

Mojaloop Hub

Product strategy 2021 update

First 90 days

Determining a direction of travel for 2021 based on understanding the status quo:

- Where are we?
- Where do we want to go?
- What changes are needed to get us there?
- How are we going to make those changes?
- How are we going to measure progress?

Strategic Product Activities

-working out what the right product is for the "system"

Getting Insight

Market research

Customer & sales feedback

Competitive research

Product performance

Analysis

Market analysis

Developing propositions

Business cases

Pricing

Giving Direction

Product & portfolio strategy

Roadmaps

Evangelising

Resolving issues

Inbound Activities

-helping the "system" to deliver the product

Writing requirements

Supporting development

Project & supplier management

Rollout & trials

Outbound Activities

-helping the "system" to sell the product

Launch (go-to-market)

Product promotion

Developing sales support material

Supporting sales channels

Facts and trends

- COVID – created a new level of awareness and demand for instant payments and resilience.
- COVID also created new data on impact of pricing in gaining customer adoption.
- We have a board who can open doors with regulators, government and commercial sector & it brings a level of credibility via the Mojaloop brand that is vital to success.
- Open Banking global trend – and PISP is seen as a key enabler of financial inclusion by industry influencers
- There are many other bodies who also are advocating for “no vendor lock-in” through open source + digital public goods with regulators and government now.
- The fintech & DFSP/neobank ecosystem is burgeoning – and payments aggregation and removal payments fragmentation is a huge painpoint many in that ecosystem are trying to address
- Merchants and bill payments that enable value chain thinking robustly & efficiently – fast, easy, safe - **are particularly an unsolved space**

However: we live in a pre-existing ecosystem:

- In the national payments infrastructure procurement process, there is a consultancy ecosystem ahead of a vendor selection RFP process in the formal sector, that doesn't traditionally include vendors. Often this can mean Mojaloop is excluded before they are considered.
- There are level one training programs that mention us, however we haven't actively engaged in how that might be win-win for building a collaborative funnel of projects.
- Projects that get live and create impact require a consortium approach – be they commercial or government, this takes time and energy and long sales cycles often, unless there is a clear painpoint being solved, with a commercial imperative driving progress.
- Our target audience have choices: we are not the only approach to solving this problem. And COVID has made face to face meetings that drive decision making processes very difficult
- Our ultimate goal of Financial inclusion is not a lack of technology only, but a need for meeting of minds around solving problems – this needs a mix of commercial and regulatory actors, and potentially more engagement with the “influencer” community around Mojaloop through the blueprints model.

Implications

We have an offer that addresses directly some key global trends

We have an opportunity to create a “movement” to reduce payments fragmentation & future innovation towards financial inclusion, and help governments respond to resilience needs in a post-COVID world.

However:

There are large barriers to entry today in choosing to get started with Mojaloop and the window of opportunity is shortening.

- Lack of scaled implementation hurts sales with conservative & risk averse audience at national scale: credibility & quality could be questioned
- Our messaging doesn't talk well to non-technical audience yet - its not clear what Mojaloop is and the blueprints we talk about – and hence if we are trustworthy & credible
- We aren't a low-cost end-to-end choice **until we have refined & baselined doing it more times** with market actors what it takes and the decisions to make, with blueprints for an overall business to start using Mojaloop – “0-1” – because there is a need for additional software choices and decisions that aren't laid out and simple to make yet.
- For some routes to market our lack of out-of-the-box already-compatible options and best practices for hub operations could hurt our credibility as a financial inclusion choice & potentially our reputational risk if gaps are not filled in a way that upholds our “cybersecurity by design” approach.
- Our community today lacks “skin in the game” players running hubs already (or supplying software to businesses running payments hubs) and deep connection to how consortiums come together today and make decisions, so there is little validation of our approach that will lead to market change because we add value to that ecosystem, & hence financial inclusion deepening with time.



Goals for 2021: Where do we want to go?

