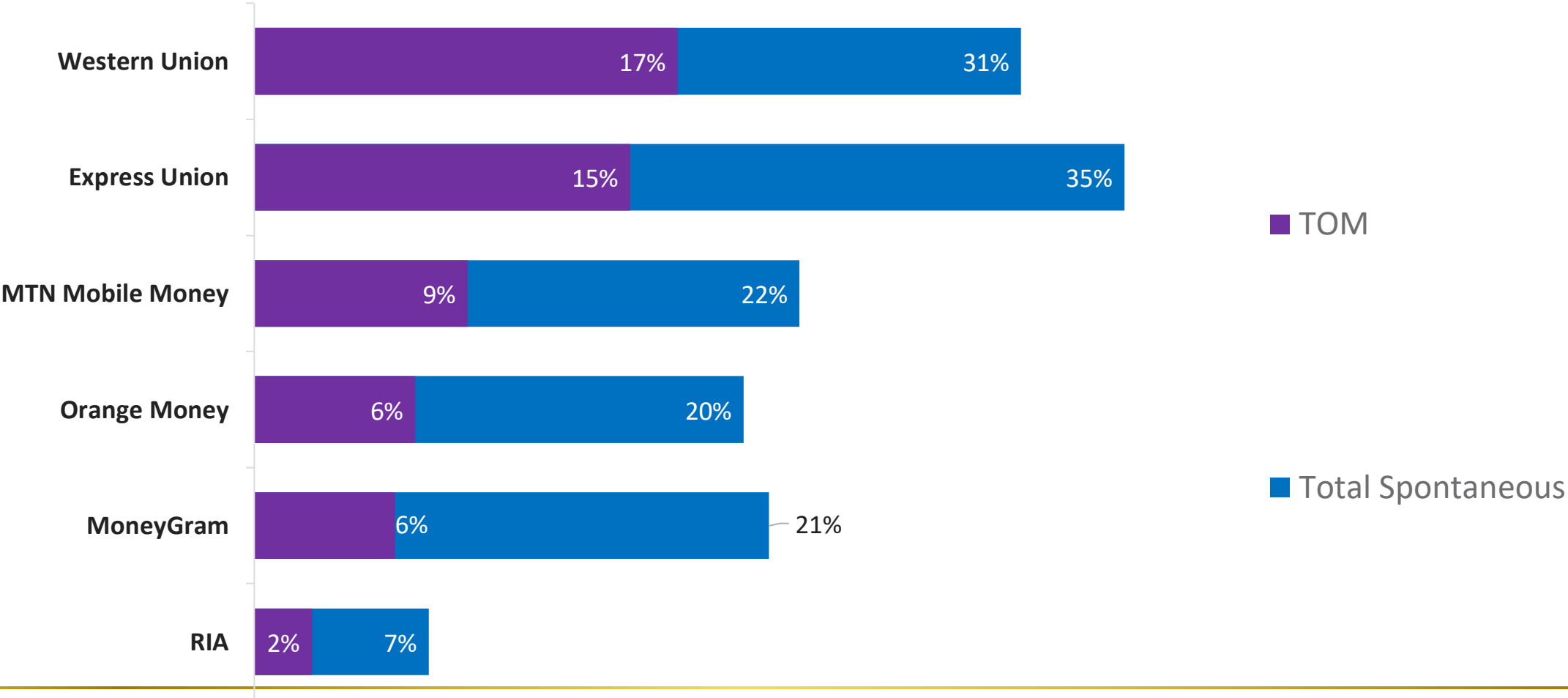


8.1

International money transfer

International money transfer operators' awareness

Western Union is the international money transfer operator that recorded the highest TOM score. But Express Union is the most spontaneously known. MTN MoMo is third.



