

Product Management: First Semester Case Study

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Task

You are a **Product Manager** who has just been hired by BiPay Integrated Technologies. They have a product called **BiPay** which they built for millennials for bill payment and cross-border transactions but have noticed the number of users transacting has decreased significantly. They predict it might be one of the following reasons

- The millennials' user persona needs might have changed
- Their competitors might be doing something better and have acquired their customers
- They conclude that they would need to create a new product strategy to increase the number of users transacting on Bipay.

Bipay has hired you as a product manager to solve these problems above. They believe the approach to solve the problem would be to follow the product strategy steps

1. Understand the Business
2. Define the goal or objective
3. Research the customer, market, and competitors for decision-making for your product strategy
4. Create a Product strategy to solve the problem - List the goals/objectives, initiatives and action steps.

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Problem Statement:

Declining User Transactions on Bipay - Tailored Fintech Solution for Millennials in Bill Payments and Cross-Border Transactions

In recent months, Bipay, an innovative fintech product meticulously designed for millennials, has encountered a substantial decline in user transactions, posing a critical challenge to its sustained growth and market presence. Despite its initial success and alignment with the preferences of the millennial demographic, the diminishing user engagement raises concerns about the product's ability to fulfill its intended purpose effectively. Several key issues contribute to this decline, necessitating urgent attention and strategic intervention to reinvigorate Bipay's user base and restore its competitive edge.

Key Challenges:

User Engagement Erosion:

- Bipay is experiencing a significant reduction in user engagement, reflected in declining transaction frequencies and active user participation. Understanding the root causes behind this decline is imperative to implement targeted solutions.

Competitive Landscape Shift:

- The fintech industry is dynamic, and Bipay faces intensified competition from emerging players and established financial institutions. A comprehensive analysis of the competitive landscape is crucial to identify areas for differentiation and innovation.

User Experience Friction:

- User feedback indicates potential friction points within Bipay's user experience, impacting onboarding processes, transaction flows, and overall satisfaction. Addressing these issues is vital to enhance usability and retain existing users.

Communication and Awareness Gap:

- There seems to be a gap in effectively communicating the unique value proposition of Bipay to its target audience. A more strategic and comprehensive communication plan is needed to educate millennials about the advantages and features of Bipay for bill payments and cross-border transactions.

Security and Trust Concerns:

- Users express concerns related to the security of transactions and data privacy on the platform. Addressing these concerns and reinforcing trust in Bipay's security measures is crucial to maintain and attract a loyal user base.

Market Expansion Challenges:

- Bipay is encountering difficulties in expanding its market reach, particularly in diverse regions with varying cultural preferences. Tailoring strategies to address the specific needs of different millennial demographics is essential for sustained growth.

Regulatory Compliance Risks:

- Evolving financial regulations pose risks to Bipay's operations. Ensuring continuous compliance with international and regional regulatory standards is paramount to avoid legal complications that could hinder its operations.

Objective:

The overarching objective is to revitalize user transactions, fortify Bipay's competitive position, and instill confidence among its millennial user base, ensuring sustained growth and success in the ever-evolving fintech landscape.

Understand the business

- *Vision:* Empower millennials globally with a seamless and innovative financial experience for bill payments and cross-border transactions.
- *Mission:* Drive user engagement on Bipay by delivering a user-centric product that combines convenience, security, and cutting-edge features.

Business Model:

Bipay Freemium Model with Revenue Streams from Transaction Fees and Premium Features

Components:

Freemium Access:

- Basic access to bill payments and cross-border transactions for free.
- Attract users with essential functionalities at no cost.

Transaction Fees:

- Implement a tiered transaction fee structure based on transaction amounts.
- Encourage higher transaction volumes through competitive and transparent fee structures.

Premium Features:

- Introduce premium subscription plans with added features such as faster transactions, priority customer support, and exclusive offers.
- Cater to users willing to pay for enhanced services, contributing to additional revenue streams.

Partnerships and Integrations:

- Explore revenue-sharing partnerships with financial institutions and service providers.

- Generate income through collaborations that expand Bipay's reach and services.