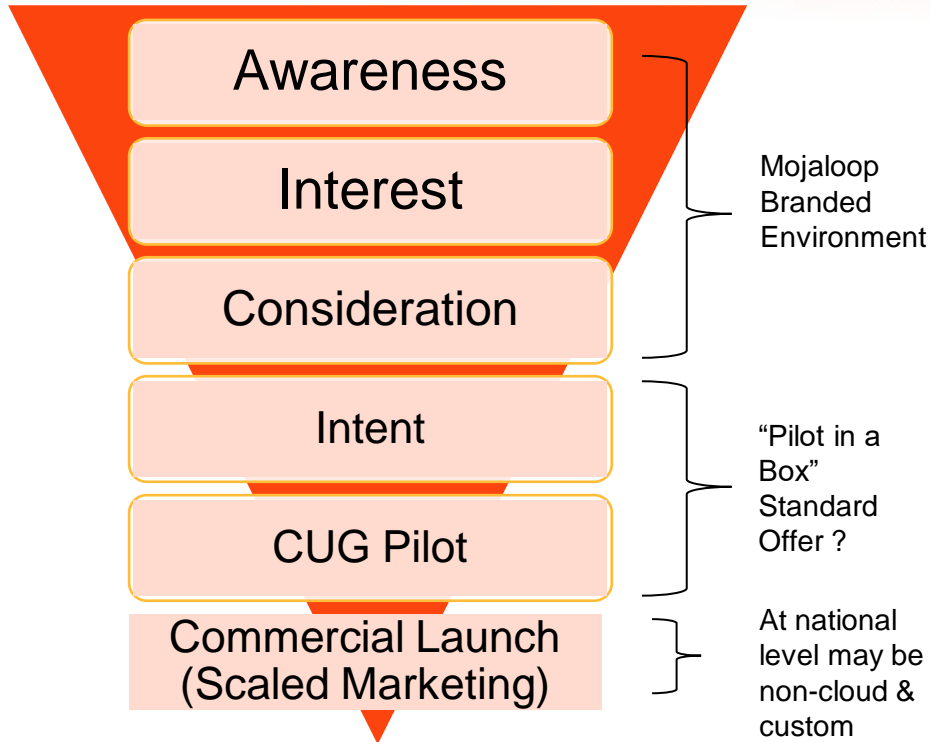
North Star focus for 2021

- (1) Traction on the ground
- (2) Community sustainability

Live hubs, with connected DFSPs, running real money rails is the ultimate goal – without this we can't start on a financial inclusion impact metrics

What changes do we need to get there?

The Mojaloop Adoption Funnel



We have a “leaky bucket”.

For new opportunities & growth of existing programs, what can we do to remove friction in this funnel?

What is the measurement of success for a Traction North Star?

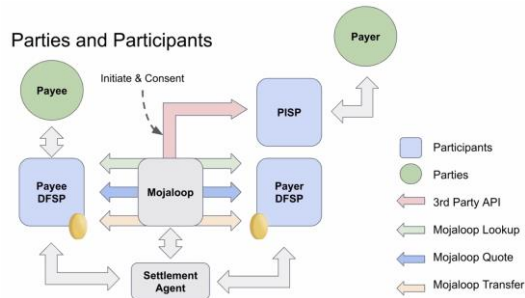
Proposed targets for 2021:

- 3 Closed User Group Pilots

- that are the focus for the open source functional roadmap discussions

- 1 real money commercially launched implementation **starting to scale**

- Bonus: 3 Training/Venture/Hackathon/Techsprint organisations
 - independently able to support Mojaloop awareness building in a more scaled way



Defining “Adopters”

- In formal (national) space driven by RFPs:
 - **the trio** that leads to a hub running when working nationally: Scheme, Hub Operator running the payment system, DFSP Participants
- Private sector market-led opportunistic:
 - May start more informally with alignment around a painpoint between DFSPs of different types
 - DFSPs = neobanks + those holding emoney funds for merchants – lets widen our definition for open loop!
 - Or can start with a hub operator who is willing to do the work to get DFSPs connected, live and interacting effectively

Defining a CUG Pilot

- A consortium of 3 DFSPs minimum solving for a use-case that is enabled by our blueprints
- A scoped engagement using Mojaloop assets, that has **determined its own funding model**
- It could involve a regulator for bonus points
- The consortium should have:
 - Clarity on who will run the hub operationally for that consortium & how the digital asset will move from open source to a CUG operational deployment.
 - Clarity on how settlement will be done

How can Mojaloop Foundation support you?

Opportunity Mapping

For the ultimate aim, endorsement from a recognised entity is critical

- *A live reference is best however this will take time to achieve.*

1. What can we do now, ahead of having a live reference case, to grow credibility? Can we utilise the brand more?
2. What would have to be true to get existing deployments transacting live at volume?
3. What product work would support more pilot/CUG-driven ground up models first? (more like UNCDF)
4. Is our value proposition sufficiently attractive for adopters to choose an untested route?