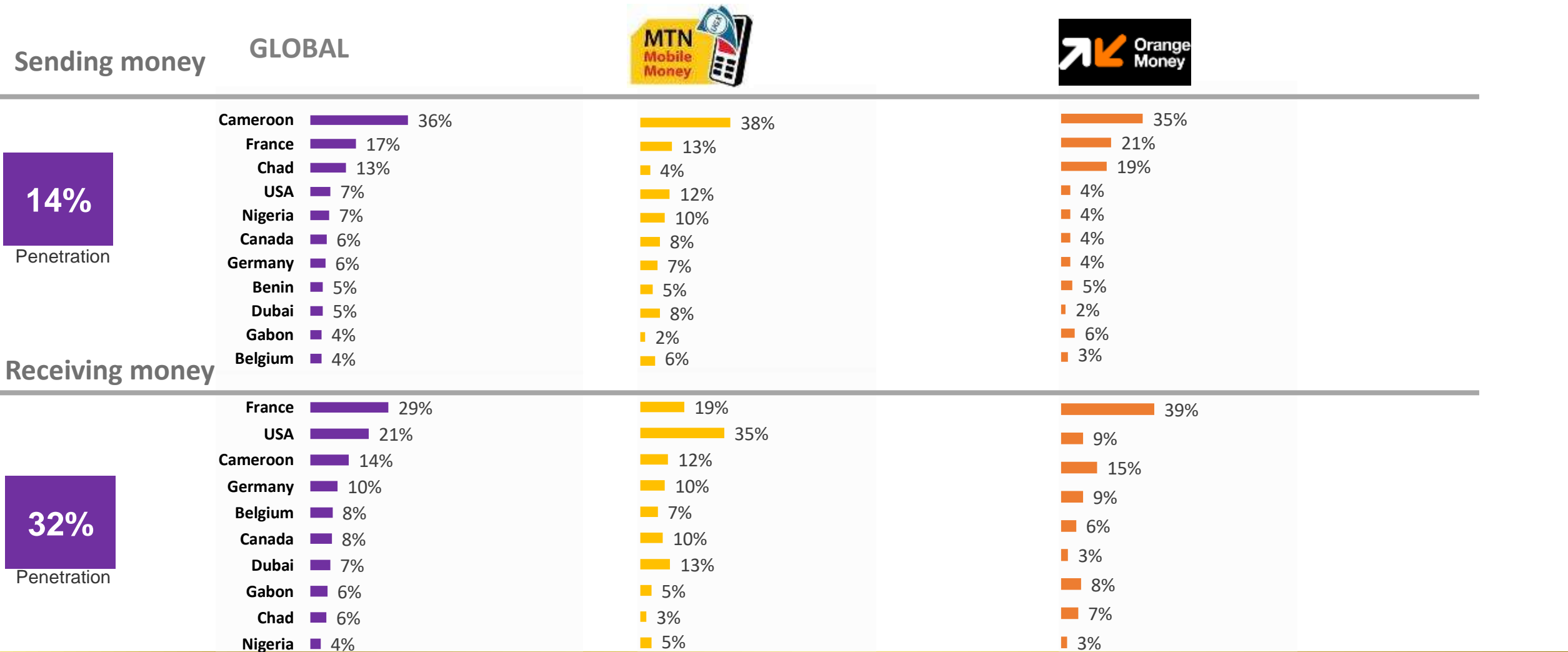
International money transfer operators’ awareness-focus on TOM

MoMo is most known as international money transfer operator amongst adults and in the NOSO.

		15-24 YO	25 - 44 YO	45 -65 YO	Douala	Yaoundé	Adamaoua	Centre without Yaoundé	East	Far North	Littoral without Douala	North	North west	West	South	South west
Western Union	<div><div></div></div> 17%	12%	20%	25%	17%	28%	7%	26%	12%	10%	10%	31%	16%	9%	19%	9%
Express Union	<div><div></div></div> 15%	18%	13%	11%	13%	10%	41%	14%	12%	17%	11%	8%	13%	17%	17%	13%
MTN Mobile Money	<div><div></div></div> 9%	8%	9%	11%	6%	3%	6%	6%	4%	9%	7%	1%	25%	5%	3%	31%
Orange Money	<div><div></div></div> 6%	8%	6%	3%	8%	5%	9%	10%	6%	10%	7%	8%	2%	6%	5%	2%
MoneyGram	<div><div></div></div> 6%	5%	6%	3%	6%	5%	4%	5%	7%	4%	6%	8%	8%	3%	8%	6%
RIA	<div><div></div></div> 2%	1%	3%	3%	5%	5%		2%		1%	1%			1%		4%
World Remit	<div><div></div></div> 1%	1%	1%		1%	1%		1%				1%	1%	4%	3%	2%
Ecobank	<div><div></div></div> 1%	1%	1%	1%	1%	0%	1%			1%			1%	2%	1%	1%

Major countries of transactions

Apart from Cameroon, subscribers do a lot of international money transfer with Europe (France, Germany, Belgium), USA, Canada, Dubai and Africa (Benin Nigeria and Chad).



Tr2. To which countries do you most often send money?
Tr3. From which countries do you most often receive money?

Main operator for international money transfer

If we consider only the mobile money transactions with abroad, OM is a bit more used in Africa than MoMo to send. MoMo is more used for reception either from Africa or from Europe or from America.

