



**DEVELOPING PRODUCTS | DEVELOPING COMMUNITIES**

EVERETT BUCK | JENNIFER CHEN | BENJAMIN DE LACY | PEONY SITU

# AGENDA



WALLET  
OR  
OTC?



M-PITESAN



POSITIONING



LONG-  
TERM  
STRATEGY



# OUR RECOMMENDATION



**Objective:** Develop a future strategic direction for Ooredoo

**Motivation:** Ensure the well-being of our consumers and the success of our company

**Strategy:** Develop pseudo-branch locations with local businesses and implement a data-driven eCredit service

## Caring

Simple and Transparent

Respond Quickly

Show Concern and Respect

## Challenging

Community Access

Delivering relevant services

Reliable and trustworthy

## Connecting

Leading change and innovation

Passion to be the best

Youthful spirit

End Goal: Help the Myanmar people achieve a better future while developing a profitable long-term business model



WALLET OR OTC?



# RECAP OF M-PITESAN INTRO

Ooredoo's initial entry into Myanmar with their mobile wallet generated a **smaller short-term impact**. Myanmar consumers were less likely to use a mobile wallet in comparison to over-the-counter.

However, the mobile wallet holds promise for **long-term impact**, as younger demographics demonstrate more financial literacy and are familiar with the mobile wallet concept.

Smaller market share

Slower adoption of M-Pitesan

Capture of younger demographics



# OOREDOO VS. TELENOR (2013)

*Ooredoo and Telenor targeted different types of consumers*



3G Premier Option

Mobile Wallet

Functionality and convenience



2G Older Technology Option

Over-the-Counter (OTC)

Low-cost value proposition

# OVER-THE-COUNTER VS MOBILE WALLET

## OTC

Captures older Myanmar population  
Easier for low-financial literacy consumers  
Higher initial market implementation and success  
Decreasing long-term potential

**Short-Term Success**

## Mobile Wallet

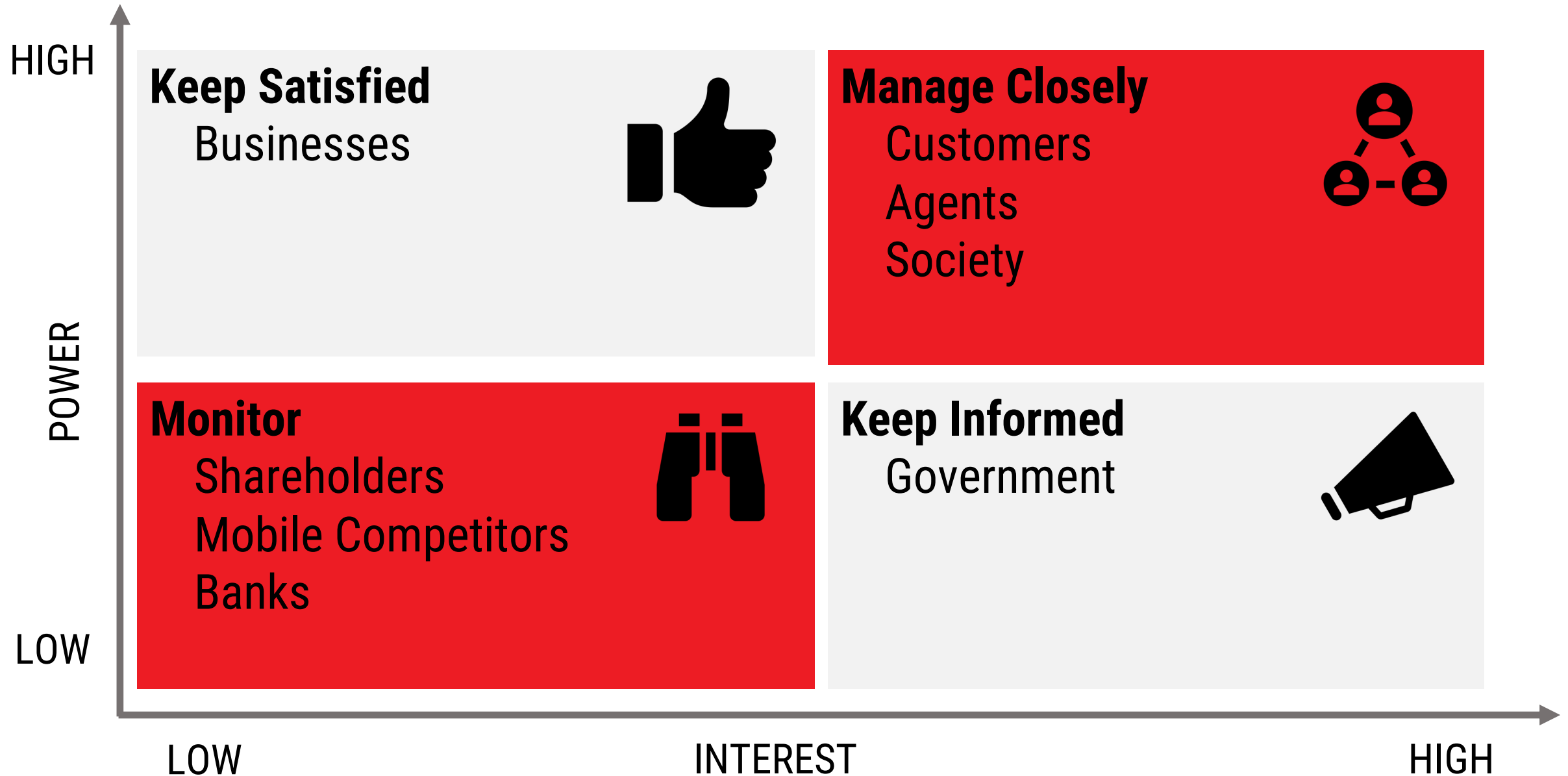
Attracts younger Myanmar population  
Better for high-financial literacy consumers  
Smaller initial Myanmar market impact and adoption  
Greater long-term sustainability

**Long-Term Success**



# M-PITESAN

# STAKEHOLDER ANALYSIS



WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY



# TARGET MARKET: YOUNG FEMALE USERS

*Ooredoo should target young females who will be the future financial decision makers and capture brand loyalty*



**FEMALE 20-30**



Will want new types of Fin-Tech services throughout her life



Technologically literate and quicker to adapt to new technologies



Lives in an area that lacks the infrastructure for cash transfers



Manages household finances



Low brand switching costs



# MYANMAR PROJECTED TRENDS



## Urbanization

7.1 million move to cities by 2050  
where phone usage is higher



**WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY**

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## Purchasing Power for Women

Job growth for women is expected  
to increase due to growth in  
garment sector, food production,  
domestic services

**WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY**

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## Demands for Innovative Tech

Higher demands for faster  
technology means more  
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products and services

**WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY**

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*Projected trends of Myanmar's population is positioned to align with the long-term target consumer*

**WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY**

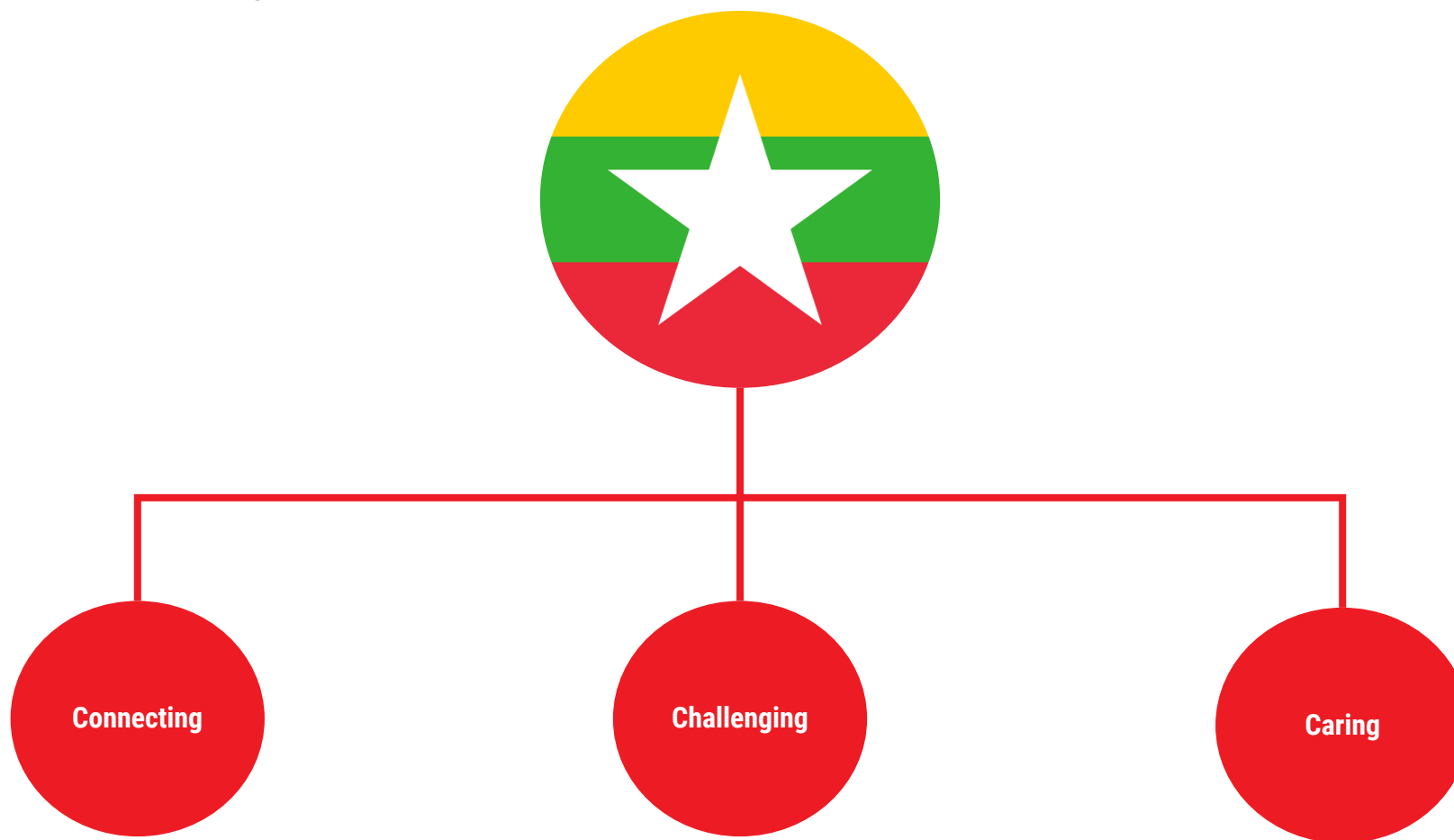
A photograph of a woman and a young boy. The woman, in the background, has a yellow patch on her cheek and is holding a smartphone. The boy, in the foreground, is smiling. The word "POSITIONING" is overlaid in red text.

# POSITIONING

**How do we sustainably provide people the opportunity to a future they could have never imagined?**

# LONG-TERM VALUE FOR HUMANITY

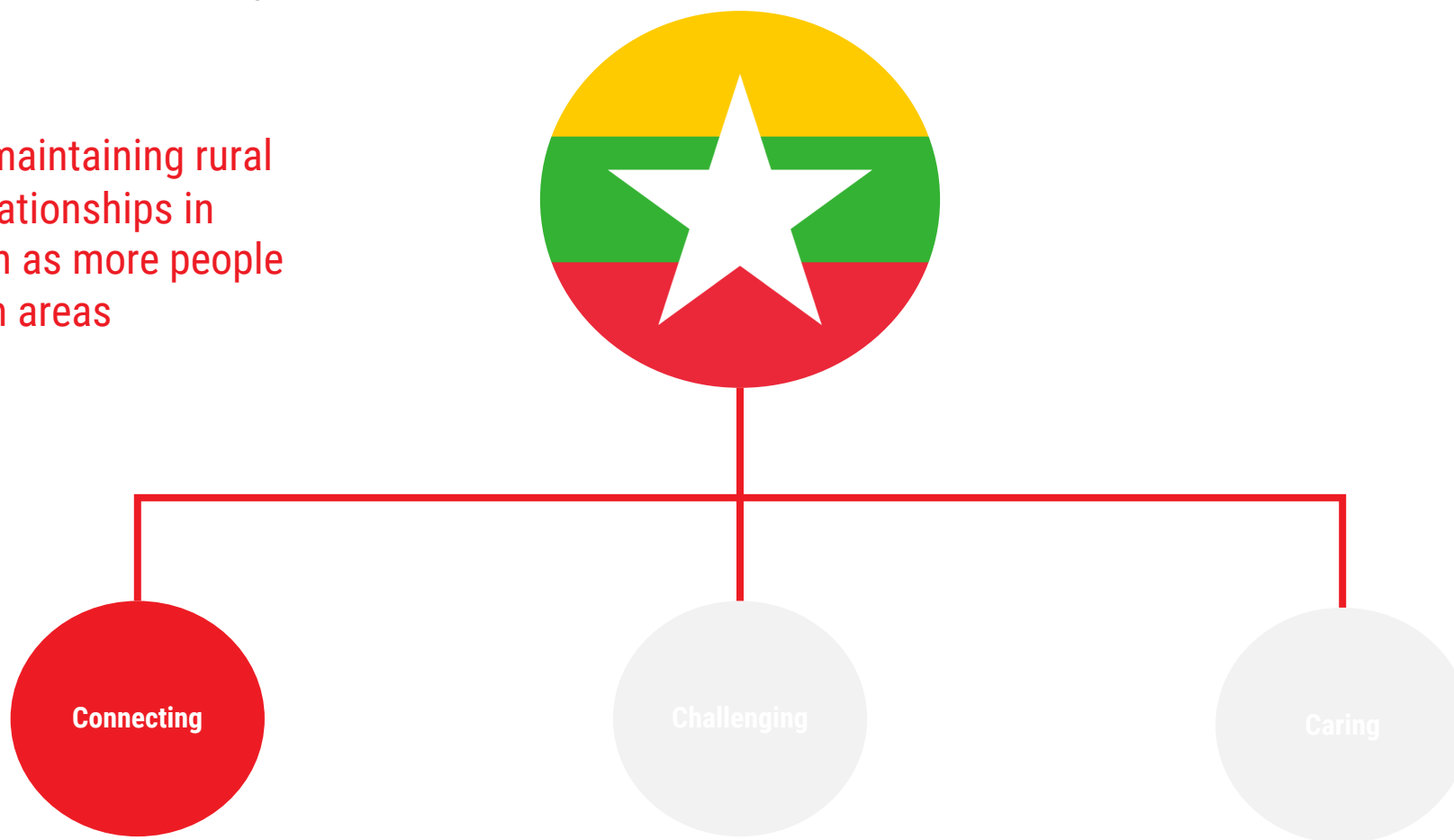
*Focusing on empowerment Myanmar aligns with Ooredoo's values of connecting, challenging, and caring*



# LONG-TERM VALUE FOR HUMANITY

*Focusing on empowerment Myanmar aligns with Ooredoo's values of connecting, challenging, and caring*