How might we influence a non technical audience of regulators, payments consultants, commercial decision makers earlier in the process, via our ability to deploy solutions in a training environment?

Or to help regulators to have their own Sandboxes for experimentation?

mojaloop
foundation

How might we gain endorsement from larger players who win infrastructure projects from more Donors such as DFID, World Bank in emerging markets and/or already work with emerging markets financial services organisations?

- Eg PwC, Accenture, McKinsey, Deloitte, EY

How might we re-engage brands & projects that were previously engaged? WOCCU, Temenos, Software Group...

How might we have a better relationship with the Influencers that directly work with adopters & regulators, some of whom are incredibly sceptical of Mojaloop?

The Mojaloop Adoption Funnel

Awareness

Interest

Consideration

Intent (Shared Environment)

Deployment (POC)

Short term objective: a focus on what the product needs to do, to help advocacy, reduce barriers to engage & a drive to “test and learn” conversations.

2021 will be the year of...

Removing Friction

Traction
risk

Cost Reduction

Traction
risk

Reputational
Risk

Understanding and
Resolving Gaps
through the eyes of
Adopters to
enhance traction

Traction
risk

Confidence in our claim of
Trustworthy, Quality & Credible

“Ready for Production”

Reputational
Risk

How could we measure **progress** this year at the product level?

Removing Friction

... as measured by known GTM funnel

Understanding and Resolving Gaps through the eyes of Adopters to enhance traction

*... As measured by no of APIs & use cases being tested/reviewed at least to CUG Pilot level, level of issues raised by **adopters** resolved, & amount of code contributed back by CUG Pilot projects*

Cost Reduction

*... as measured after baselining the cost to go from “yes” to running a sufficiently complete hub operationally, and the monthly operational cost at **low** traffic levels*

Confidence in our claim of Trustworthy, Quality & Credible

... as measured performance statistics the main code branch, and no of deals/Sandboxes/POCs/larger scale deployments that are running real money by year end... and of organic press mentions by influencer/adopter community advocating Mojaloop

“Ready for Production”

Health Metrics: Internal community sustainability means more “skin in the game” resources available to improve the product & continue collaboration on hard problems

“Adopters bring developers”

- getting more contribution from adopter companies **directly** where they have tech resource
- **by them generating demand** for our partner network who will build the necessary contributions.
- And ensuring health of our community

“Choices/Signposting”

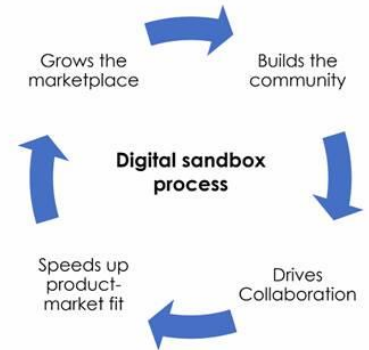
- how is it clear we are supporting a healthy ecosystem collaborating at scale?
- What are we doing to seed this? Is it time to start some marketplace thinking?

Innovation through collaboration at scale

- Big industry problems are difficult to solve
- Community enables the collaboration required from all stakeholders to uncover these solutions
- Not just an API – a place to connect stakeholders and facilitate collaboration

Pillars of success:

1. Marketplace of services – enables discovery, access, and commercialisation of solutions (or free)
2. Community – supports the development of fit-for-purpose solutions