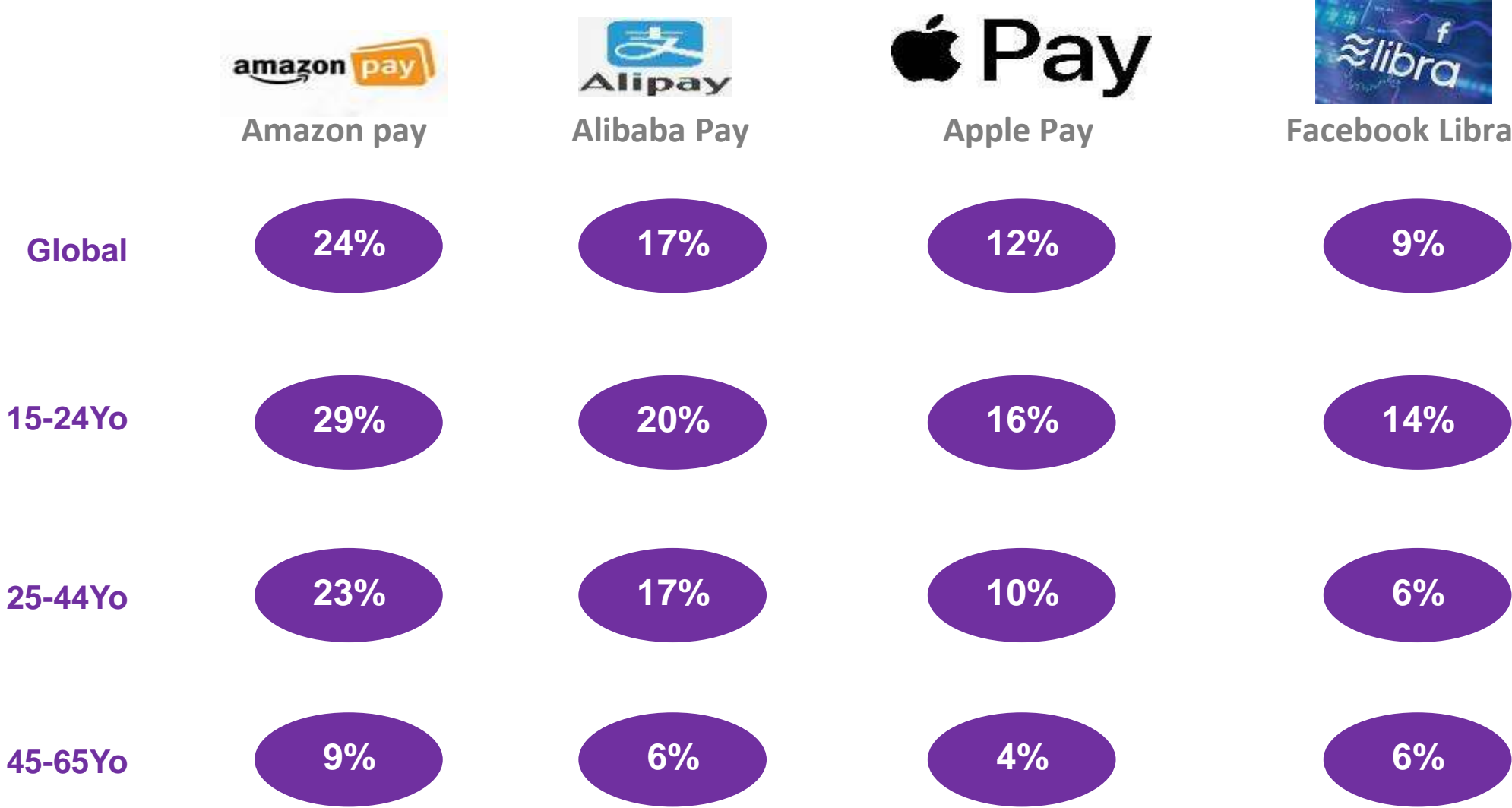
	AFRICA		EUROPE		AMERICA	
	Sending	Receiving	Sending	Receiving	Sending	Receiving
	13%	20%	9%	20%	6%	13%

Main Operator

Orange money	27%	27%		27%		18%
MTN money	25%	28%		28%		32%
Express Union	20%	16%	13%	16%	14%	7%
Western union	9%	9%	23%	9%	17%	16%
Moneygram	6%	6%	14%	6%	8%	8%
Express exchange	3%	2%		2%		4%
Ecobank	1%	2%		2%		2%
Atlantic Bank	1%	0%		0%		1%
RIA	1%	3%		3%		6%
YUP	1%					
Bicec	1%	0%		0%		1%
UBA	1%	2%		2%		2%