Building and maintaining rural communal relationships in Myanmar even as more people move to urban areas

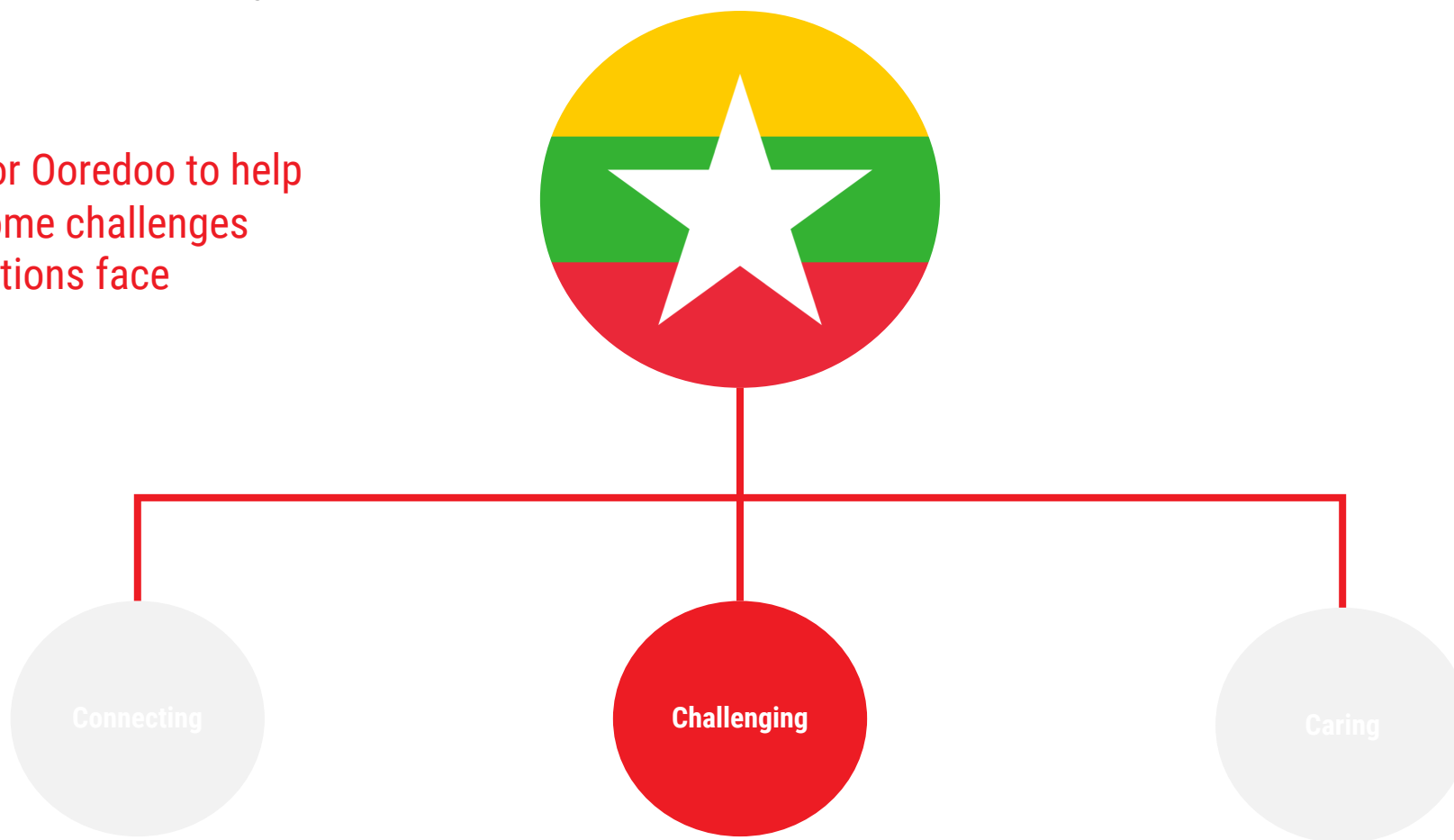




# LONG-TERM VALUE FOR HUMANITY

*Focusing on empowerment Myanmar aligns with Ooredoo's values of connecting, challenging, and caring*

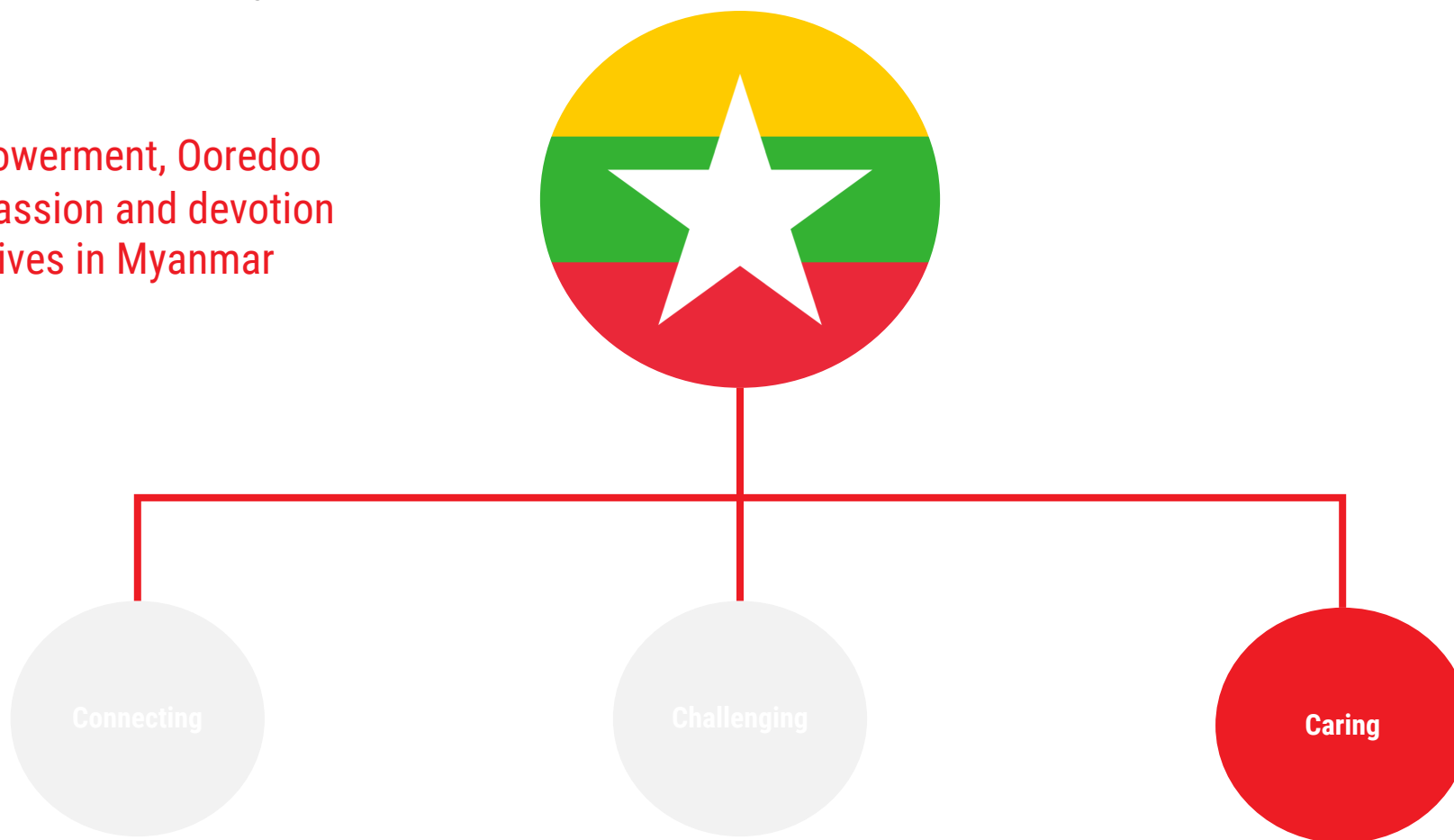
Opportunity for Ooredoo to help  
people overcome challenges  
developing nations face