Regulatory Compliance:

Ensuring Adherence to Financial and Data Security Regulations

Strategies:

Global Compliance Team:

- Establish a dedicated team to monitor and adapt to financial regulations across different regions.
- Collaborate with legal experts to ensure continuous compliance.

User Data Protection:

- Implement robust data protection measures to comply with international data privacy regulations.
- Regularly update privacy policies and communicate changes to users transparently.

Anti-Money Laundering (AML) and Know Your Customer (KYC):

- Strengthen AML and KYC protocols to verify user identities and prevent fraudulent activities.
- Collaborate with regulatory bodies to stay updated on evolving compliance standards.

Regular Audits and Reporting:

- Conduct regular internal and external audits to assess compliance with financial regulations.
- Provide transparent reports on regulatory adherence to relevant authorities.

Legal Partnerships:

- Form partnerships with legal firms specializing in fintech regulations.
- Seek legal counsel to navigate complex regulatory landscapes and ensure compliance.

By aligning its objectives with increased user transactions, implementing a robust business model, and prioritizing regulatory compliance, Bipay aims to not only drive growth but also build trust among users and regulators.

Goals

Short-Term Goals (0-12 months):

User Engagement Boost:

- Increase the number of monthly user transactions on Bipay by 30% within the next six months through targeted marketing campaigns and promotions.

User Experience Enhancement:

- Implement immediate updates to the user interface (UI) and user experience (UX) to reduce friction points, streamline onboarding, and improve overall satisfaction.

Marketing Blitz:

- Launch an intensive short-term marketing campaign leveraging social media, influencers, and partnerships to regain visibility and attract new users.

Feature Iterations:

- Roll out minor feature updates based on user feedback to address immediate concerns and align the product more closely with user expectations.

Localized Strategies:

- Tailor marketing messages and features to specific regions to increase relevance and resonance with diverse millennial demographics.

Partnership Acceleration:

- Expedite negotiations and collaborations with financial institutions and service providers to expand Bipay's service offerings and reach.

Security Reassurance:

- Communicate and reinforce stringent security measures to address user concerns promptly, restoring trust in the platform.

Long-Term Goals (12+ months):

Sustainable User Growth:

- Achieve consistent and sustainable user growth by maintaining a steady increase in monthly transactions and user acquisition rates.

Market Expansion:

- Establish Bipay as a leading global fintech solution by expanding its presence into new markets and diversifying its user base across regions.

Premium Features Monetization:

- Successfully monetize premium features by attracting a significant number of users to opt for subscription plans, creating additional revenue streams.

Innovation Hub:

- Establish Bipay as an innovation hub within the fintech space by regularly introducing cutting-edge features and technologies that align with evolving millennial preferences.

Customer Loyalty Programs:

- Implement comprehensive customer loyalty programs, offering rewards, cashback, and exclusive benefits to encourage long-term user retention.

Regulatory Mastery:

- Navigate and adapt to evolving regulatory environments globally, ensuring ongoing compliance and positioning Bipay as a trustworthy and compliant financial platform.

Strategic Partnerships:

- Continue forming strategic partnerships and collaborations to enhance Bipay's ecosystem, providing users with a comprehensive range of financial services.

Data-Driven Decision Making:

- Cultivate a data-driven culture within the organization, leveraging analytics to inform product development, marketing strategies, and customer support initiatives.

Community Engagement:

- Foster a strong user community around Bipay through forums, social media, and events, creating brand advocates and amplifying positive word-of-mouth.

Sustainable Revenue Growth:

- Establish a sustainable revenue model with diversified income streams, ensuring financial stability and investment for future innovations and expansions.

By strategically aligning short-term goals with immediate challenges and long-term goals with broader strategic objectives, Bipay aims to not only address current issues but also to build a resilient foundation for sustained success and growth in the competitive fintech landscape.

Customer, Market and Competitor Research

We conducted a [SURVEY](#) that received 56 responses, over 68% of which were responses gotten from millennials. This enabled us to streamline our understanding of the target audience's needs and devise impactful strategic initiatives aligned with our set goals. Kindly see the user personas [here](#).





