



Report

Comparative Analysis of Digital Solutions

Part 1: Our view of the digital market environment

Part 2: Comparative Analysis of Digital Solutions

Part 3: Proposed Recommendations to Improve Ecobank Mobile Services

November 2019

Description of Digital Environment

There are **12** commercial banks in Cameroon and **7** among them have the authorization to emit electronic money. Cameroon's bank penetration rate is still weak at **19%** with a growing mobile money sector estimated at about 43%, thus, implying that 1 out of 2 Cameroonians own a mobile money account.

The current regulation **Law No.4/18/CEMAC/UMAC/COBAC** stipulates that all electronic money providers have to create a separate company dedicated to manage its payment service operations. Orange Money is the only player to comply by creating the Orange Money Cameroun subsidiary solely meant to manage Orange Money services. The Regulation also allows banks and microfinance institutions to create payment companies to develop their own E-money services. This development process shall be supported by the **(#123#)** unique code for mobile financial services that was launched by the Telecommunications Regulatory Board (ART) this November 2019

Mindful of the threats posed by mobile money, banks have engaged in developing digital services to enable their customers carryout transactions without going to the bank. Other banks developed mobile money services to compete with the mobile money providers namely the Telco players (Orange and MTN). The mentioned digital services include:

- Mobile banking
- Mobile Money
- Digital Payment
- Digital Remittance
- Chatbot
- Internet Banking

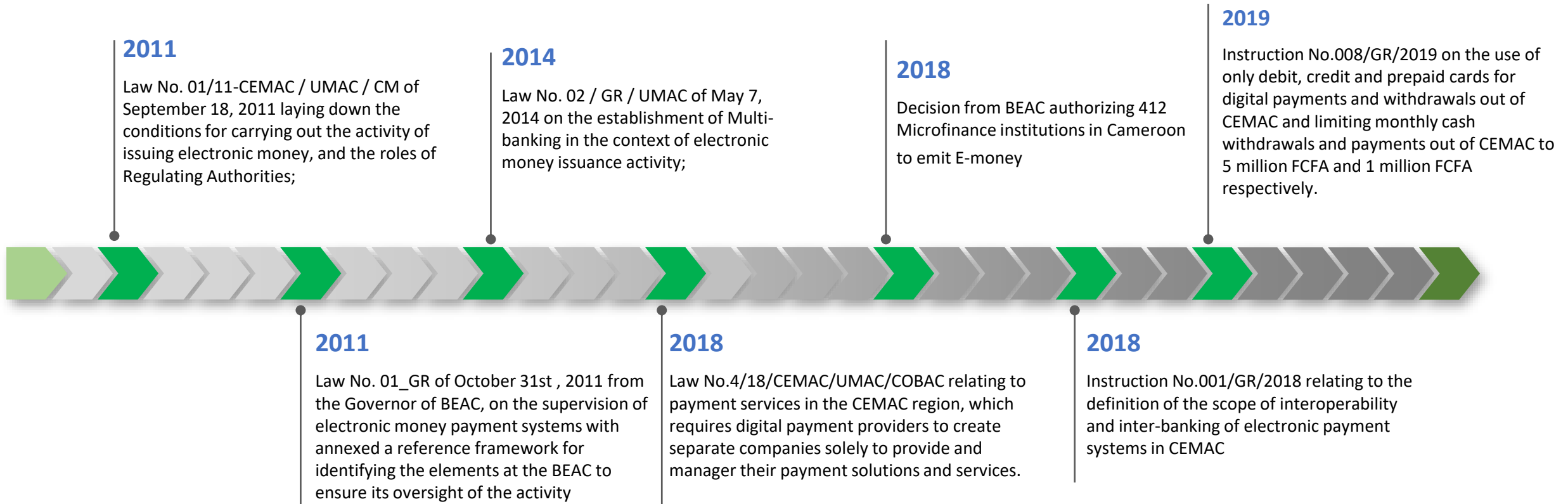
These services provide payments, remittances or the management of bank or E-money accounts.

The digital service providers in the market are not just banks but also include Telecom players (MTN, Orange and Nexttel) as well as microfinance players such as Express Union Finance SA.

Part1: Digital Market Environment

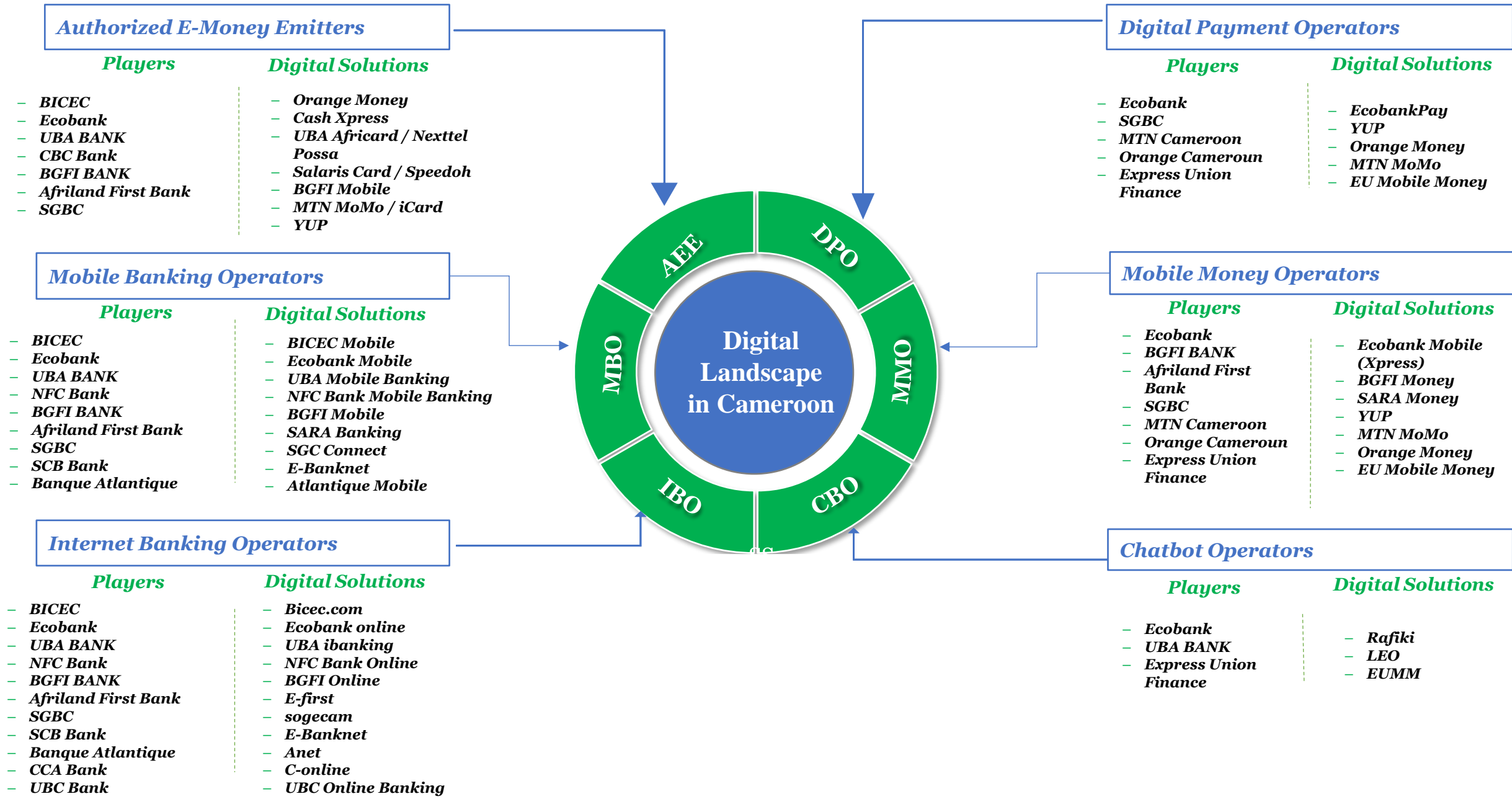
1. Timeline of E-Money Regulations
2. Segmentation of Digital Service Providers
3. Timeline of Digital Services
4. Live Digital Services in Cameroon
5. Digital Services Not Yet Operational in Cameroon