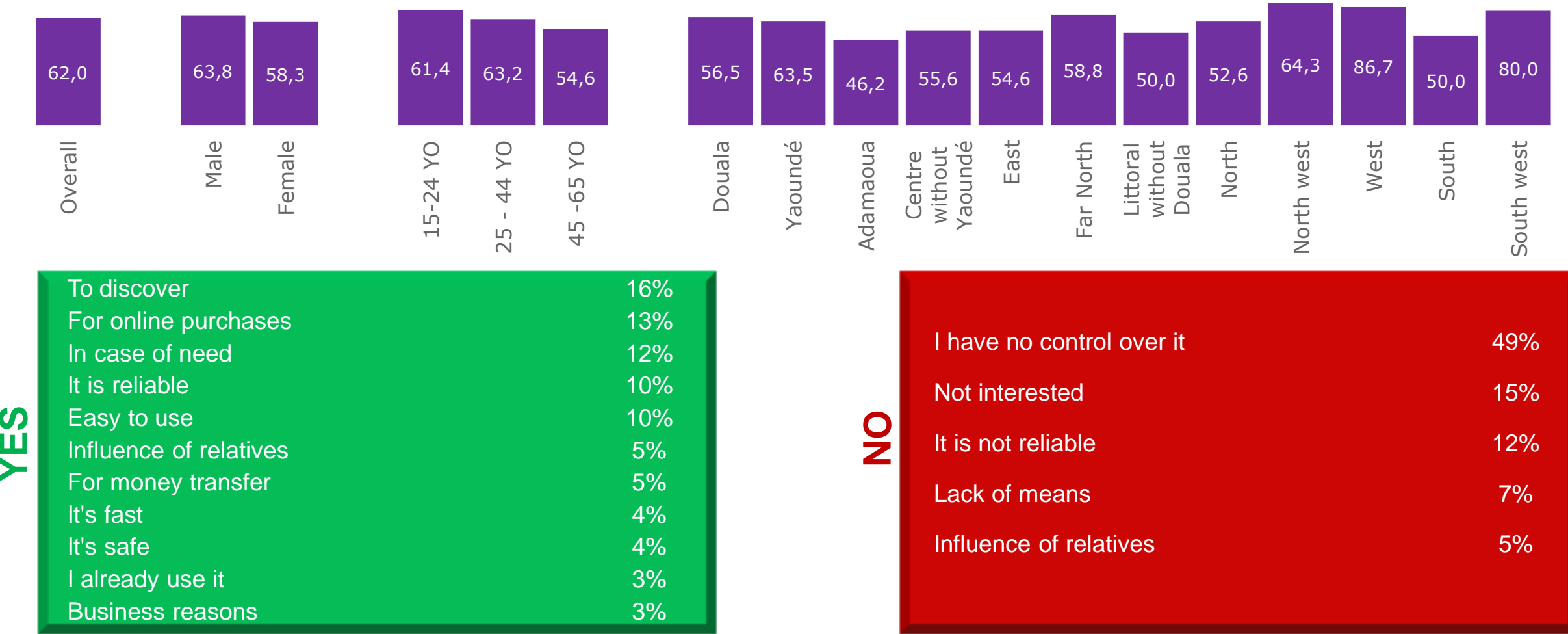
International platform awareness

Considering the international payment platforms, Amazon pay is the most known, followed by Alibaba Pay.