# LONG-TERM VALUE FOR HUMANITY

*Focusing on empowerment Myanmar aligns with Ooredoo's values of connecting, challenging, and caring*

Through empowerment, Ooredoo shows their passion and devotion to improving lives in Myanmar



# ULTIMATE PITCH DECK

*"The plan was  
always to keep  
moving up"*

*"I want to have a  
house or a flat,  
and I want my  
baby to go to  
private school"*

*"For me, I hope  
that one day I  
can be like those  
at the top"*

*"The most common  
outcome of male  
dominance is for  
public spending to be  
skewed in favor of  
men."*

*"Myanmar has a rich history of  
women who refused to play by  
the rules—journalists who kept  
writing, artists who kept  
painting, and soldiers who  
kept serving their country even  
when they were attacked,  
dismissed, and demeaned"*

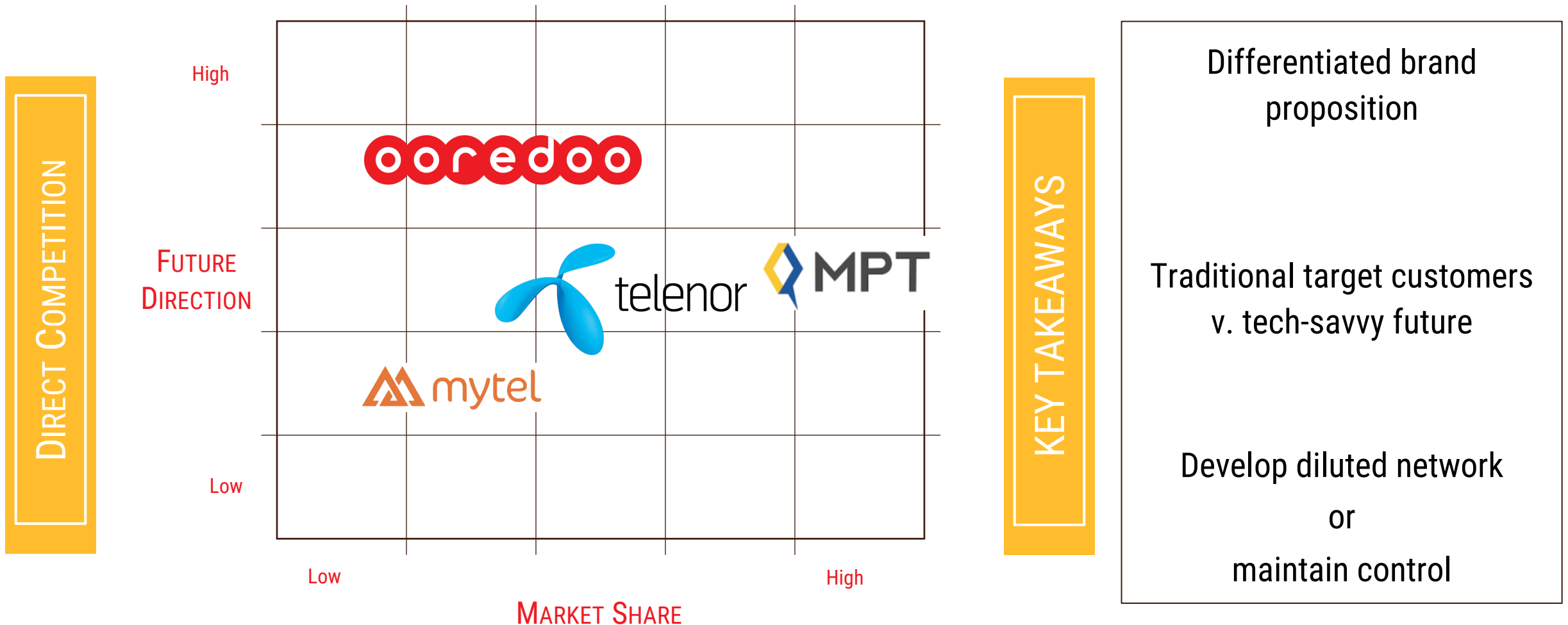
# CUSTOMER PERSONA

- ✓ WOMEN AGE 20-30, MARRIED
- ✓ WORKING AND NON-WORKING WOMEN
- ✓ INCREASINGLY BECOMING DIGITAL NATIVES
- ✓ MAKE HOUSEHOLD DECISIONS ON FINANCES ON THE DAILY
- ✓ BUSY, VALUE CONVENIENCE
- ✓ CARES ABOUT HER COUNTRY, PEOPLE, AND FAMILY
- ✓ LOOKING FORWARD TO A BETTER FUTURE



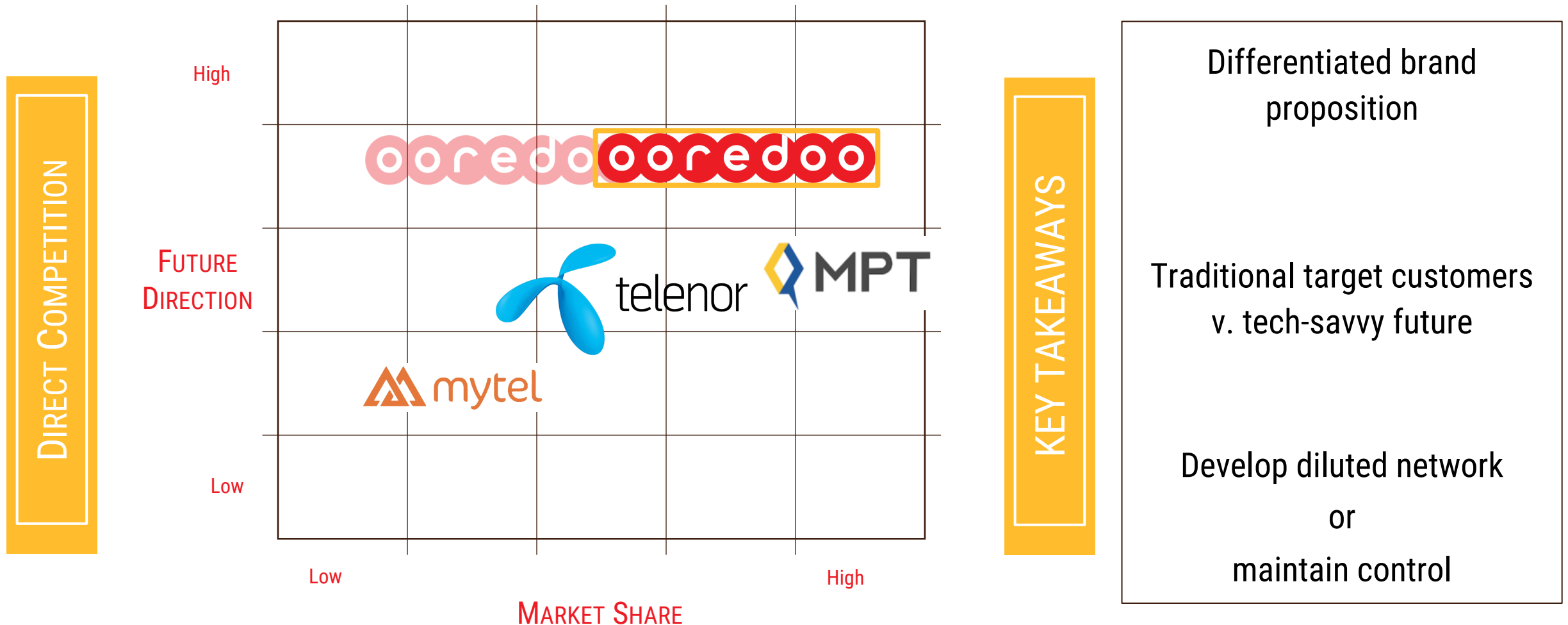
WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY

# POSITIONING



WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY

# POSITIONING



WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY

A photograph of three people in a library setting. A man on the left is smiling and pointing at a tablet held by a woman in the center. A man on the right is leaning over, looking at the tablet. In the background, there are tall stacks of books on shelves. The text "LONG-TERM STRATEGY" is overlaid in red, bold, sans-serif capital letters across the middle of the image.