1.1 Timeline of E-Money Regulation (2011 – 2019)

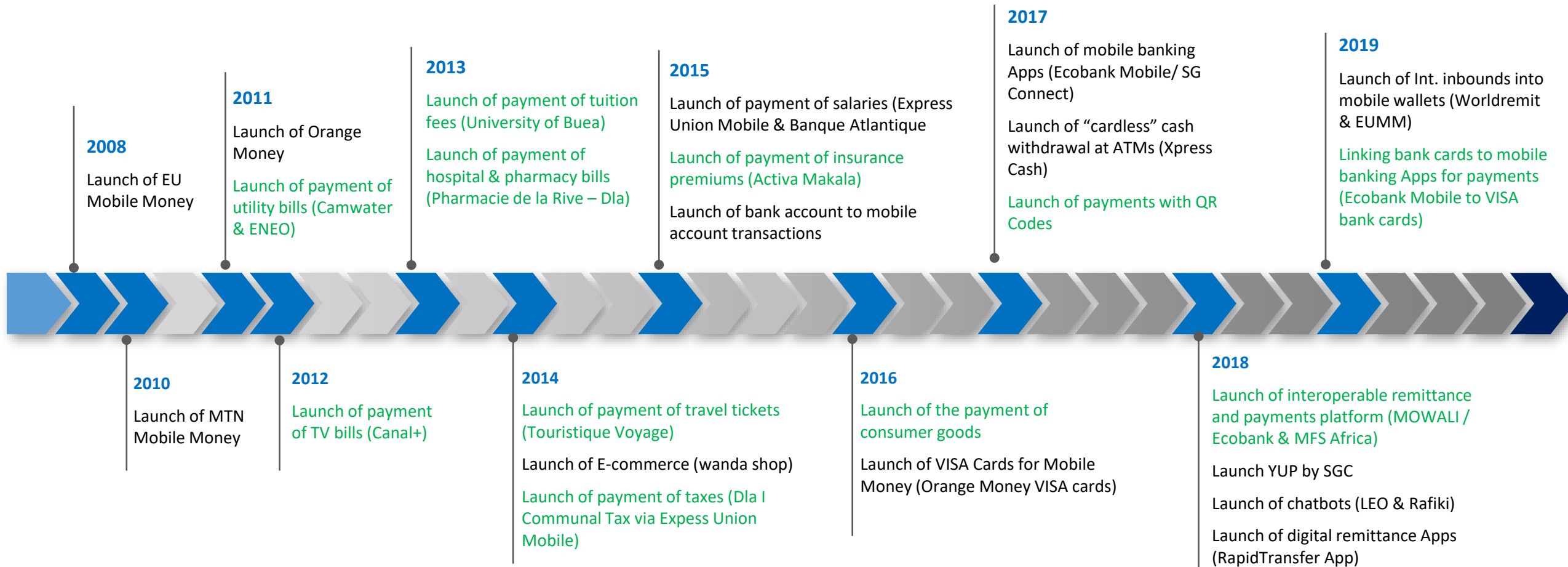


- ❑ From 2011 to 2018, the Regulator (BEAC) mostly adopted **Laws to provide and specify conditions to issue Electronic Money in Cameroon**.
- ❑ From 2018 to 2019, new Instructions and Decisions were taken **to control the said E-money activities**, especially operations related to **digital remittances and payments, mobile banking and foreign exchange** in Cameroon and CEMAC Region.
- ❑ **Orange Cameroun** has taken the first step to comply with regulation No.4/18/CEMAC/UMAC/COBAC by creating its **Orange Money Cameroun subsidiary**
- ❑ **BICEC is the first bank in Cameroon** to comply with Instruction No. 008/GR/2019 of 10 June 2019, by limiting cash withdrawals and payments out of CEMAC with its VISA cards **to 5 million FCFA and 1 million FCFA** respectively.

1.2 Market Segmentation by Digital Services Providers



1.3 Timeline of Digital Services (2008 – 2019)



From the above timeline, digital payment is the key trend that has been constant over the last 11 years.

This implies that the digital operators mainly depend on payment services to raise awareness, stimulate subscription and active use of their solutions

1.4 Live Digital Services in Cameroon (2019)

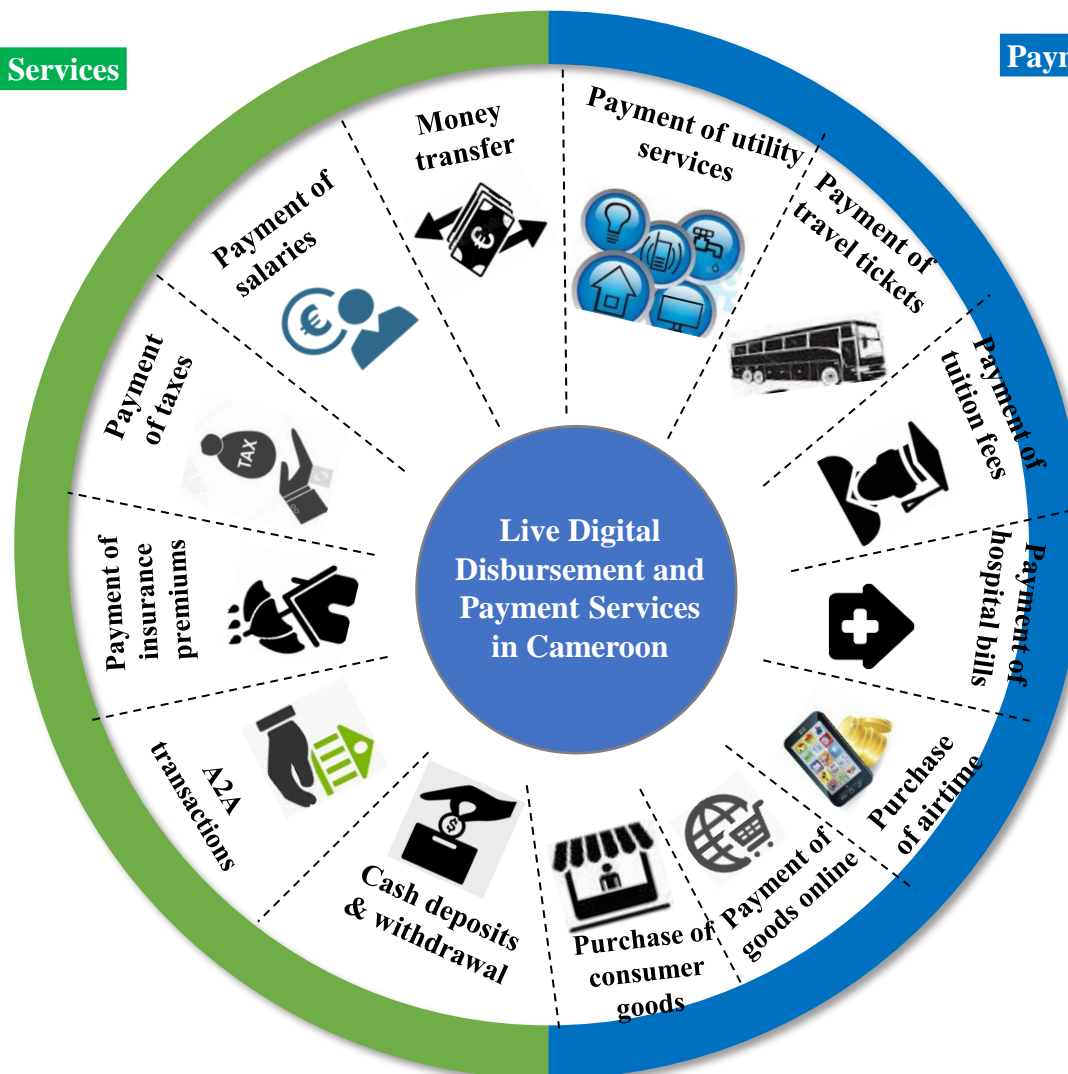
Disbursement Services

DISBURSEMENT SERVICES OF MOBILE MONEY PLAYERS

- ▶ Money transfer (MoMo P2P)
- ▶ Payment of salaries (Express Union Mobile)
- ▶ Payment of taxes (Land Tax with MoMo)
- ▶ Payment of insurance premiums (Activa Makala)
- ▶ A2P transfer (UBA to Orange Money)
- ▶ Cash2P (Cash deposit in Orange Money)
- ▶ Cardless withdrawal at ATM (YUP)