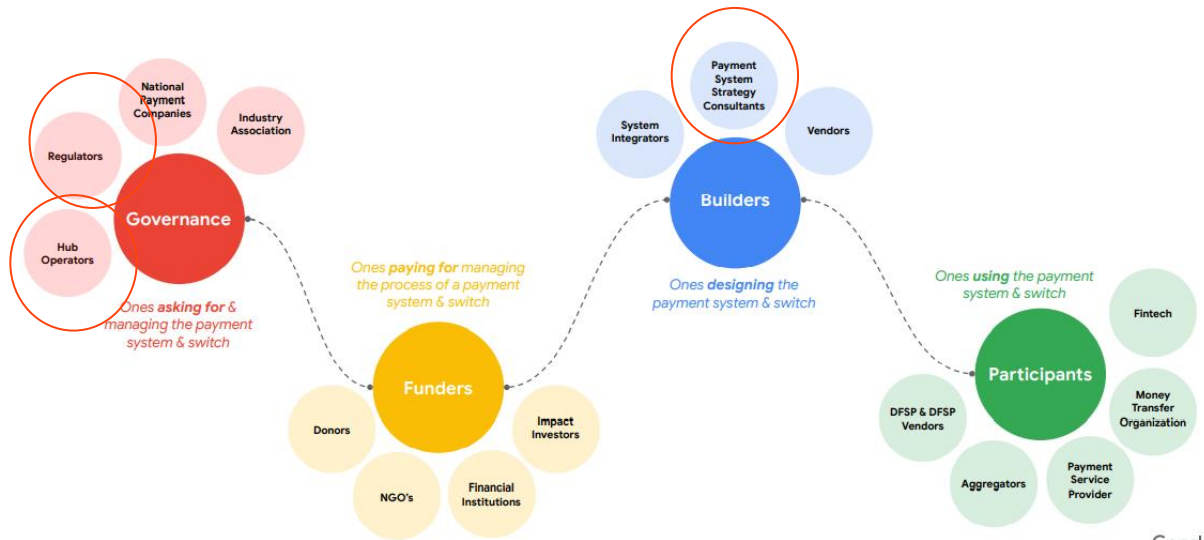
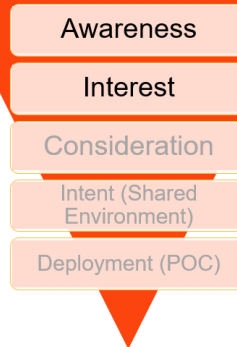




Unpacking that to short-term Q1 action...

Near term objective (1): Awareness

A focus on what the product needs to help advocacy conversations, and those writing RFPs to think differently about what they need.



Deliverables:

- White papers & opinion pieces on leading features – via Marketing Steering Group
- Hosted Demos that showcase the end-to-end story key messages, to help less technical audience engage without needing 1:1 conversations
- Simpler get started signpost documentation for multiple personas
- Clarity on issues such as ISO20022 compatibility and our approach

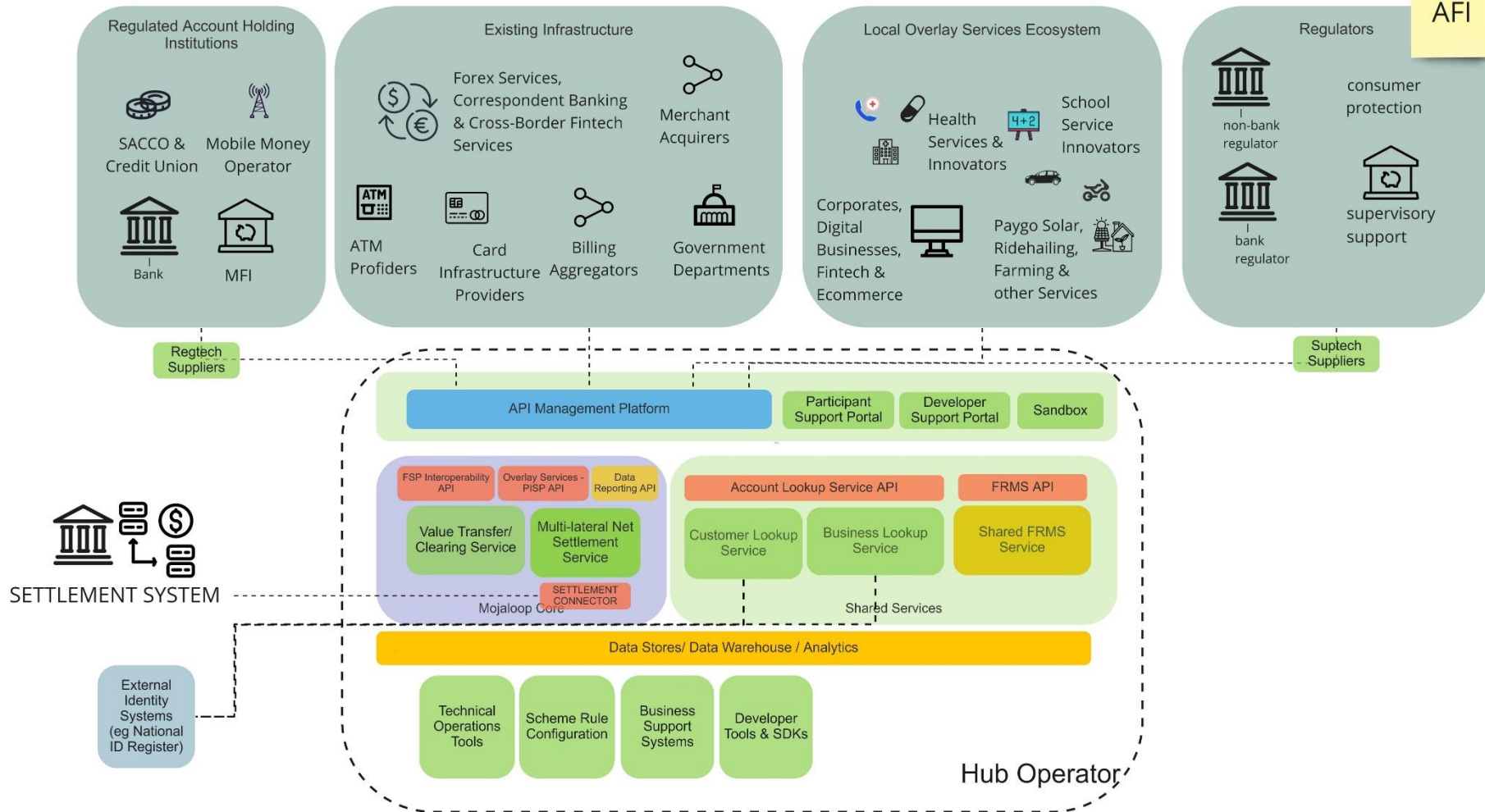
Ask: increase member support (designers, technical content writers, dynamic explainer presentations/videos, demos of “ready” functionality for non-technical audience to experience, resource to build demo experiences) to accelerate this