# LONG-TERM STRATEGY



# BE A COMMUNITY PARTNER



## DEVELOP COMMUNITY



Tap into community-pillar status held by local retailers via transaction-fee reduction incentives

## CONSOLIDATE NETWORK



Mitigate dealer saturation concerns and improve profitability via direct local involvement

## PROMOTE EDUCATION



Company-overseen branch expands technological and financial literacy dissemination objectives



**\$91<sub>MN</sub>**  
5-YEAR PROJECT  
NPV

WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY



# GIVE CREDIT: GIVE OPPORTUNITY

\$74<sub>MN</sub> | 5-year eCredit NPV

## DATA

Establish credit rating using wealth of existing customer information

## SYNERGY

Utilize community partner locations to take advantage of cross-selling opportunities

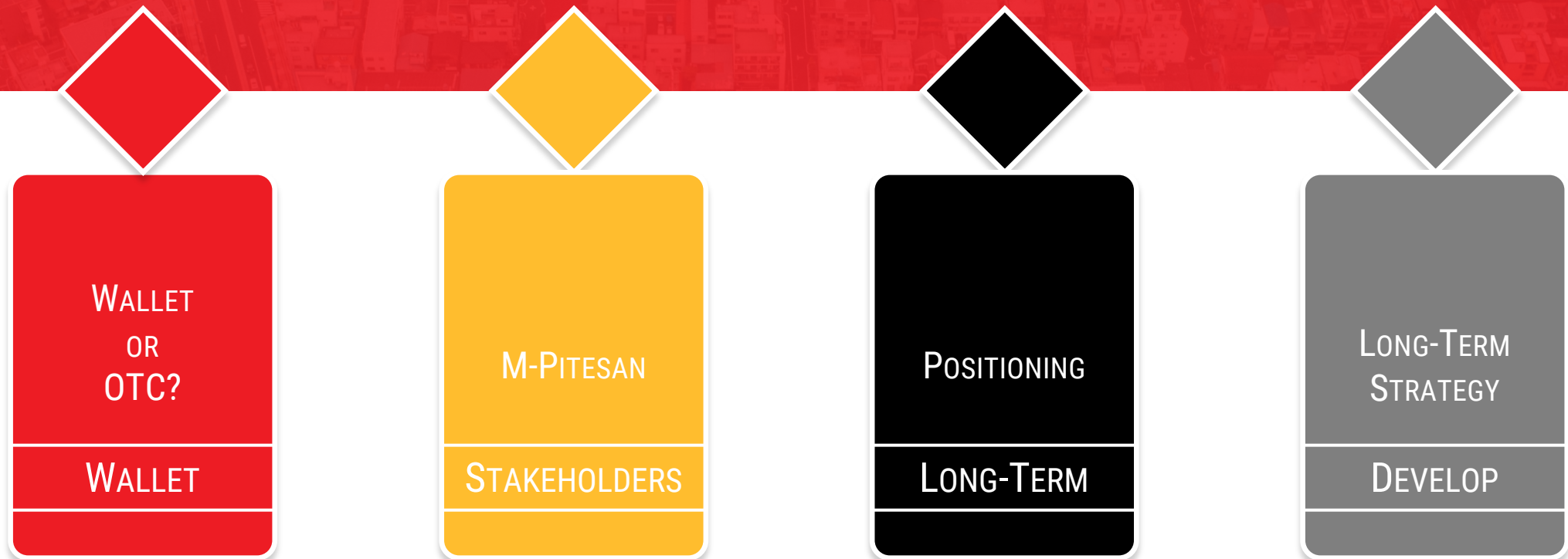
## PEOPLE

Demonstrate social consciousness with direct staff providing eCredit screening and education



WALLET/OTC | M-PITESAN | POSITIONING | LONG-TERM STRATEGY

# CONCLUSION



# QUESTIONS

## SWOT Team 3



Everett Buck  
Finance & IS



Jennifer Chen  
Finance & Supply Chain



Ben de Lacy  
Finance & IS



Peony Situ  
Marketing

# APPENDIX

## Main Slide Deck

1. [Agenda](#)
2. [Recommendation](#)
3. [Recap](#)
4. [Ooredoo vs Telenor \(2013\)](#)
5. [Over-the-Counter vs Mobile Wallet](#)
6. [Stakeholder Analysis](#)
7. [Target Market](#)
8. [Myanmar Projected Trends](#)
9. [Long-Term Value for Humanity](#)
10. [Consumer Trends](#)
11. [Customer Persona](#)
12. [Positioning](#)
13. [Community Partner](#)

14. [Give Credit](#)

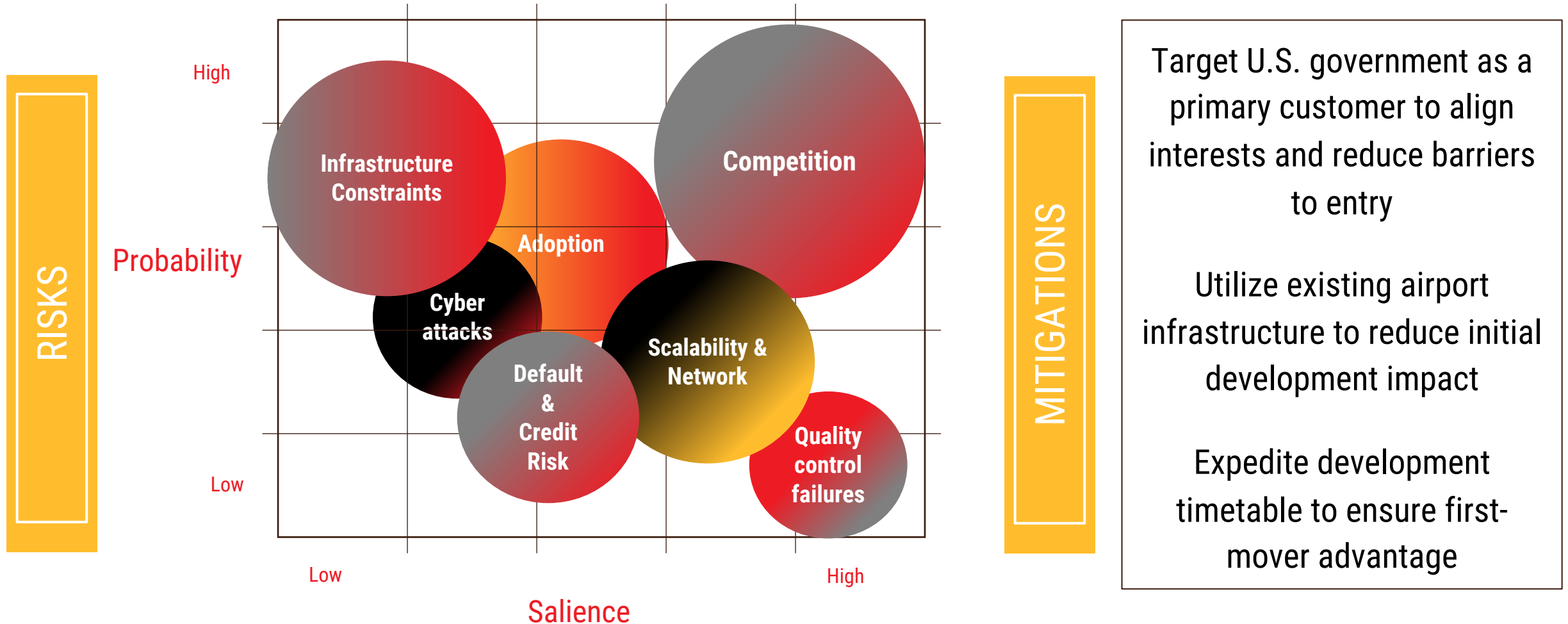
15. [Conclusion](#)