PAYMENT SERVICES OF MOBILE MONEY PLAYERS

- ▶ Purchase of consumer goods (MTN MoMo at Dovv Supermarket)
- ▶ Payment of utility services (YUP and ENEO bills)
- ▶ Payment of consumer goods (MTN MoMo at Casino Supermarket)
- ▶ Payment of travel tickets (MTN MoMo and Camair-Co tickets)
- ▶ Payment of tuition fees (University of Buea & Bamenda with MTN MoMo)
- ▶ Purchase of airtime (MTN and Orange)
- ▶ Payment of goods online (Orange Money and Jumia products)



Payment Services

DISBURSEMENT SERVICES OF MOBILE BANKING PLAYERS

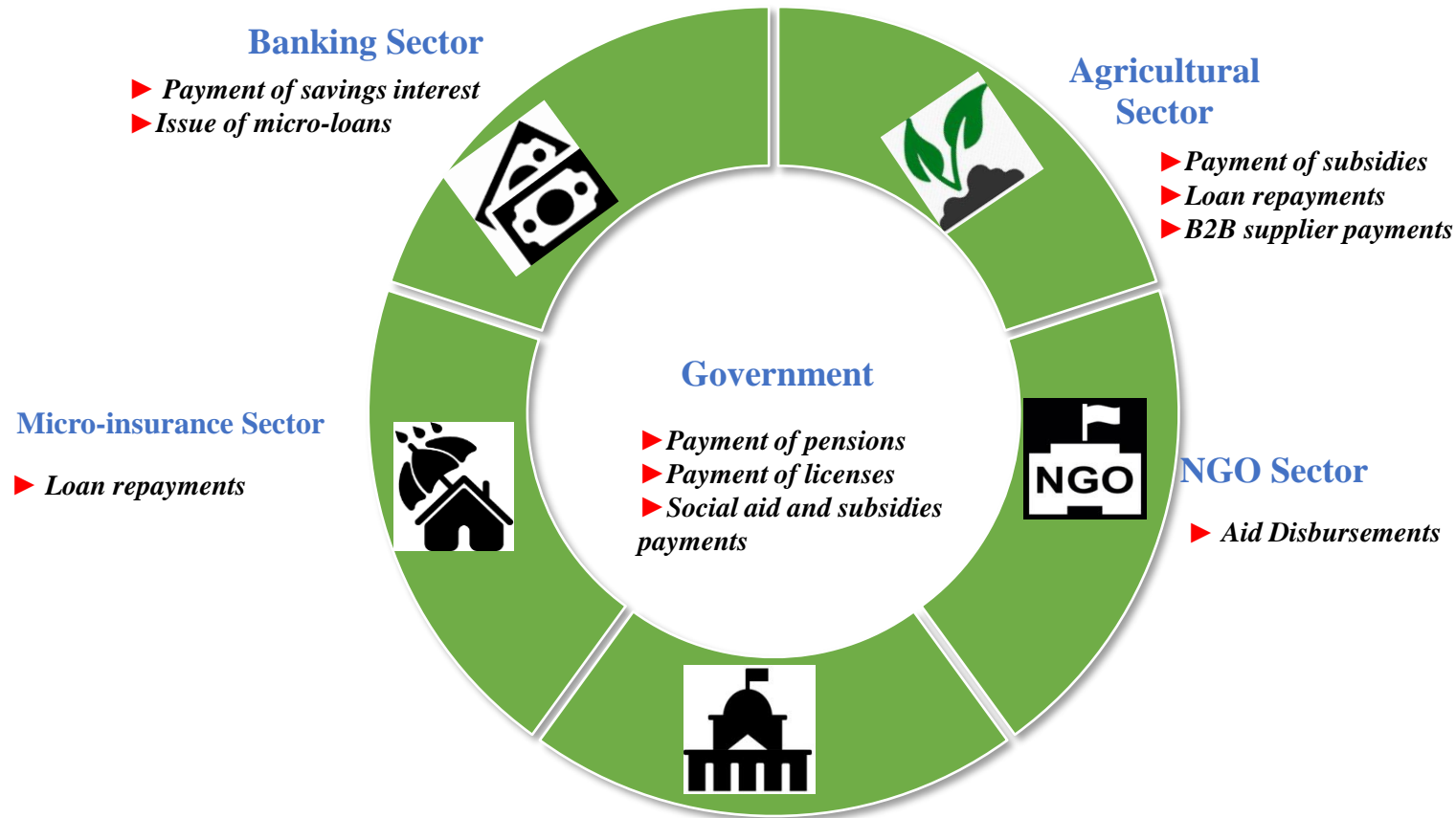
- ▶ Bank wire within the same establishment (A2A with AFB)
- ▶ UBA Mobile Banking
- ▶ Cross-country wire (Ecobank Mobile)
- ▶ Bank wire to mobile wallet (SG to YUP)

PAYMENT SERVICES OF MOBILE BANKING PLAYERS

- ▶ Payment of utility services (ENEO bills with YUP)
- ▶ Payment of consumer goods (Ecobank Pay)
- ▶ Payment of bills (Canal + bills with YUP)
- ▶ Payment of tuition fees (University of Yde II with EU Mobile Money)
- ▶ Payment of goods with QR code (EcobakPay)
- ▶ Online payments (EcobankPay)

Digital payments are the leading service-types offered by both mobile money and mobile banking operators with key emphasis on the payment of bills, goods and tuition fees.

1.5. Digital Services Not Yet Operational in Cameroon (2019)



Digital services such as repayment of loans, payment of interests from savings and pensions via mobile money are already in operational in some East African and West African countries such as Kenya, Uganda, Ghana, Nigeria, Tanzania, just to name these few.

They thus represent niche avenues for the digital operators in Cameroon to exploit and maximize to drive more subscription and ample usage.

Key Findings from Digital Environment
















- ❑ There are 13 live digital services in Cameroon with 5 niche sectors that are yet to be exploited by digital players to develop and provide more services to their existing and new customers.
- ❑ Today, mobile banking and mobile money providers are increasing their market proximity and promoting the subscription and active use of their services with almost the same strategies. Their key focus is on providing payment services and developing partnerships with microfinance or mobile service aggregators (third-parties) .
- ❑ The use of mobile banking solutions to consume digital services in Cameroon is still slow but steadily growing. The continuous simplification and innovation of service access and consumption procedures such as linking mobile Apps to wallets, payments with QR codes and cash withdrawals without bank cards at ATM points is attracting a good number of stakeholders and gradually integrating adoption into the financial habits of the common Cameroonian.
- ❑ The increasing growth and development of mobile finance activities in Cameroon is also pulling the attention of the Regulation for more strict control measures. This is evident as more and more instructions and decisions are being taken regulate operations related to mobile banking, mobile money and digital payments.

