



## CASE STUDY

# Market intelligence and strategic advice in the payments sector

We identified opportunities for innovative new partnerships in a market where the traditional distinction between banking and telecommunications is blurring.



### LOCATION

Tanzania, Kenya, Uganda

### REQUIREMENT

In 2017, we were engaged by one of the world's largest payment processing companies to assess market dynamics and regulatory trends in Africa's fast-evolving payments sector. Our research covered Uganda, Tanzania and Kenya.

### APPROACH

Our research focused on the policy and operating environment for the payments sector, how it may evolve, and who the key stakeholders are. We led a detailed assessment of the levels of influence, competitive position and objectives of key players in the payments ecosystem - from central banks and finance ministries to mobile money platforms (telcos), agent networks, commercial banks, electronic payment processors and network infrastructure providers. We interviewed an unprecedented range of sources including industry leaders, fintech entrepreneurs, senior government officials and central bank staff.

### OUTCOME

Our strategic advice guided the client on how to retain market share in an environment where second generation mobile financial services platforms - particularly those targeting the merchant space, such as PesaLink - pose a growing threat to the company's core business. We also identified opportunities for innovative new partnerships in a marketplace where the traditional distinction between banking and telecommunications is blurring, and where mobile money providers are becoming integral to the individual, merchant and cross-border segments of the payments system. We encouraged our client to view East Africa as a testing ground for piloting new partnerships which, if successful, could be replicated in future across many other emerging markets where mobile money systems have not yet reached the same level of scale and maturity.

### CONTACT US

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