## Appendix

16. [Risks and Mitigations](#)
17. [Mobile Wallet Financial Assumptions](#)
18. [E-Credit Financial Assumptions](#)
19. [Mobile Wallet Finances](#)
20. [Mobile Wallet Finances](#)
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23. [Myanmar Demographics](#)
24. [Challenges & Opportunities](#)
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26. [Ooredoo SWOT](#)
27. [Telenor Myanmar Analysis](#)
28. [Myanmar Population Graph](#)
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33. [M-Pitesan Ad Examples](#)

# RISKS AND MITIGATIONS



# APPENDIX: MOBILE WALLET FINANCIAL ASSUMPTIONS



## GROWTH

Population: 53m

Growth: 1%

Smartphone Use: 80%

Case & CIA.gov

## CAPTURE

Adoption by  
Smartphone Users:  
2.7%

New Customers: 40%

Churn: 15%

Case

## REVENUE

ARPU Growth (avg.): 50%

# of local partners: 64

Opportunity cost of  
partnership: \$1.65  
(2500k)

Case, World  
Pop. Review

## COSTS

Direct Dealer Salary:  
\$4,310

Staff Dealers: 256

Cash-in/Cash-out per user  
avg. reduction: \$.03

CIA.gov, World  
Pop. Review,  
Case

# APPENDIX: E-CREDIT FINANCIAL ASSUMPTIONS

## CC USAGE

Usage: Diffusion Theory  
(3,5,7,10,12%)