Part2: Comparative Analysis of Digital Solutions

1. **Chart of Digital Services**
2. **Internet Banking Services**
3. **Mobile Banking Services**
4. **Chatbot**
5. **Money transfer**
6. **Mobile Money**
7. **Outlook of Mobile Financial Services Distribution in Cameroon**
8. **Digital Payment**
9. **Overview of Digital Players' Strategies**

2.1. Chart of Digital Services

For Customers

															
Services	Ecobank	Afriland First Bank	Banque Atlantique	BGFI BANK	BICEC	CCA	CBC	NFC	SCB	SG Cameroon	UBC	UBA	Express Union	MTN Mobile Money	Orange Money
Mobile Banking	Ecobank Mobile	SARA Banking	Atlantique Mobile	BGFI Mobile	BICEC Mobile	CCA-mobile		NFC Bank Mobile Banking	E-Banknet	SG CONNECT		UBA Mobile Banking	EU Mobile Money App	MyMTN App	Orange Money App
Mobile Money	Xpress Account	SARA Money		BGFI Money						YUP			EU Mobile Money	MTN Mobile Money	Orange Money
Available Services	Xpress Cash			Cardless Withdrawal at BGFI ATMs					Money transfer via ATM in Cameroon	Cardless withdrawal at SG Cameroon ATMs				ATM withdrawal at CCA Bank	
Money transfer	RapidTransfer			BGFI Express								U - Connect	EU Mobile Money App		
Internet Banking	Ecobank online	E-first	Anet	BGFI Online	Bicec.com	C-online	Commercial Bank Online	NFC Bank Online	E-Banknet	sogecam	Online Banking	UBA ibanking	Express Union Online		
Digital payments	EcobankPay			BGFI Money bill payment						Bill payment with YUP		Bill payment with LEO	Payment via QR with EU Mobile Money	Bill Payment MoMoPay	Bill Payment FlashPay
Bank to Wallet	Ecobank Mobile Money	Orange Money - MTN Mobile Money	Orange Money							YUP		Orange Money - MTN Mobile Money			
Chatbot	Rafiki											LEO (Messenger - WhatsApp)	EUMM WhatsApp		
Debit Card	Xpress Card	Icard	Atlantique Card	VISA Card (Classic - Platinum and Gold)	VISA Card (Serenity - Gold)	Cauris Card - Equilibrium-Prestige		EASYLIFE DEBIT CARD - EASYLIFE FLEX DEBIT CARD	VISA (Elite - Priviledge), Aissance, Espace	VISA card (Priviledge - Preference - Horizon)		UBA Debit Card (Master and VISA)	Blue Card		Orange Money VISA Card
Credit Card	Xpress VISA Card	Prepaid Master / Visa Icard	Atlantic Traveler							Salaris Card		UBA Prepaid Card	Blue VISA Card		
USSD Banking	* 326 # Ecobank Mobile (not operational)											* 019 # UBA Maggic Banking			

2.1 Chart of Digital Services

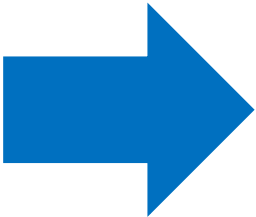
For Companies



Services	Ecobank	Afriland First Bank	Banque Atlantique	BGFI BANK	BICEC	CCA	CBC	NFC	SCB	SG Cameroon	UBC	UBA
Mobile Banking	Ecobank Mobile	SARA Banking	Atlantique Mobile	BGFI Mobile	BICEC Mobile	CCA-mobile		NFC Bank Mobile Banking	E-Banknet	SG CONNECT		UBA Mobile Banking
Mobile Money										YUP		
Available Services												
Money transfer												UBA- Connect
Internet Banking	OMNI and OMNI Lite	E-first	Anet	BGFI Online	Bicec.com	C-online	Commercial Bank Online	NFC Bank Online	E-Banknet Pro	SOGEC@SHNET = SOGEC@SHWEB	Online Banking	U Business Direct
Digital Payments	<ul style="list-style-type: none"> Bank Collect - Web Acquiring EcobankPay 									Bulk payment with YUP		
Bank to Wallet										YUP		
Chatbot												
Debit card	Xpress Card	Icard	Atlantique Card	VISA Card (Classic - Platinum and Gold)	Business Gold VISA - Business Electron VISA	Cauris Card - Equilibrium-Prestige		EASYLIFE PLUS DEBIT CARD	Business VISA	BUSINESS VISA CARD	Gold Trust Card	UBA VISACard (Master and VISA)
Prepaid Card	Business VISA	Prepaid Master / Visa Icard	Atlantic Traveler									

Findings


















































































Segments	Ecobank's Offer
Mobile Banking	Ecobank Mobile
Mobile Money	Xpress
Digital payment	EcobankPay
International Remittance	RapidTransfer
Chatbot	Rafiki
Internet Banking	Ecobank Online - Omni - Omni lite



ECOBANK has the most competitive offer in the market with respect to digital financial services in all segments.

- Afriland First Bank, BGFI Bank and SG Cameroun offer similar services to ECOBANK except for international payment and remittance solutions.
- All banks with digital services mainly rely on their mobile and online banking applications to promote their digital services whereas Ecobank, in addition to these mobile Apps, has developed specific portals for RapidTransfer and EcobankPay.

2.2. Internet Banking

	 Ecobank <small>The Pan African Bank</small>	 Afriland First Bank	 banque atlantique	 BGFI Bank	 BICEC	 CCA Bank <small>La Banque au service du développement</small>	 Commercial Bank <small>Let's build the future</small>	 NFC Bank	 SCB Cameroun	 SOCIETE GENERALE	 UBC <small>The People's Bank of Trust</small>	 UBA <small>United Bank for Africa</small>
	Ecobank online	E-first	Anet	BGFI Online	Bicec.com	C-online	Commercial Bank Online	NFC Bank Online	E-Banknet	sogecam	UBC Online Banking	UBA ibanking
Account to account transfers												
Account Balance Review												
Bill Payment												
Account History												
ATM Location												
Online payment												
Domestic remittances												
International remittances												
Send debit files												
24-hour customer support available 7 days a week												
RIB download.												
Checkbook update												
Salary payment												
Chequebook Order												
TOTAL	8	6	6	8	8	5			6	4	2	8
	Contender	Niche supplier	Niche supplier	Contender	Contender				Niche supplier		Niche supplier	Contender
										Contender		Niche supplier

2.2 Internet Banking

Banks with distribution networks across Africa such as BGFI, ECOBANK and UBA offer the possibility for their customers to do international transfers to their subsidiaries' overseas bank accounts through their remittance services. BGFI Express, Rapidtransfer and Africash, are all available in their online banking services.

- ❖ Basic banking services such as account-to-account transfers and account balance reviews are available on all platforms, with the exception of E-First and UBC Online.
- ❖ Afriland First Bank, BICEC, BGFI Bank, UBA and Societe Generale offer online customer service through their online banking services
- ❖ Ecobank is the only bank to offer online payments via its online banking platform, although it does not allow customers to manage their checkbook.
- ❖ In addition, ECOBANK's online banking solution highlights its remittance services (domestic and international remittance via Rapidtransfer), its online payment solutions.

