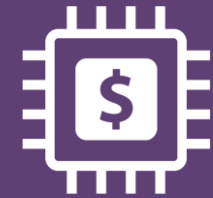


# FINTECH FUTURES

Vendor Analysis & Juniper Leaderboard



Prepared for Bankable

# 1. Vendor Analysis & Juniper Leaderboard



FINTECH FUTURES



## 1.1 Introduction

A growing number of players are entering the fintech market with a variety of solutions. The firms profiled in this section offer solutions to improve the customer experience provided by financial services firms, make payments more convenient, enable loan applicants to receive decisions quicker, provide new sources of finance for small businesses or enable banks to improve their decision making.

We have profiled 12 platform providers in this section. Please note that this is not an exhaustive list of vendors and will serve as a select profile of vendors aiming to generate revenue in the fintech industry. These include:

- GoCardless
- Ayasdi
- Bankable
- CircleUp
- Ebankit
- Lenddo
- MoneyBrilliant
- Privé
- Syndicate Room
- LendUp

- Xendit
- Kantox

## 1.2 Vendor Analysis: Juniper Leaderboard

### 1.2.1 Vendor Assessment Methodology

For this edition of the research, we continue to use a standard profile template to summarise vendor capability. The template concludes with our views of the key strengths and strategic development opportunities for each vendor. We also provide our view of vendor positioning using our Leaderboard technique.

This technique, which applies quantitative scoring to qualitative information, enables us to assess each vendor's capability and capacity and its product and position in the fintech market. The resulting matrix exhibits our view of relative vendor positioning. We have assessed each vendor's capabilities against the following criteria:

**Table 1.1: Juniper Leaderboard Vendor Positioning Criteria**

Category	Factor	Description
<b>Capability &amp; Capacity</b>	Financial Performance & Size in Sector	The size of the vendor in fintech based on revenues or customers announced. Investments are also taken into account.
	Corporate Backing	We evaluate here the vendor's success to date, as measured by in the form of backing from VCs and/or partnerships with incumbents in the financial services industry.
	Operations & Geographical Spread	The extent to which the vendor generates revenues in-country or from outside its home market. Numbers of regions and offices to measure global reach is also considered.
	Experience in Sector & Market Traction	We evaluate here the vendor's success to date, as measured by the number of customers to whom the vendor has sold their fintech product or service; alternatively the vendor has gained high-profile clients.
	Distribution/Partnerships & Branding Strength	The strength of the vendor's brand and marketing capability as perceived by a review of the company's website; aspects such as use of case studies, communications and 'joined-up' marketing of total solution packages were considered.
<b>Product &amp; Position</b>	Millennial Appeal	This factor assesses whether the vendor's proposition will appeal to digital natives who want to engage with firms' via online and, increasingly, mobile channels.
	Optionality	The vendor's ability to pivot into other segments and/or offer additional services.
	Competitive Moat	The extent that the vendor's proposition will be difficult for others to replicate in the next 2 years.
	Creativity & Innovation	This factor assesses the vendor's perceived innovation through its flow of new products, developments and enhancements.
	Future Business Prospects	This factor evaluates the vendor's future business opportunities and strategic directives to expand across global markets and other industry verticals.

Source: Juniper Research

### 1.2.2 Limitations & Interpretation

Our assessment is based on a combination of quantitative measures (where they are available, such as revenues and numbers of employees) that will indicate relative strength and also qualitative judgement based on available market and vendor information as published. In addition we have enhanced our in-house knowledge from meetings and interviews with a range of industry players.

We have used publicly available information to arrive at a broad, indicative positioning of vendors in this market, on a 'best efforts' basis. However, we would also caution that our analysis is, almost by nature, based on incomplete information and therefore some elements of this analysis we have had to be more judgemental than others. For example with some vendors, less detailed financial information is typically available if they are not publicly listed companies.

We also remind readers that the list of vendors considered is not exhaustive across the entire market but rather selective. Juniper Research endeavours to provide accurate information. Whilst information or comment is believed to be correct at the time of publication, Juniper Research cannot accept any responsibility for its completeness or accuracy: the analysis is presented on a 'best efforts' basis.

The Leaderboard below compares the positioning of fintech vendors based on Juniper's scoring of each company against the above criteria that Juniper has defined. The matrix is designed to compare how the vendors position themselves in the market based on these criteria: relative placement in one particular unit of the matrix does not imply that any one vendor is necessarily better placed than others.