Use at >\$20: 25%

Deadbeat Loss: 20%

Rogers' Theory  
of Innovation,  
Sallie Mae

## DEVELOPMENT

Platform: \$1,000,000

Data Analytics: \$1,200,000

Staffing: \$1,500,000

Staff Growth  
Reinvestment: 10%

Case

## REVENUE

Avg. APR: 17%

Merchant Fee: 3%

Avg. Trans: \$20

Case, Sallie Mae,  
NationalDebtRelief.com

## COSTS

Advertising = M-Pitesan  
over same timeframe

Maintenance: 25%  
development

New Cust. Acquisition: \$6

Case

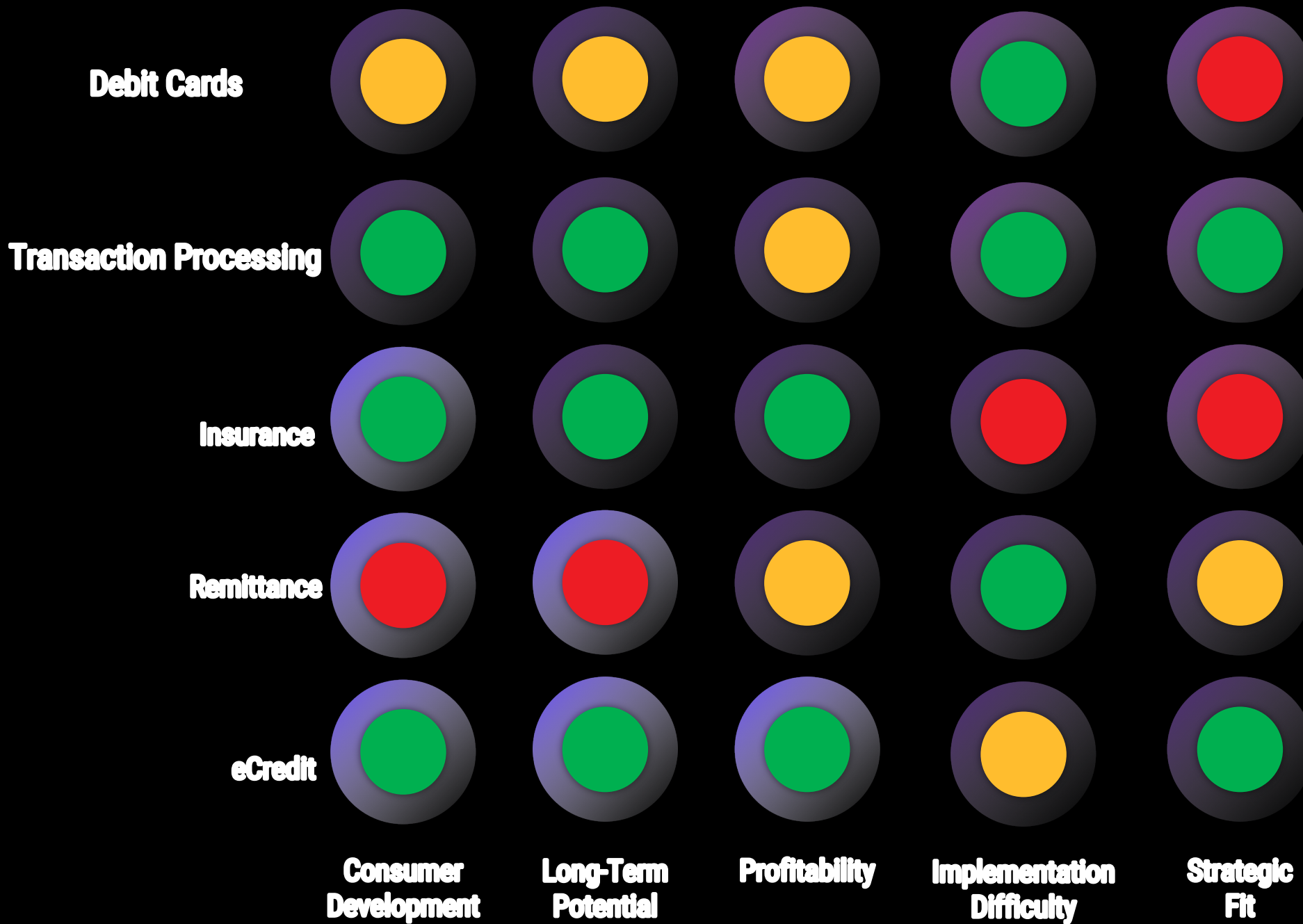
# APPENDIX: MOBILE WALLET FINANCES

Local Mobile Wallet Partner Efforts					
Profit	2020	2021	2022	2023	2024
Wallet Users	1,284,720	1,513,828	1,965,814	2,426,689	3,119,398
# Transactions	43	51	61	73	87
Rev	\$ 70,950,000.00	\$ 84,150,000.00	\$ 100,650,000.00	\$ 120,450,000.00	\$ 143,550,000.00
Fixed Costs					
Maintenance	\$ 240,000.00	\$ 240,000.00	\$ 240,000.00	\$ 240,000.00	\$ 240,000.00
Advertising	\$ 1,150,000.00	\$ 1,265,000.00	\$ 1,391,500.00	\$ 1,530,650.00	\$ 1,683,715.00
Non-Variable Payroll	\$ 1,943,360.00	\$ 1,943,360.00	\$ 1,943,360.00	\$ 1,943,360.00	\$ 1,943,360.00
Variable Costs					
(Higher Rev Opportunity Cost)	\$ 37,950,000.00	\$ 43,642,500.00	\$ 50,188,875.00	\$ 57,717,206.25	\$ 66,374,787.19
Agent Recruitment Cost	\$ 38,490.21	\$ 75,933.63	\$ 77,426.87	\$ 116,375.16	\$ 156,469.00
Cash-In/Out Payments	\$ 14,774,280.00	\$ 17,030,569.50	\$ 21,623,957.39	\$ 25,480,229.79	\$ 31,973,827.74
Call Center	\$ 578,124.00	\$ 681,222.78	\$ 884,616.44	\$ 1,092,009.85	\$ 1,403,729.02
New Customer Cost	\$ 1,374,650.40	\$ 2,711,915.45	\$ 2,765,245.46	\$ 4,156,255.66	\$ 5,588,178.40
License	\$ 64,236.00	\$ 75,691.42	\$ 98,290.72	\$ 121,334.43	\$ 155,969.89
Op. Rev	\$ 12,836,859.39	\$ 16,483,807.22	\$ 21,436,728.13	\$ 28,052,578.86	\$ 34,029,963.76
Margin	18%	20%	21%	23%	24%
Total Profit before taxes/repatriation	\$ 112,839,937.36				
NPV	\$ 12,055,653.07	\$ 14,538,561.63	\$ 17,756,377.62	\$ 21,822,305.03	\$ 24,861,153.46
Total NPV	\$ 91,034,050.82				



# APPENDIX: MOBILE WALLET FINANCES

Credit Card Income					
Credit Cards	2020	2021	2022	2023	2024
Users	38,542	75,691	137,607	242,669	374,328
Purchases > \$20	10.75	12.75	15.25	18.25	21.75
Merchant Fees	3%	3%	3%	3%	3%
Avg. APR	17%	17%	17%	17%	17%
Less Deadbeat Lossage	8.6	10.2	12.2	14.6	17.4
CC Revenue	\$ 7,756,111.58	\$ 18,066,028.13	\$ 39,284,046.81	\$ 82,905,387.67	\$ 152,411,282.39
Costs					
Platform	\$ 1,000,000.00				
Advertising	\$ 500,000.00	625000	750000	875000	1000000
Analytics Software	\$ 1,200,000.00				
Maintenance		\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00
Payroll	\$ 1,503,360.00	\$ 1,613,696.00	\$ 1,735,065.60	\$ 1,868,572.16	\$ 2,015,429.38
Processing Fees	\$ 4,653,666.95	\$ 10,839,616.88	\$ 23,570,428.08	\$ 49,743,232.60	\$ 91,446,769.44
Call Center	\$ 17,343.72	\$ 34,061.14	\$ 61,923.15	\$ 109,200.98	\$ 168,447.48
License	\$ 1,927.08	\$ 3,784.57	\$ 6,880.35	\$ 12,133.44	\$ 18,716.39
New Cust Cost	\$ 231,249.60	\$ 454,148.52	\$ 825,642.01	\$ 1,456,013.13	\$ 2,245,966.44
Profit	\$ (1,351,435.77)	\$ 3,945,721.02	\$ 11,784,107.61	\$ 28,291,235.35	\$ 54,965,953.27
Op Margin	-17%	22%	30%	34%	36%
Total Profit before tax/repatriation	\$ 97,635,581.49				
NPV	\$ (1,268,953.77)	\$ 3,478,781.56	\$ 9,755,462.78	\$ 21,991,430.51	\$ 40,118,595.96
Sum NPV	\$ 74,075,317.04				



## APPENDIX: LONG-TERM STRATEGY

# CHALLENGES AND OPPORTUNITIES FOR WOMEN IN MYANMAR



- Challenges:
  - Marginalization for women in political participation
  - Societal norms for machonism
  - Only 29% of women have access to formal financial services while 34% have access to informal services
- Opportunities:
  - Educate women to learn how to better handle finances and improve financial health
  - Utilize mobile phones and other technology to provide women access for learning and research on the internet
  - Empower women to enter the workforce and close the job gap

# DIGITAL LITERACY EDUCATION

- Ooredoo should partner with the **Digital Literacy Teachers Training (DLLT)**
- A program started in Yangon, the largest city in Myanmar
- Opportunity for Ooredoo to give back to the community and help improve adoption of new technology
- Program teaches teachers how to access information in the digital era on laptops, smartphones, or tablets
- By educating people who will teach the next generation, it will impact how the younger generation uses the role of technology

# OOREDOO SWOT



# TELENOR MYANMAR ANALYSIS

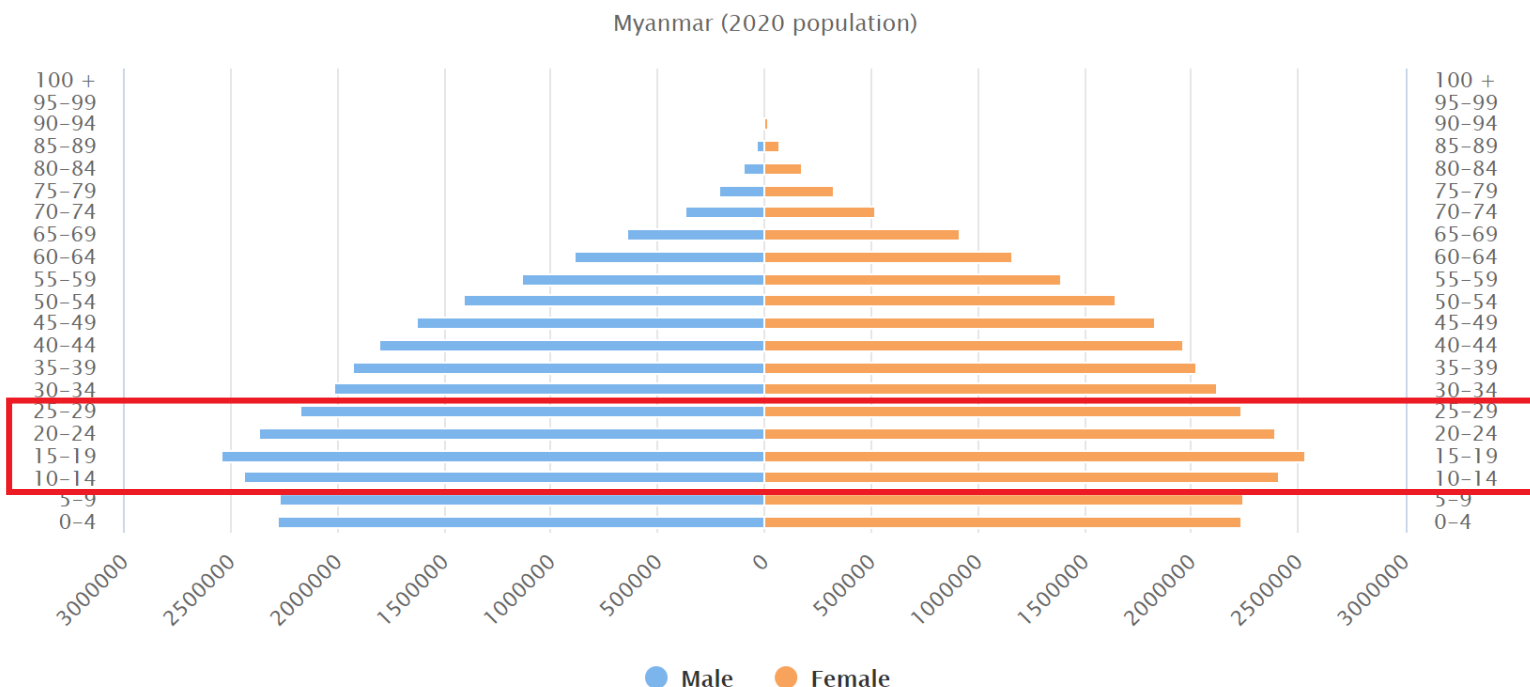
*Ooredoo needs to be aware of the competition and catch-up through introduction of new services needed*