Product Council – Participants



Product Council Updates

- Demo Working Group
 - Specifying the demos they feel will move the needle to help explain Mojaloop, with end to use cases demos and ux processes around the hub itself
- Product Hub Sandbox Environment
 - Helping to develop a branded running hub sandbox that will include videos, simpler documentation and support demos and hackathons
- Product Hub Operator Requirements
 - Actively engaging with Mowali and UNCDF to identify early adopter needs for the roadmap
- Product Taxonomy
 - Steer and take taxonomy further, to support the “simplify” documentation work at the outset
- Whitepapers seen as priority:
 - What is Mojaloop and Why it Matters?
 - Real Mojaloop Usage
 - Security Matters. How does Mojaloop think about it?
 - Hub Operator Need-to-Know



Near term objective (2): Interest/Consideration

A focus on a good first experience for any adopter team or any tech company in a partner program

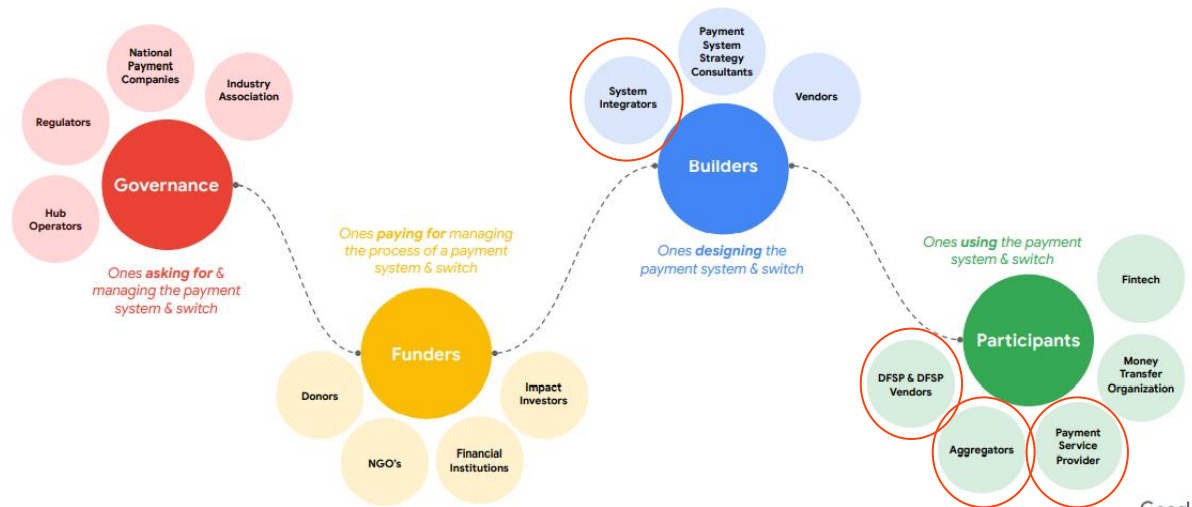
Awareness

Interest

Consideration

Intent (Shared Environment)