Willingness to trade with international platform

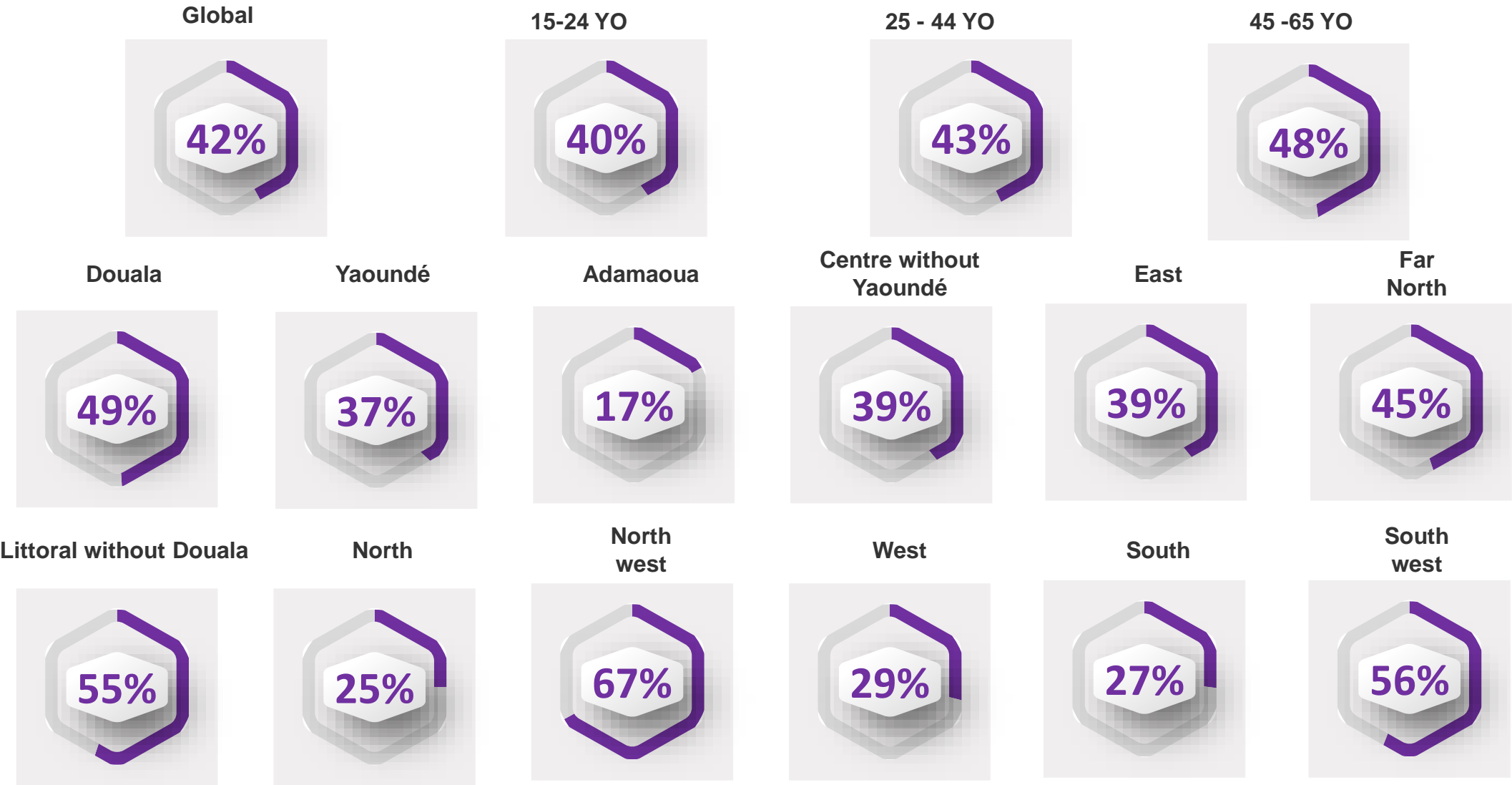
Cameroonians show a positive appetite in testing the previous mentioned platforms. They would mostly like to discover and doing online purchase as they seem reliable and easy to use.



Tr8. Would you be willing to trade through these different operators?
Tr9. For what reasons?

MTN's awareness as a financial operator in the central Africa

Overall, only 4 telco subscribers over 10 are aware that with MTN, they can send money in Central Africa.





8.2

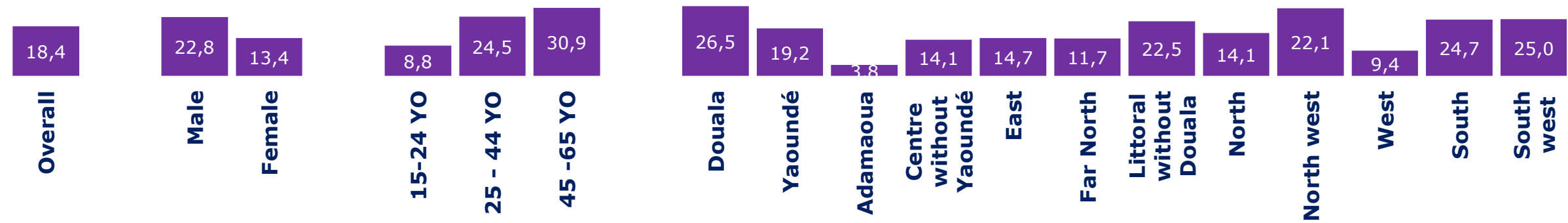
Banking

Penetrations

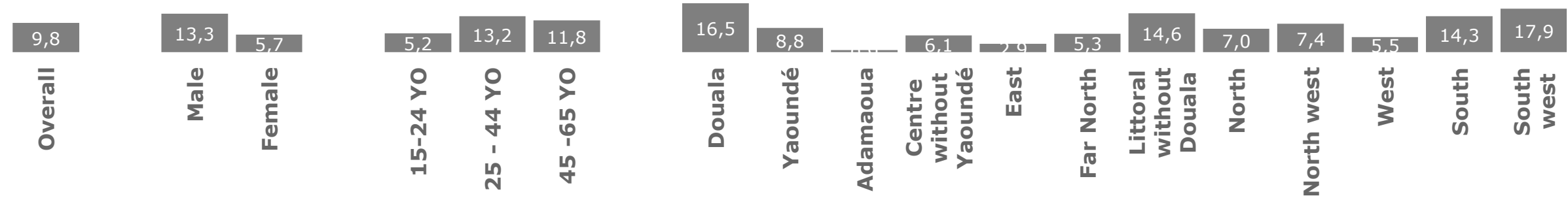
Overall , less than 2 telco subscribers own a bank account. This penetration is highest amongst adults and telco subscribers from Douala and to a certain extent in the SW region.