2.3 Mobile Banking



Name	Ecobank Mobile App	SARA Banking	Atlantique Mobile	BGFI Mobile	BICEC Mobile	CCA-mobile		NFC Bank Mobile Banking	E-Banknet	SG CAMEROON CONNECT		UBA Mobile Banking
Starting year	2017	2019	Not operational							2017		2018
Number of installations (Playstore)	1 000 000+	10 000+	50 000+	500+	1000+	1 000+		10 000+	10 000+	10 000+		+1,000,000
Size (Playstore)	38 MB	Varies by device	5.2 MB	19 MB	268 KB	2.2 MB		8.6 MB	2.1 MB	12 MB		38 MB
Rating (Playstore)	3.6	3.8	4.2	4.9	3.7	2.1		3.5	3.3	3.8		4.1
Operating system	Playstore – Appstore	Playstore - Appstore	Playstore - Appstore	Playstore - Appstore	Playstore - Appstore	Playstore - Appstore		Playstore - Appstore	Playstore - Appstore	Playstore - Appstore		Playstore - Appstore
Billings	Transaction Fees	Included in the package			Depend on the Package and the Amount				15 000F / Quarter	12000 FCFA / Month		Fees applied for transactions
Access point	Mobile App	Mobile App	Mobile App	Mobile App	Mobile App	Mobile App		Mobile App	Mobile App	Mobile App		Mobile App USSD (UBA Maggic Banking)
Service Offered												
Account to account transfer	●	●	●	●	●			●	●	●		●
Transfer to other bank accounts	●	●	●	●	●			●	●	●		●
International Remittances	●		●	●	●							●
Credit balance	●	●			●			●		●		●
Bill Payments	●											
Merchant Payments	●											
Account history and balance	●	●	●	●	●	●		●	●	●		●
Transfer to Money Mobile Account	●			●	●					●		●
Currency verification				●	●							
Locate a branch or ATM point	●	●		●								●
Lock Request / Card Verification	●		●	●				●				
Customer Service (Message to the Account Manager)					●							●
Check order				●				●	●			
Account Statement	●	●	●	●	●	●		●	●	●		
Total	10	6	6	9	8	2		7	5	6		8

2.3 Mobile Banking

Afriland, BICEC, SG Cameroun, SCB, NFC and CCA have developed specific applications for Cameroon. SG CONNECT from Societe Generale allows you to make payments online while the others are limited to basic banking services.

In addition, the applications Ecobank Mobile, BGFI Mobile and UBA Mobile Banking are the applications of the bank group. Actually, there is no specific application in Cameroon and the features are designed to meet the needs of several customers in the field of digital and mobile banking with the following added value:

- ❖ International remittances within the African banking network (Rapid Transfer, BGFIExpress and Africash)
- ❖ Possibility for non-bank-clients to use service by linking bank cards to the Application (UBA, Ecobank) or mobile wallets present in the application (Ecobank and BGFI)
- ❖ Digital payments with their EcobankPay - BGFI Money solutions

UBA is the only bank in Cameroon to have a Magic Banking service backstopped by the USSD. Telecommunication operators have established their mobile money service on the USSD (MTN Mobil Money and Orange Money).

ART introduced a unique code for mobile financial services (# 237 #), which will further develop USSD solutions from 2020. Thus, at the regulatory level, operators who have developed a mobile financial service will have to migrate their solution (s) to this access code.

2.4. Chatbot



Chatbot	Rafiki	LEO	EUMM
Access point	Messenger	Messenger - WhatsApp	WhatsApp
WhatsApp Number		667 99 99 19	674945282
Starting year	2019	2018	2019
Opening of accounts	●	●	●
Access to accounts	●	●	●
Domestic remittance	●	●	●
International remittance			
Account Balance Review	●	●	●
Bill payment	●	●	●
Merchant payment	●	●	●
Other Payment (family allowance, university fees etc.)			
Airtime top-up	●	●	●
Checkbook Management			
Customer Service	●	●	●
Total	8	8	8
	Market leader	Contender	Niche supplier

ECOBANK, UBA and Express Union are the only market players to have chatbots.













These chatbots, generally, offer similar services.

Unlike UBA's LEO, who is present on Facebook and Whatsapp, Rafiki is only available on Facebook Messenger.

The Express Union solution can only be accessed via EU Mobile Money accounts, unlike UBA's LEO, which gives simultaneous access to a prepaid account or card.

Ecobank and Express Union followed the trend introduced by UBA (LEO) in 2018. Other banks and mobile money operators could develop similar services from 2020. MTN Mobile Money already has a WhatsApp solution in Ivory Coast that can be extended to Cameroon.

2.5 Digital Remittance

Bank	<div>             </div>											
	Ecobank	Afriland First Bank	banque atlantique	BGFI BANK	BICEC	CCP Bank	Commercial Bank	NFC Bank	SCB Cameroun	SOCIETE GENERALE	UBC	UBA
Account to Account Transfer	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓	✗	✓
Transfer to other bank accounts	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓	✗	✓
Account to mobile wallet	Ecobank Mobile Money (Orange Money and MTN Mobile Money)	Yes (Orange and MTN)	To Orange Money	To BGFI Money account	✗	✗	✗	✗	✗	To YUP Account	✗	To Orange and MTN
Available services	Xpress Cash	✗	Orange Money at Banque Atlantique ATM	BGFI Money at BGFI ATM	✗	✗	✗	✗	Transfer by ATM in Cameroon	YUP account at SG Cameroun ATM	✗	✗
Account to prepaid card transfer	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	Yes
International Transfer	Rapidtransfer sending money to the Ecobank network in Africa	✗	✗	BGFI Express Send money to the BGFI network in Africa	Bank transfer in the CEMAC zone	✗	✗	✗	✗		✗	AfriCash Send money to the UBA network in Africa
Access point	<ul style="list-style-type: none"> RapidTransfer App Ecobank Mobile App Ecobank online USSD Portal for Mobile Money 	SARA Banking	<ul style="list-style-type: none"> Atlantique Mobile Anet 	BGFI Mobile	BICEC Mobile			<ul style="list-style-type: none"> NFC Online NFC Mobile Banking App 	E-Bank net	<ul style="list-style-type: none"> sogecam SG CAMEROON CONNECT 		<ul style="list-style-type: none"> UBA Mobile Banking LEO

2.5 Digital Remittance

International remittance with services such as Rapidtransfer, Africash and BGFExpress are limited to corridors covered by each bank's network in Africa.

CCA,CBC and UBC do not offer digital solutions for money transfer.

UBA and BICEC services are only available to their customers. At Ecobank, non-customers using their Xpress accounts or bank cards from other banks can use Ecobank services to make transfers via the Ecobank mobile App or the Rapidtransfer App.

Ecobank is available on all identified remittance service solutions with several access point being mobile application and online banking.

2.6. Mobile Money



Name	Ecobank Mobile (Xpress)	SARA Money	BGFI Money	YUP	EU Mobile Money	MTN Mobile Money	Orange Money
Corporate	Ecobank Cameroon	Afriland First Bank	BGFIBank	SG Cameroun	Express Union Finance	MTN Cameroon	Orange Cameroun
Starting year	2017	2019	2017	2018	2008	2010	2011
Subscription					2 million	5 million	4.5 million
Network	Around 700	44	10	3500	5500	30 000	29 000
Access point	Ecobank Mobile and Rafiki (facebook messenger) App	SARA Mobile App	BGFI Mobile Application	YUP App	EU Mobile Money App	USSD MyMTN App	USSD Orange Money app
Services	<ul style="list-style-type: none"> • Deposit • Withdrawal • Remittance • Airtime Top Up • Available service (Xpress Cash) • Merchant and bill payment (EcobankPay) • International Remittance • Linkage to bank cards 	<ul style="list-style-type: none"> • Cash withdrawal • Cash deposit • Remittance • Payment Service • Savings • Airtime top-up 	<ul style="list-style-type: none"> • Airtime top-up • Bill Payments • Do your shopping (domestic) • National and international remittance (BGFIExpress) on the BGFIBank network • ATM withdrawal without card • Refill all our ATMs. 	<ul style="list-style-type: none"> • Withdrawals • Deposits and money transfers • Bill Payment • Airtime top up • Merchant payments • Cardless withdrawal at ATMs (SG Cameroon) 	<ul style="list-style-type: none"> • DEPOSIT • Withdrawal • Remittance • Airtime top up • Bill Payment • Merchant Payment (QR code included) • ATM withdrawal with card. 	<ul style="list-style-type: none"> • DEPOSIT • Withdrawal • Remittance • Bill Payment • Merchant Payment • Payment of services • Access to the bank 	<ul style="list-style-type: none"> • DEPOSIT • Withdrawal • Money transfer • AIRTIME PURCHASE • Bill payment (Eneo, Orange Cameroon, CDE, Taxes) • Merchant payment • Access the bank