- Education: helped the Burmese Wikipedia community to hold a joint workshop
- Introducing 4G
- Building brand awareness through radio and TV advertising
- Partnered with Yoma Bank to provide mobile banking to Myanmar
  - Aimed to provide access to financial services to people who do not have bank accounts

# MYANMAR POPULATION GRAPH

## Population Pyramid for Myanmar (2020)

[Compare with years 1960, 1990, 2050, and 2080](#)





# MYANMAR OVERVIEW

- Workforce: 85.6% of men, 50.5% women
  - Opportunity for more women to enter workforce and gain more rights
- Demographics: 46% male, 54% female
- Population: 52.6 million
- GDP (2017): \$69.32B USD
- Unemployment: 0.8%
- Language: Burmese
- 33% of women own a mobile phone
- 1.4 million women use a smartphone and use data services
- Transitioned from military dictatorship to parliamentary republic in 2008

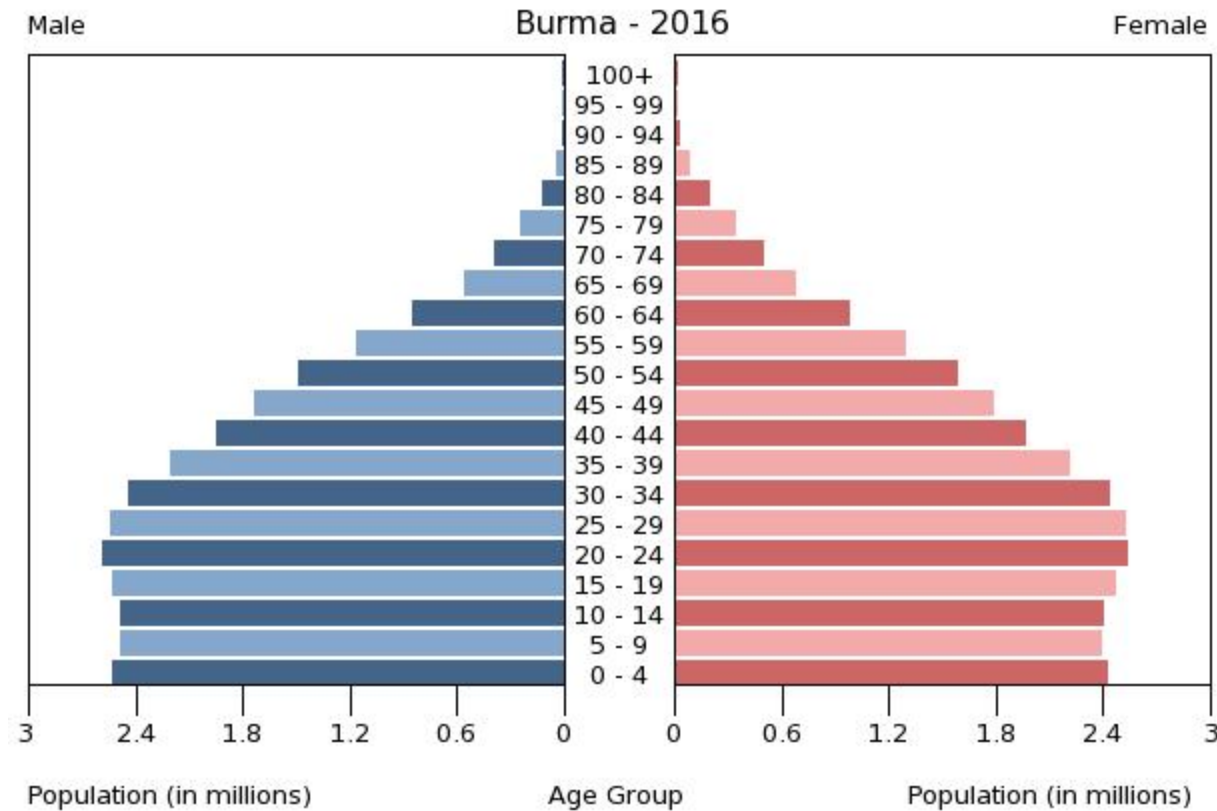


<http://yourfreetemplates.com>

# INCOME LEVELS

- Myanmar is a lower-middle income economy with a GNI per capita of US\$1,210 in 2017.
- Average salary in Yangon is US\$3600.
- Minimum salary in Myanmar is US\$720.
- Strong economic growth translated into a reduction in poverty from 48 to 32 percent between 2005 and 2015.

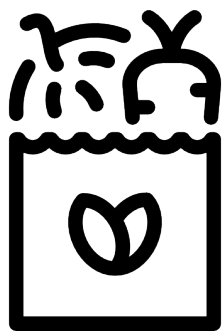
# MYANMAR DEMOGRAPHICS



# COMPETITOR ANALYSIS

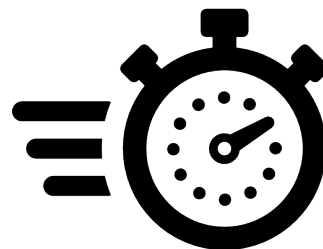
Company	Origin	Launch Year	Users	Direction
Ooredoo	Qatar	2014	10M 6%YoY	Data packs, voice packs, Sate Tina Kya, International & Roaming, mobile wallet, future oriented
Telenor	Norway	2014	19M	TV, apps, My Telenor App, cloud storage solution, mobile payment, traditional customers
Myanmar P&T	Myanmar	2017	23M	Devices, voice, data, business, fixed lines, internet, national coverage
MyTel (Myanmar National Tele & Communications)	Joint venture between Vietnam & local companies in Myanmar	2018	+5Million	Mobile packages, internet packages, digital services, devices, internet

# CUSTOMER JOURNEY: WOMEN IN MYANMAR



**Problem:** She needs cash to buy fresh vegetables at a small stand

**Solution:** Get cash from a partnered business



**Problem:** She has no time to stand in line at a bank to obtain cash

**Solution:** Use credit card to save time



**Problem:** She has to give her money to an OTC agent which limits her financial freedom

**Solution:** Let her control her own money on her own terms with M-Pitesan

# M-Pitesan

English ☐ မြန်မာစာ

099 xxxxxxxx

4-Digit Pin

Login

Forgot PIN

Scan My Ooredoo Number

Welcome, 099 xxxxxx

Balance xxxxx Ks

Logout

Send Money

Withdraw Money

Airtime Top Up

Bank

Manage Accounts

Agent Search

Buy Goods

Pay Bills

Airtime Topup

Ooredoo Mobile Number

Self

Recipient Mobile Number

099 xxxxxxxx

Amount

Ks

Top Up

Logout

Manage Accounts

Balance Inquiry

Change PIN

Past Transactions

Transaction Statement

Update Email

Customer T&C

Customer Tariff

Help

Logout

Send Money

Recent Numbers

Others

Recipient Mobile Number

Mobile Number

Amount

Ks

Send money

# M-Pitesan Ad Examples



First introduced: Targeting male customers



Now: Advertise to women