In the other hand, less than 1 subscriber over 10 has access to bank services through his/her phone or computer.

Penetration bank account amongst mobile phone users



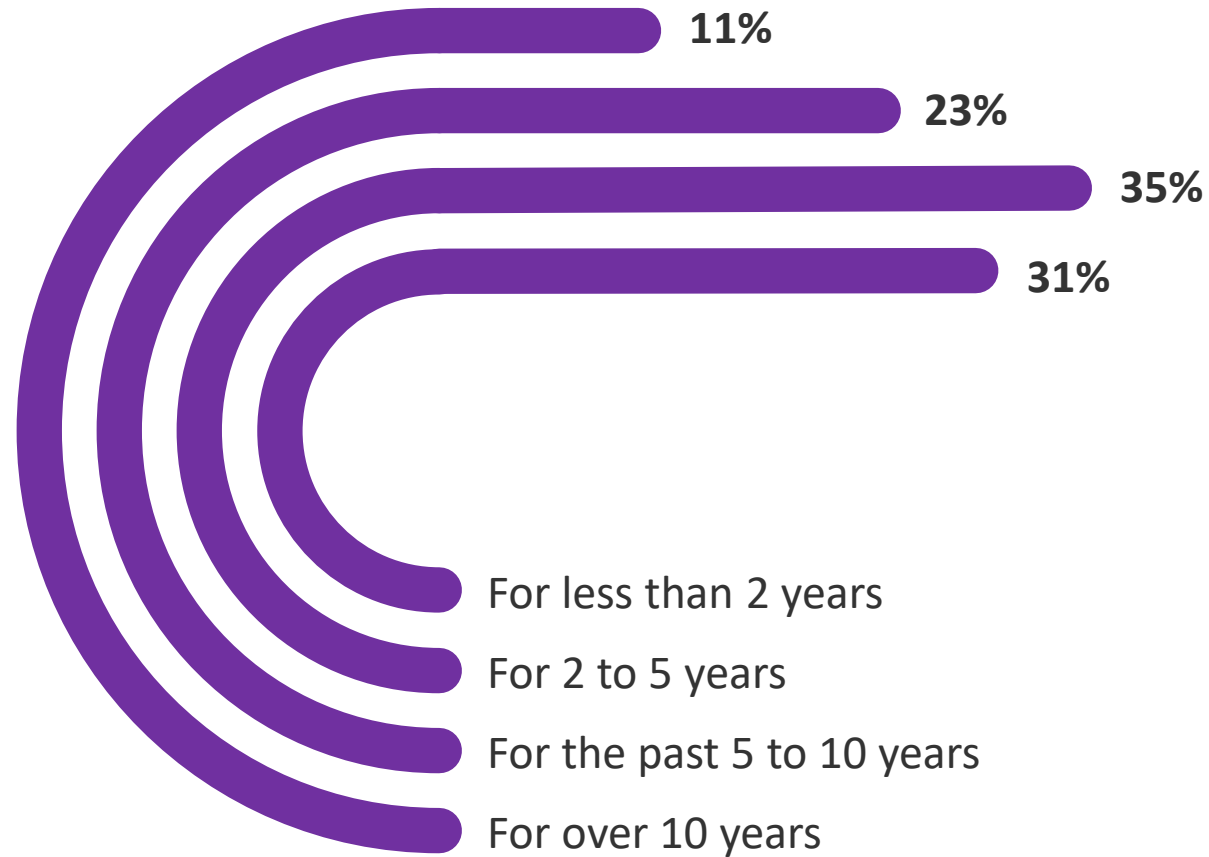
Penetration of mobile banking amongst mobile phone users



Bc1. Do you personally have a bank account?
Bc8. Do you access your bank's services through your phone or computer?

Duration of owning a bank account

65% of telco subscribers, are new bank account users as they own a bank account since maximum 5 years.



Type of accounts & financial institution

Saving accounts are the most used. The telco subscribers are also more confident to banks than other financial institutions.