Snapshot of User Persona





Competitive Analysis

Competitive analysis is a strategic business practice that involves evaluating and understanding the strengths and weaknesses of a company in relation to its competitors within a specific industry or market. This systematic examination enables businesses to identify opportunities, threats, and areas for improvement, guiding informed decision-making and strategic planning. Through a well-executed competitive analysis, companies can navigate challenges, identify market gaps, and position themselves more effectively in the dynamic business environment.

	Strength	Weakness	Opportunities	Threat
Chippercash	Specialized in the African market, understanding the unique needs and challenges of	Compared to global competitors, Chipper Cash's international reach may be limited.	Opportunities for growth by expanding services to new countries within Africa and potentially	Adapting to diverse and evolving regulatory environments in different African

	users in the region.		beyond.	countries.
	Emphasis on mobile money transfers, catering to the prevalent use of mobile devices in African countries.	Faces competition from both local and international fintech companies offering similar services.	Collaborate with local and global financial institutions to enhance services and reach.	Competition from both established players and emerging fintech companies in the region.
	Attracts users with free peer-to-peer transactions, fostering adoption and user loyalty			
	Supports multiple currencies, facilitating cross-border transactions within Africa.			
Flutterwave	Offers a comprehensive suite of payment solutions, including card payments, bank transfers, and mobile money.	Operating in multiple countries presents challenges in adapting to diverse regulatory environments.	Opportunities for sustained growth by capturing a larger share of the global payments market.	Adapting to changes in regulatory environments globally, which may impact business operations.
	Serves as an infrastructure provider for businesses, facilitating a	Faces competition from both global and regional	Ongoing innovation to stay ahead of competitors and address	Staying abreast of evolving technologies and ensuring

	wide range of payment options.	players in the crowded fintech space.	emerging market trends.	the platform remains technologically competitive.
	Partnerships and services extending across different continents, providing a global reach.			
	Provides a variety of payment channels, catering to businesses and users with diverse needs.			
Wise (formerly TransferWise)	Known for transparent and cost-effective international currency transfers with real exchange rates.	Primarily focused on international transfers, may not offer the same breadth of services as some competitors.	Opportunities to diversify services beyond international transfers, tapping into additional financial needs.	Adhering to evolving international regulations and compliance standards.
	Offers multi-currency accounts, allowing users to hold and manage money in various currencies.	Faces competition from both traditional banks and emerging fintech players.	Expanding into new markets and increasing services to capture a broader audience.	Increasing competition from traditional banks entering the digital currency transfer space.
	Large global user base and			

	a broad international presence.			
Bipay	Tailored specifically for millennials, addressing the preferences and needs of a tech-savvy demographic.	Potential limitation in market reach compared to more established global players.	Opportunities to expand services to new regions, tapping into diverse markets and demographics.	Facing intense competition from established fintech companies and banks offering similar services
	Incorporates innovative features that differentiate it from traditional payment platforms, attracting users seeking modern solutions.	May face challenges in building widespread brand recognition, particularly in competitive markets.	Forming strategic partnerships with financial institutions or other fintech companies to enhance services and broaden reach.	Adapting to evolving financial regulations and compliance standards in different regions.
	Facilitates cross-border transactions, catering to users with international financial needs.	Depending on the current feature set, there might be a need to enhance offerings to compete with more comprehensive platforms.		

Bipay Product Strategy: Leveraging SWOT Analysis

1. Strengths-Driven Strategies:

a. Millennial-Centric Features:

- Objective: Enhance existing millennial-centric features and introduce new ones based on user feedback.

- Actions: Regularly engage with millennial users through surveys and focus groups to identify preferences and expectations. Implement gamification elements and social features to increase engagement.

b. Innovative User Interface:

- Objective: Continuously improve the user interface for a seamless and intuitive experience.

- Actions: Conduct regular UI/UX audits, incorporate user feedback, and leverage A/B testing to refine the interface. Introduce interactive tutorials for new users to streamline onboarding.

c. Cross-Border Experience:

- Objective: Strengthen Bipay's position in facilitating cross-border transactions.

- Actions: Explore partnerships with international financial institutions to expand currency support. Communicate transparently about competitive forex rates and low transaction fees.

d. Security Assurance:

- Objective: Reinforce trust in Bipay's security measures.

- Actions: Implement advanced security protocols, conduct regular security audits, and communicate these measures to users. Educate users on best practices for secure transactions.