2.6. Mobile Money

								Services offered			

2.6 Mobile Money

Distribution Strategy



Mobile Banking Service	Ecobank Mobile App (Xpress Account)	SARA Money	BGFI Money	YUP	EU Mobile Money App	MyMTN App	Orange Money App
Network	Around 700	44	10	+3500	5500	30000	29 000
Bank to wallet partner	Ecobank	Afriland First Bank	BGFI BANK	SG Cameroun	-	<ul style="list-style-type: none"> UBA BANK Afriland First Bank Ecobank 	<ul style="list-style-type: none"> Afriland First Bank Banque Atlantique Ecobank UBA BANK
Distribution Partners	<ul style="list-style-type: none"> Express Union MUPECI Ecobank branch Pharmacy Payment zone at Mboppi market in Douala 	Afriland First Bank branch	BGFI Bank Branch	<ul style="list-style-type: none"> Express Union Exchange Express Emi Money Canal Sat Distributor SG Cameroun Renaprov S.A. Advans Cameroon Franchise Points 	<ul style="list-style-type: none"> Express Union Emi Money Express Union Kioks Franchise Points 	<ul style="list-style-type: none"> MTN branch Express Union Exchange Express Emi Money Renaprov Cap Finance S.A. ACEP SESAME Tradex Total CamCull ACEP CCPC Instant Transfer Franchise Points 	<ul style="list-style-type: none"> Orange Branch Express Union Exchange Express Emi Money Renaprov Cap Finance S.A. Emi Money SESAME TOTAL Blessing Fuel Station Instant Transfer Sofina ACEP CCPC OILIBYA, CAMCULL Franchise Points
Type of partners	<ul style="list-style-type: none"> Personal branch Micro Finance EcobankPay payment zone 	Personal branch	Personal branch	<ul style="list-style-type: none"> Personal branch Microfinances Remittance company Franchise Points 	<ul style="list-style-type: none"> Personal branch Kioks Franchise Points 	<ul style="list-style-type: none"> Personal branch Microfinances Remittance company Fuel Station Franchise Points 	<ul style="list-style-type: none"> Personal branch Microfinances Remittance company Fuel Station Franchise Points
ATM withdrawal	<ul style="list-style-type: none"> Xpress Cash (Ecobank ATM) 		Available service at ATMs	<ul style="list-style-type: none"> Cardless withdrawal at SG Cameroon ATMs 	<ul style="list-style-type: none"> Withdrawal at EU ATM with bank card 		Withdrawal with Orange Money Visa Card
Partners for bill payment				<ul style="list-style-type: none"> ENEO 	<ul style="list-style-type: none"> ENEO CDE 	<ul style="list-style-type: none"> ENEO National Social Insurance Fund (CNPS) Canal Sat Land Tax 	<ul style="list-style-type: none"> ENEO CDE Taxes Canal Sat IROKO TV +

2.6. Mobile Money

Distribution Strategy

- ❖ Sara Money from Afriland and BGFI Money rely mainly on their branch network
- ❖ Xpress also relies on the ECOBANK network and on the network of other financial establishments:
- ❖ TELCO Operators such as MTN Money Mobile, Orange Money including EU MM and YUP rely on their own network, distribution partners, and third-party franchisees

EU Mobile Money, MTN, Orange and YUP rely on their own branch network, microfinance partners, Kiosk and third-party franchise partners, including stores, gas stations, cyber cafes, among other small enterprises.

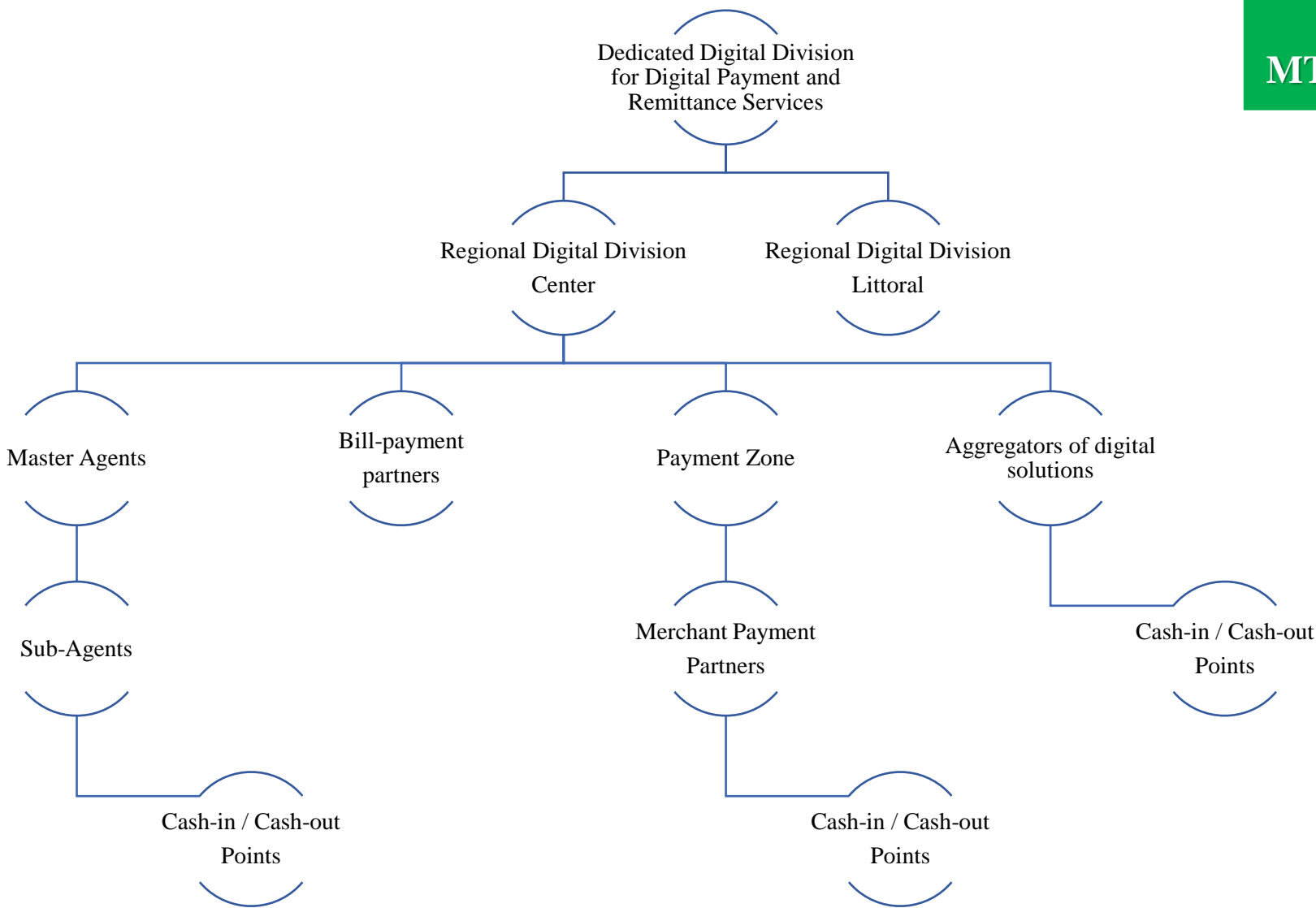
* ECOBANK has set up a special payment zone in the Mboppi market to promote the use of Ecobank Pay in Douala.

Ecobank's distribution strategy limits its service access given the limited number of partners and distribution points. A low market presence affects visibility and customer awareness of the service.

Mobile money at Ecobank is just a digital service among others without special attention.

With a distribution strategy that includes distribution partners and their third-party franchise, TELCO operators, as well as EU Mobile Money and YUP have set up marketing and sales departments dedicated solely to the marketing and distribution of their mobile money service.