Type of account

Savings 76%

Check 20%

Business 17%

Financial institution

Bank 73%

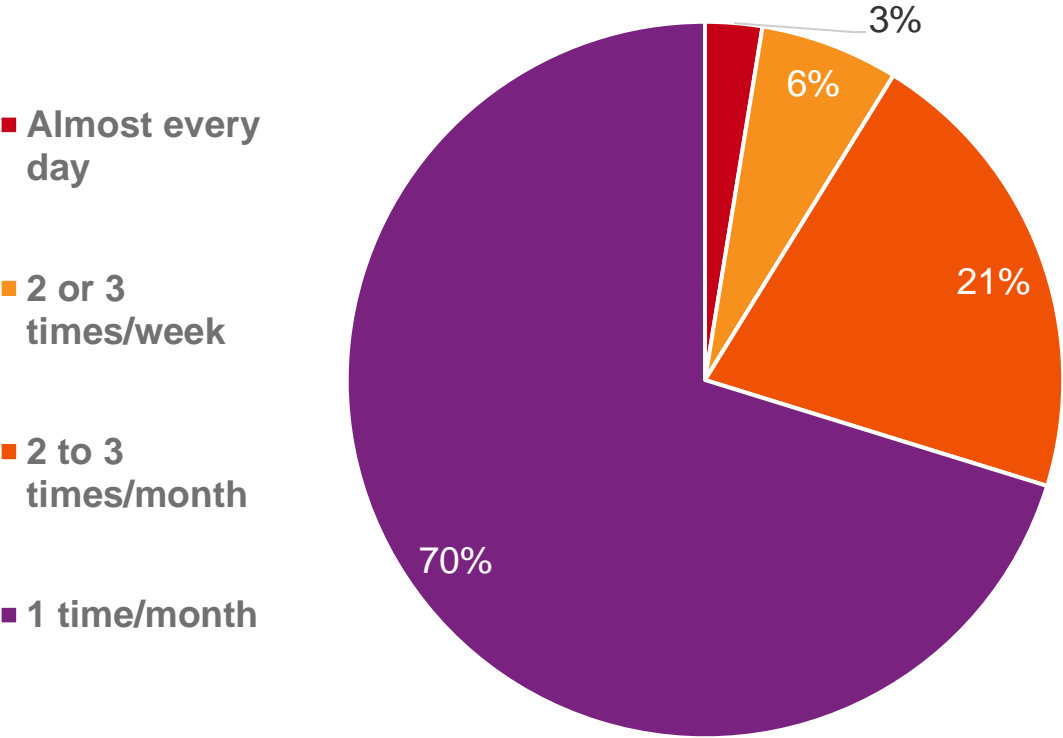
Microfinance 26%

Cooperative 4%

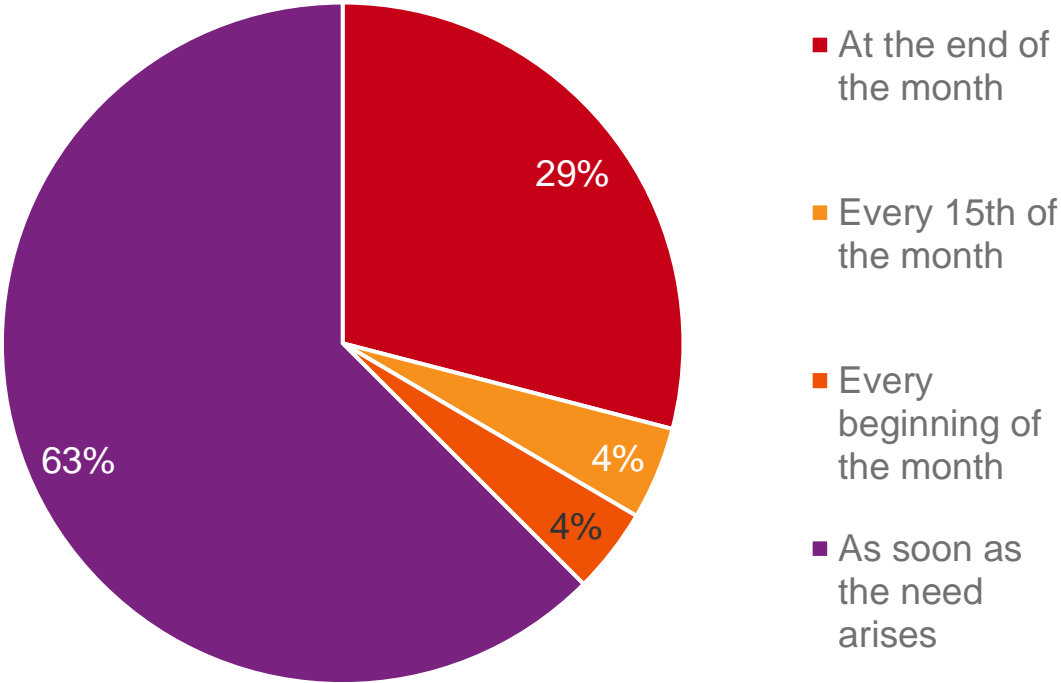
Banking frequency

They are not very used to bank activities as they mostly do transactions with their financial institution once a month.