2. Weaknesses Mitigation:

a. Market Expansion:

- Objective: Address the limitation in market reach.

- Actions: Develop a phased market expansion plan, prioritizing regions with high millennial populations. Collaborate with local influencers and financial institutions to boost awareness.

b. Brand Recognition:

- Objective: Build widespread brand recognition.

- Actions: Invest in targeted marketing campaigns across various channels. Leverage social media influencers to create brand awareness. Participate in industry events and partnerships to enhance visibility.

c. Feature Set Enhancement:

- Objective: Bolster the feature set to compete effectively.

- Actions: Conduct competitor analysis to identify feature gaps. Introduce features like budgeting tools, savings options, and personalized financial insights. Regularly update the app based on user feedback.

3. Opportunities Exploration:

a. Global Expansion:

- Objective: Explore opportunities for global expansion.

- Actions: Conduct market research to identify potential new markets. Develop partnerships with international financial institutions and comply with local regulations.

b. Strategic Partnerships:

- Objective: Form strategic partnerships to enhance services.

- Actions: Identify key players in the fintech ecosystem for potential collaborations.

Explore partnerships with banks, other fintechs, or e-commerce platforms to provide an integrated financial experience.

c. User Education:

- Objective: Educate users about the benefits and features of Bipay.

- Actions: Develop an educational content strategy, including blog posts, video tutorials, and webinars. Leverage social media and email campaigns to communicate product updates and promotions.

4. Threats Mitigation:

a. Intense Competition:

- Objective: Differentiate Bipay in a competitive market.

- Actions: Regularly monitor competitor strategies. Leverage customer testimonials and case studies to highlight Bipay's unique value proposition. Introduce exclusive promotions and loyalty programs.

b. Regulatory Compliance:

- Objective: Proactively adapt to evolving regulations.

- Actions: Establish a dedicated compliance team. Stay engaged with regulatory bodies and industry associations. Conduct regular compliance audits and updates.

c. Technological Advancements:

- Objective: Stay ahead in technological innovation.

- Actions: Invest in research and development. Explore emerging technologies like blockchain for secure transactions. Foster a culture of innovation within the organization.

5. Data-Driven Iterative Improvement:

- Objective: Continuously analyze user data to refine the product strategy.
- Actions: Implement robust data analytics tools. Regularly conduct user surveys and feedback sessions. Iterate the product strategy based on insights gathered from user behavior and market trends.

This product strategy for Bipay aims to leverage its strengths, mitigate weaknesses, explore new opportunities, and proactively address potential threats. Regular monitoring and adjustments will be crucial to ensuring the ongoing success and relevance of Bipay in the dynamic fintech landscape.

Conclusion

Bipay stands at a pivotal juncture in its evolution within the competitive fintech landscape. This comprehensive product strategy, informed by a thorough SWOT analysis, charts a course that harnesses the platform's strengths, addresses weaknesses, explores opportunities, and proactively mitigates potential threats.

By placing a strong emphasis on its millennial-centric focus, Bipay aims to fortify its innovative features and user interface, ensuring a seamless and engaging experience that resonates with its target demographic. The strategic push into cross-border transactions, coupled with robust security measures, positions Bipay as a trusted and efficient financial companion.

The strategy acknowledges and tackles weaknesses head-on, with a clear roadmap for market expansion and brand recognition. Bipay recognizes the need to continually enhance its feature set to compete effectively in the rapidly evolving fintech landscape.

Exploring global opportunities through strategic partnerships and proactive user education initiatives provides Bipay with avenues for sustainable growth. By leveraging data-driven insights, the platform remains agile, ready to iterate and innovate based on user feedback and emerging market trends.

The strategy also anticipates and addresses potential threats, such as intense competition and regulatory challenges, by fostering differentiation, compliance excellence, and a proactive approach to technological advancements.

As Bipay embarks on this journey, the success of this strategy hinges on consistent execution, adaptability to market dynamics, and a relentless commitment to delivering value to its users. By staying true to its millennial-focused roots, embracing innovation, and fostering strategic collaborations, Bipay is poised to carve a niche for itself in the global fintech landscape, providing users with a reliable, secure, and forward-looking financial platform.