2.7. Outlook of Mobile Financial Services Distribution in Cameroon



Distribution Model for MTN MoMo - Orange Money - YUP - EU MM

This model illustrates the distribution organization employed by digital competitors such as mobile money players (MTN MoMo and Orange Money) who have special subsidiaries (Orange Money Cameroun) and dedicated Digital Units to manage and pilot solely digital remittance and payment activities








Thus could serve as a benchmark for Ecobank to adopt and reorganize its structure by creating a separate company or special division dedicated handle only activities related to improving its digital payment and remittance services provision and eventual consumption.

2.7. Outlook of Mobile Financial Services

Distribution in Cameroon

Distribution Model

MTN MoMo - Orange Money - YUP - EU MM

	Personal Branches	Master Agents	Sub Agents	Franchisees	Kiosk
	Ecobank Branch		MUPECI Pan African Loans and savings	Pharmacies Super markets	
	Afriland First Bank Branch				
	BGFI Bank Branch				
	SG Cameroon Branch	SG Cameroun	Express Union Exchange Express EMI Money Advans Cameroon	Canal Sat Distributor Techno Mobile House	YUP Kiosk EU Kiosk
	Express Union Branch	Express Union	Emi Money	Canal Sat Distributor Techno Mobile House	EU Kiosks
	MTN Cameroon Branches	Afriland First Bank	Express Union Exchange Express Renaprov Emi Money	Canal Sat Distributor Supermarket Call box operators	Kiosk
	Orange Cameroon Branches	BICEC	Express Union Exchange Express Renaprov Emi Money	Canal Sat Distributor Techno Mobile House Call box operators	Orange Kiosk

- ❖ Ecobank distribution is done in Xpress Points and Ecobank agencies.
- ❖ These points are limited to some microfinances, pharmacies and supermarkets that are found mainly in major cities of the country. Xpress points require a single level of commissioning for partners that deal directly with Ecobank.
- ❖ The Xpress Points offers more market coverage than the SARA and BGFI model that relies solely on their agencies.
- ❖ The other mobile money operators (MTN Mobile Money, Orange Money and YUP) have distribution channels that include master agents, sub-agents and third parties; in addition to their own agencies. This strategy not only offers much greater market coverage than Ecobank but gives the Master Agents the opportunity to develop the distribution network by recruiting new sub-agents or by opening new sales outlets. This requires several levels of commissioning to be the master agents, sub agents, franchise points and points of sale.

2.8. Digital Payment



Name	EcobankPay	Orange Money	YUP	EU Mobile Money	MTN Mobile Money
Operator	Ecobank	Orange Money	SG Cameroun	Express Union	MTN
Service	<ul style="list-style-type: none"> Merchant Payment by QR Code Online payment 	<ul style="list-style-type: none"> Flash Pay Payment by USSD 	<ul style="list-style-type: none"> Payment through the YUP App Payment at YUP Distribution Points 	Payment by QR code	MoMoPay Payment by USSD
Access Points	<ul style="list-style-type: none"> Ecobank Mobile App Rafiki (facebook messenger) EcobankPay App EcobankPay Online Portal 	<ul style="list-style-type: none"> USSD Flash Sticker Orange Money App 	<ul style="list-style-type: none"> YUP Application YUP online portal 	EU Mobile Money App	USSD MyMTN application
Distribution Strategy	<ul style="list-style-type: none"> Personal branch Micro Finance EcobankPay payment zone 	<ul style="list-style-type: none"> Personal branch Microfinances Remittance company Fuel Station Franchise Points 	<ul style="list-style-type: none"> Personal branch Microfinances Remittance company Franchise Points 	<ul style="list-style-type: none"> Personal branch Kioks Franchise Points 	<ul style="list-style-type: none"> Personal branch Microfinances Remittance company Fuel Station Franchise Points
Type payment	<ul style="list-style-type: none"> Bill Payment Bulk payment Merchant payment Online payment Salary payment 	<ul style="list-style-type: none"> Bill Payment Bulk payment Merchant payment Salary payment Tax payment Online payment Social-security contributions 	<ul style="list-style-type: none"> Bill Payment Bulk payment Merchant payment Salary payment 	<ul style="list-style-type: none"> Bill Payment Bulk payment Merchant payment Salary payment Tuition fees Social-security contributions 	<ul style="list-style-type: none"> Bill Payment Bulk payment Merchant payment Salary payment Online payment Tuition fees Tax payment Social-security contributions
Source of funds for payment	<ul style="list-style-type: none"> ECOBANK account Xpress account Master / Visa card 	Orange Money Account	YUP Account SG Cameroon Account	EU Mobile Money Account	MTN Mobile Money Account

- ❖ EcobankPay offers online payment and has 4 access points. MTN Mobile Money offers the highest number of payment service with access via mobile application and USSD.
- ❖ USSD access makes merchant and bill payment with Orange Money and MTN Mobile Money more widely used by individuals
- ❖ YUP's online platform and EcobankPay facilitate bulk payment that can be used by companies to pay salaries and suppliers.

2.9. Overview of Ecobank's Digital Strategy

Four Key Issues Standout

- ❖ Ecobank's digital solution seeks to cover all market segments with many access points for the same solutions. Online Banking, Chatbot (Rafiki) and the Ecobank mobile App all provide the same basic account management, money transfer and digital payment services.
- ❖ Providing different access points for specific services. (EcobankPay Application - RapidTransfer Application - Ecobank Mobile Application - Ecobank online and Rafiki)
- ❖ Opening Non-Customer Services (Xpress Accounts - EcobankPay App - RapidTransfer App)
- ❖ Services to satisfy particular customer segments (Rafiki - Youth, OMNI Lite - SME)

2.9. Overview of the Digital Players' Strategy

- ❖ With the exception of SG Cameroun, Afriland First Bank and BGFI Bank, the digital solutions of other banks aim to provide basic banking services to their customers via mobile applications, bank cards and Internet banking.
- ❖ Banks use their mobile money solutions as a means to withdraw money from bank accounts through bank to wallet transactions (YUP - SG CAMEROUN).
- ❖ Merchant and bill payment are the most popular payment services offered by the operators. To make the experience easier, mobile money operators develop other solutions such as FlashPay from Orange Money, payment by QR from EU MM and payment with YUP featured phones.
- ❖ TELCO mobile money operators (Orange Money & MTN Mobile Money) offer services that are destined for the general public, unlike ECOBANK which has developed different customized services according to the needs of its target audience. The USSD is their main access point and they dominate the market with close to 10 million subscribers to their services.