Frequency



Period



Bc5. On average, how often do you make transactions in your bank account?
Bc6. When do you make banking transactions?

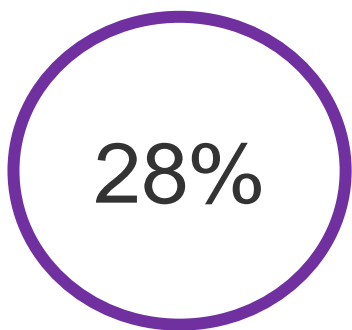


8.3

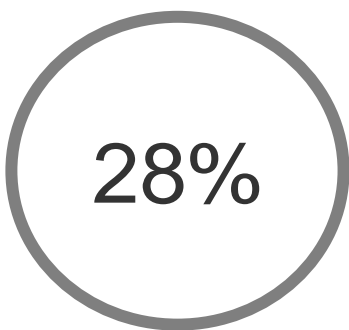
Opening MoMo Business

Opening a MoMo business

Overall, only about 3 subscribers over 10 are interested in opening a business MoMo either on the road/street or at home. They would like to do so because this business might help them to have another source of revenue.



On road



In home



REASONS TO BE INTERESTED

It could help me to arise my needs/get another source of revenue	14%
There is almost no point of sale in the area	4%
I don't work yet. It will help to keep myself busy	2%

REASONS TO BE INTERESTED

It could help me to arise my needs/get another source of revenue	10%
There is almost no point of sale in the area	3%
I don't work yet. It will help to keep myself busy	3%
It's stable/It avoids travelling	3%
It's more secure/reliable	2%

Conditions required by subscribers to engage for a MoMo business

Majority of those willing to start the MoMo business will do so if the revenue is good. Apart from that, the other conditions are inconsiderable.

On road

If the income/revenue is good	32%
If there is a guarantee of security	7%
If the localization is good	4%
The quality of the premises offered	4%
If the provider offers the sim card /Have the business sim card	2%
I want to be self-employed	2%
If there is a partnership with the operator's network (subsidy/coaching)	2%
Reduce the amount required	2%
No conditions	26%

Amount to start the business

Min	10 000
Mean	295 061
Median	150 000

In home

If the income/revenue is good	27%
If there is a guarantee of security	8%
If the provider offers the sim card /Have the business sim card	3%
I want to be self-employed	2%
If there is a partnership with the operator's network (subsidy/coaching)	2%
If I have a large address book	2%
No conditions	32%

Min	10 000
Mean	241 816
Median	100 000

Div15. Under what conditions would you like to do this?
Div16. What is the minimum amount you can afford to start this business?

SUMMARY #11

- As international money transfer, MTN is the third in terms of spontaneous awareness behind Express Union and Western Union. MoMo is most known amongst adults and in the NOSO.
- Cameroonian receive more money (32%) from abroad than they send (14%).
- Apart from Cameroon, subscribers do a lot of international money transfer with Europe (France, Germany, Belgium), USA, Canada, Dubai and Africa (Benin Nigeria and Chad).
- If we consider only the mobile money transactions with abroad, OM is a bit more used in Africa than MoMo to send. MoMo is more used for reception either from Africa or from Europe or from America.
- Considering the international payment platforms, Amazon pay is the most known, followed by Alibaba Pay.
- Overall, only 4 telco subscribers over 10 are aware that with MTN, they can send money in Central Africa.
- Less than 1 subscriber over 10 has access to bank services through his/her phone or computer.
- Overall, only about 3 subscribers over 10 are interested in opening a business MoMo either on the road/street or at home. They would like to do so because this business might help them to have another source of revenue. Majority of those willing to start the MoMo business will do so if the revenue is good.

RECOMMENDATIONS #11

- MTN should communicate more to make subscribers aware that with MoMo, they can send money in Central Africa and receive from any country in the world.
- Work with MTN Nigeria to make the money transfer with Nigeria available as Nigeria do a lot of trade with Cameroon.
- Educate MFS subscribers that own a bank account to link their bank account to the MoMo to facilitate recharge of the accounts.



THANKS

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