

CASE STUDY

Payments at group scale, delivered market by market

Youtap · Africa and Southeast Asia

Selling a payments platform to a telecom group is one deal. Making it live in each operating company, in each country, is a different job entirely, and it is the one that decides whether the deal is worth anything.

Context

Mobile payments and digital financial services had clear demand across African markets, but the buying structure is two-tiered. Group headquarters sets direction and signs; the local operating company controls the customers, the agents, the regulator relationship and the launch calendar. Deals signed only at group level stall quietly at country level.

Approach

Led sales and go-to-market across the region, structuring group-level partnerships with major multi-country telecom operators including MTN, Airtel and Orange, then pairing each with local OpCo implementation and country-specific go-to-market. Built and ran multi-country commercial teams, and managed end-to-end delivery of large-scale deployments into operators, banks and payment service providers.

13

African markets with live deployments

3

Operator groups: MTN, Airtel and Orange

2

Continents: Africa and Southeast Asia

Outcome

Deployments with MTN across Cameroon, Uganda, Rwanda, Ghana, Côte d'Ivoire, Zambia and Benin; with Airtel across Ghana, Zambia, Uganda, Tanzania and Niger; with Orange in Côte d'Ivoire; and with Telkomsel in Indonesia. Digital banking deployed in Zimbabwe, market development across six further markets, and regional offices in Cape Town, Johannesburg, Abidjan and Nairobi.



MOMO TAP, ABIDJAN · TCASH TAP, JAKARTA

What this proves

That in multi-country markets the signature is the easy part. Value is created in the gap between a group agreement and a working country launch, and that gap is closed by people on the ground, not by account management.

SECTORS Fintech & payments · Telecommunications · Digital banking

SERVICES Structured deals & partnerships · Go-to-market · Multi-country team building

If this looks like the problem in front of you, the next step is a conversation rather than a proposal.

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