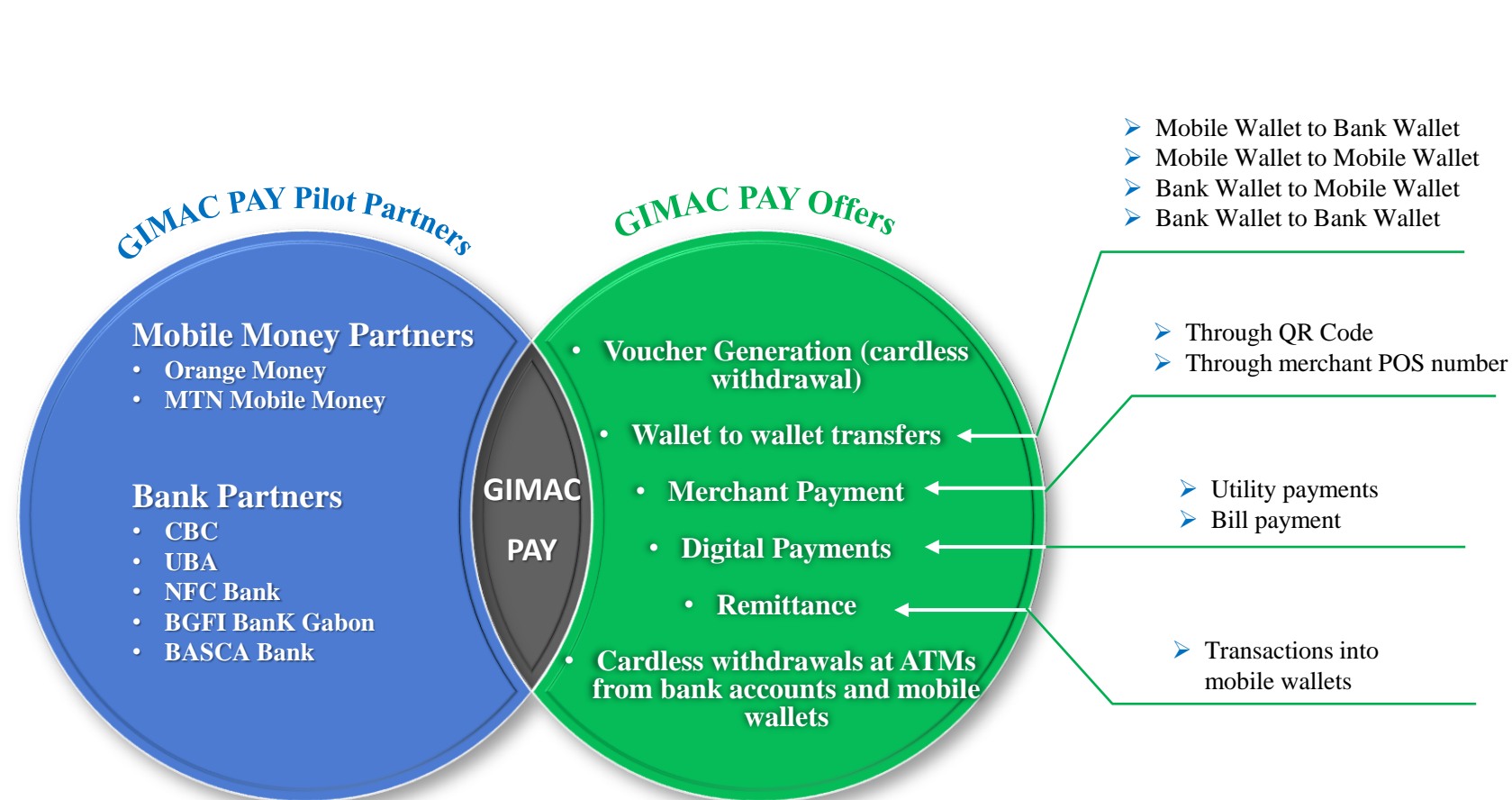
Part3: Proposed Recommendations to Improve Ecobank Mobile Services

1. **Forecast on the Digital Payment and Remittance Activity**
 2. **Gap Analysis of Ecobank's Digital Strategy in Cameroon**
-

3.1. Forecast on the Digital Payment and Remittance Activity

GIMAC has taken steps towards the implementation of [Instruction No.001/GR/2018](#) relating to the definition of the scope of interoperability and inter-banking of electronic payment systems in CEMAC.

A pilot project of the GIMAC interoperable platform ([GIMAC PAY](#)) was developed and run this November 2019.



MARKET STRUCTURE:

Interconnection of the E-money Sector: All E-money operators will be interconnected on a unique platform which would link mobile wallets, bank wallets, bank cards, and remittance services. Thus, a mobile wallet transfer from Cameroon into a bank card in Congo

DISTRIBUTION:

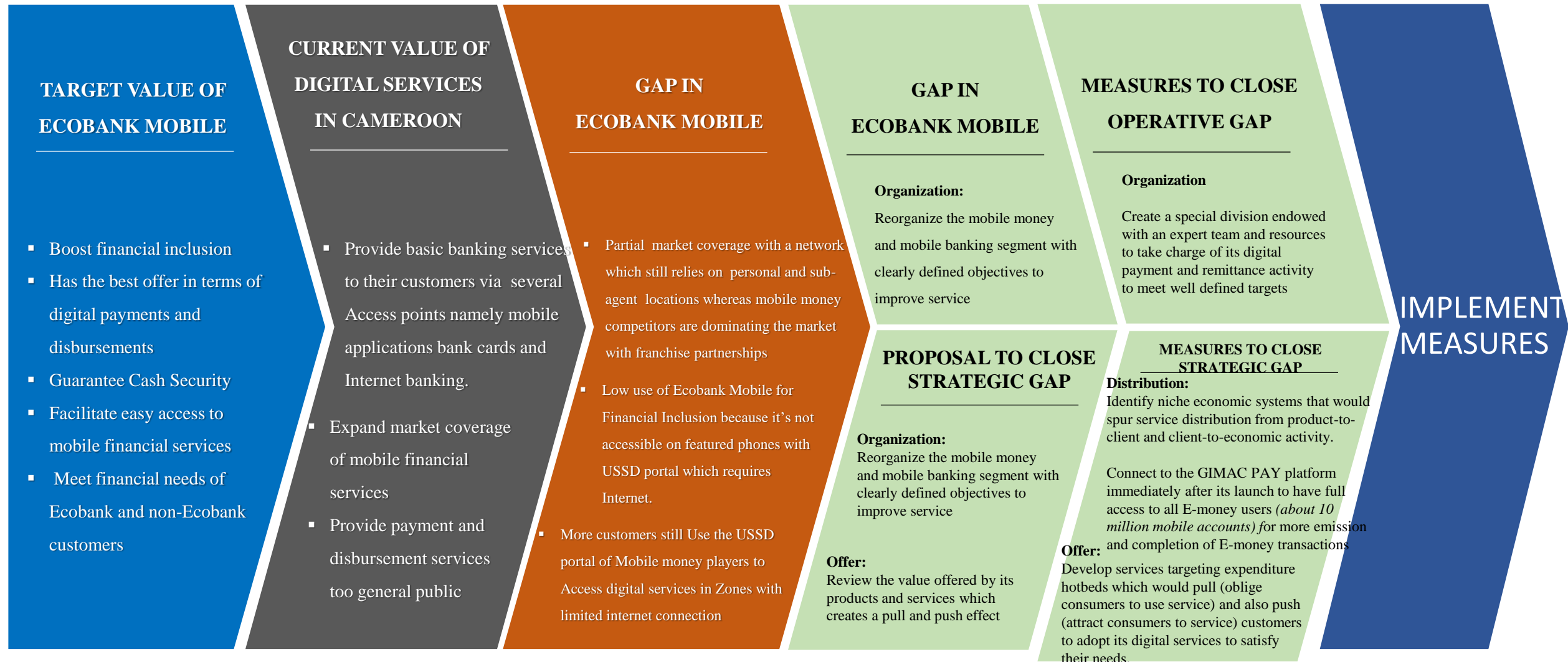
Multi-channel payments to result in multilateral partnerships that would enhance ample access to mobile financial services: GIMAC PAY shall open several emitting and completion points of E-money transactions thus prompting profitable partnerships between players that would to foster significant service subscription and consumption.

PRICING:

Harmonized Pricing and Compensation: Mindful Uniform prices and compensation rates shall be set by the Regulator, which shall be applied to all participants on the platform.

E-money operators with a significant customer base such as mobile money players would profit more from the new interoperable system via the emissions and payments of numerous domestic and cross-country transactions. Orange Money for instance has 4.5 million subscribers in Cameroon whereas MTN MoMo registered 14 thousand MTN MoMo to Orange Money transactions after introducing the GIMAC PAY platform on its USSD menu.

3.2. Gap Analysis of Ecobank's Digital Strategy





Competitive Business Intelligence – Media Research - Business Research - Digital

Since 2011

MERCI !

Media Intelligence

Yaoundé ; Elig-Essono pont de la gare

BP.:11115 Yaoundé

Tel. Yaoundé:

- **Fixe: (237) 222 23 44 01**
- **Portable: (237) 677 43 10 13**

Mail : info@Mediaintelligence.fr

Web site : www.mediaintelligence.fr