Deployment (POC)



Deliverables:

- Reduced barrier to entry such that a new entity doesn't take 3-6 months to be effective.
- Simpler get started signpost documentation & training **for multiple personas**
- "Don't make me think" - Get-Started-Quickly business process + reference UX thinking for hubs to run operationally (ideally aligned with IIPS training)
- Standardised packaged offers from the community for Pilots/CUG

Ask: increase member support to accelerate this. Particularly reference hub UX creation, and technical content writers focused on "get started quickly" Stripe-style experience for an operational audience.

Near term objective (3): CUG Success using the core + support Mowali/ Myanmar to scale

Focus on 1 thing:

Confidence in our claim of Trustworthy, Quality & Credible

Deliverables:

(1) Consolidate & Productise what we have

- Consolidate what is “ready” today & simply supported & simply demonstrable to decision makers: **“show don’t tell”**.

(2) Better Business Process Support:

- linked to pilot in a box – impossible without some better UX – which is also what Mowali want

(3) Cost Reduction Baseline:

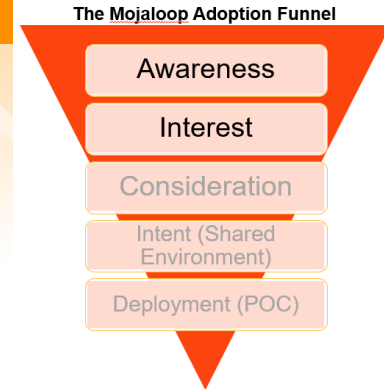
- “pilot in a box” – how do we get everything simply deployed to the cloud for a p2p closed user group pilot, cost effectively at low TPS, that might accelerate our got to market

(4) Technical Roadmap Clarity:

- Various workstreams need some fundamental architecture decisions & problem statements/outcomes focus in order to build a viable 2021 roadmap that achieves the 2021 goals

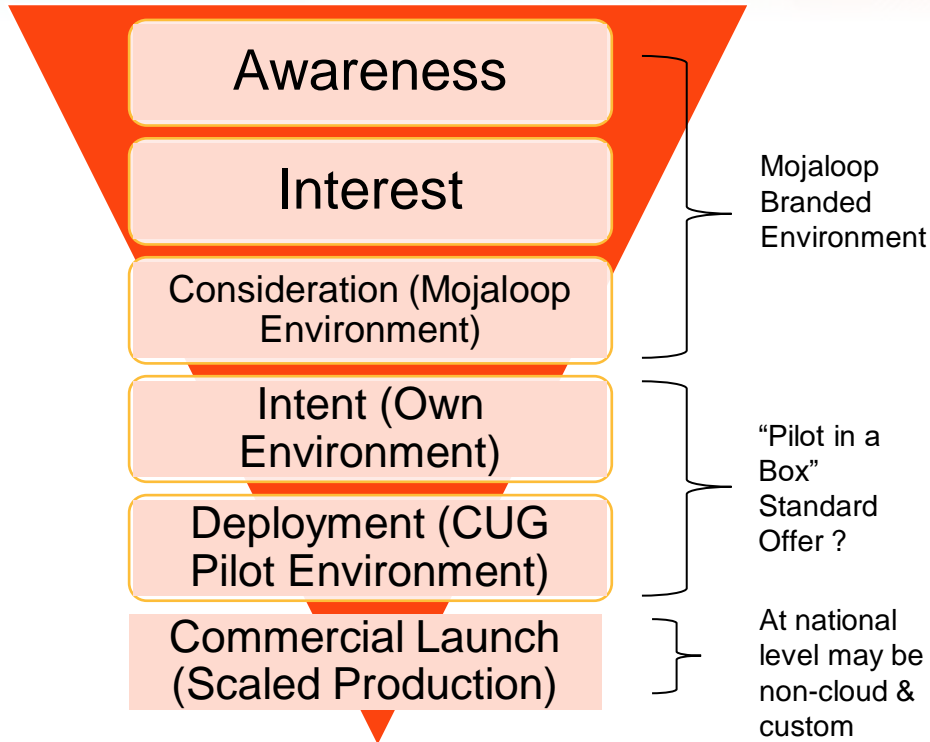
Ask:

- UAT end to end the financial processes of a hub operator. Where feasible create automated tests based on best practice, or scripts that can be used to get hubs running swiftly. (This could be linked to the training program workstream)
- Feature baseline on functionality/processes the core hub currently supports via the UAT process.
- Reference hub UX available to any hub adopter to get started from quickly
- Signpost clearly DFSP onboarding processes/options given we have multiple tools already ready – ensure they are simple to understand/use to grow Mowali and UNCDF Myanmar connected ecosystem
- Adopt FXP into the Mojaloop Opensource & improve multi-currency settlement features to allow Mowali to scale



As you decide on Friday...

The Mojaloop Adoption Funnel



Our Business Goals unpack to work that the developer community should focus on through the lens of **traction risk** and **reputational risk**.

Not all of the necessary work to be resourced is writing code.

In prioritising community activity - must test ourselves to ensure we can answer:

- Will this increase adopter traction? Can you be specific about what adopter and how?
- Will this remove reputational risk of the hub failing to deliver for our target adopter?



appendix

Readiness for Growth

There are 8 elements to our product offering, because we recognise **simply putting software on github is not a solution that creates last mile impact & will not create our ultimate vision of financial inclusion via deployments.**

Our Value	Readiness
Our design blueprints & our API interfaces	<i>Not centralised blueprint content & hence not sufficiently complete to call it a blueprint for less technical audience Knowledge scattered across the community, hard to see how to piece it together, some old demos are now archived (only historical knowledge of use case potential, or knowledge in TIPS/ Mowali/ MIFOS/ Myanmar or other adopters of what they're doing with it)</i>
Our open source cost-effective ready-for-cloud or local deploy, scalable-when-you're-ready hub software can get you to real money live systems in an accelerated manner	<i>lack of reference UX widely available using the APIs removes the ability to get started quickly We have looked at the cost at scale quite a bit in project work, but needs to be finalized/finished not so much information on the cost at little scale determined, or the cost to get started with the basics all in play. How does the hub software need to change to be compatible to relevant existing plug-ins? Are we thinking about that? .</i>
Our thought leadership	<i>We have published some scheme rule design material from Glenbrook - we don't measure or advertise or refine it yet. How might we increase our relevance here, or partnerships with others here, as a means to grow awareness/adoption ? Have we got potential to be a voice in the regulation-as-code / rules-as-code movement that helps us with adoption? We haven't published our design principles We don't publish our FRMS material (but also don't have a way for good actors to know it exists.) We don't have example UX at OSS level around best practice biz processes at hub.</i>
Our ability to be a demonstrator kit for change in RFP approach from traditional routes, due to our open source starting point	<i>Not established at all centrally under the Mojaloop brand. All interested parties in our blueprints must work with a technology company in the community, which makes it hard for conversations to be sufficiently neutral earlier in the pre-sales cycle today. We need to work (via a partner program) at having good answers to the vendor lock-in challenge – to be able to truly differentiate</i>
Our ability to be a neutral POC/Sandbox in your own cloud tenant very simply	<i>The interface is API centric, so experimentation only possible if you are a technology player Its possible to imagine a set of vendors in the community that could create a standardised offer to potential adopters, to get this delivered to a basic level, affordably However it does still very much require a technology team, so if a consortium didn't have their own technologists they would need a procurement process</i>
Our tools that help consortiums to get started quickly	<i>We have put a lot of work into this in last year (Connection Manager, Payment Manager, TTK, plus tools at MIFOS We should have standardised offers from the community about how they might support closed user group pilot consortiums. We could do more to simplify the products we have in this space and talk about them the right way. How might we start to talk about a compatible set of plug-in solutions more?</i>
Our marketplace of supply slide companies	<i>We don't yet talk about this as a marketplace / partner program – a level of supply/demand thinking to kickstart it. We have our training program</i>
Our continuing collaborative open R&D	<i>Well underway, however its not yet organic growth (requires funded development) - lack of "skin in the game" players in the community?</i>