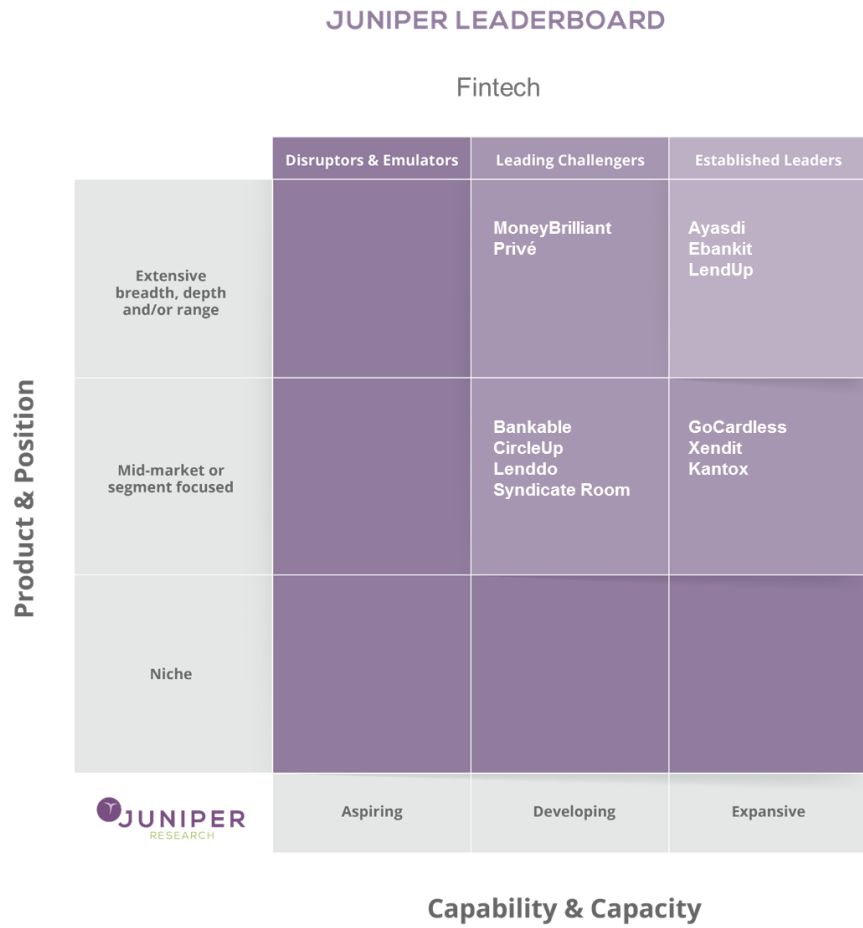
For example, one vendor's objectives will be different from the next and the vendor may be very successfully fulfilling them without being placed in the top right box of the matrix which is the traditional location for the leading players.

Therefore, for avoidance of doubt in interpreting the matrix, we are not suggesting that any single box implies in any way that a group of vendors is more advantageously positioned than another group, just differently positioned. We additionally would draw the reader's attention to the fact that vendors are listed alphabetically in a unit of the matrix and not ranked in any way in the box of the matrix.

The matrix is also valid at a point in time: October 2016. It does not indicate how we expect positioning to change in future, or indeed in which direction we believe that the vendors are moving. We caution against companies taking any decisions based on this analysis: it is merely intended as an analytical summary by Juniper as an independent third party.

Finally we would point out that the Leaderboard is based on a global view consolidated across all fintech segments; any matrix produced for one specific region or market segment would by definition show different vendor positioning. Indeed, not every vendor would appear on such a matrix.

**Figure 1.2: Juniper Leaderboard for Fintech Solutions Market**



Bankable enables banks to fast track the introduction of their online and mobile platforms. Clients are able to deploy the company’s solutions more quickly than developing them by themselves.

Source: Juniper Research

### 1.3 Bankable CEO Profile



Eric Mouilleron

Bankable

Chief Executive Officer

Eric Mouilleron is the founder and CEO of Bankable, a global architect of white-label and API-based payment solutions. He previously co-founded Valtech, an IT project-based consultancy, and spearheaded its transformation into a Euronext listed multinational with 12 offices in 8 countries, 1,500 staff and a peak market cap of over \$1.5 billion, all within 6 years.

His other experiences include stints with the New York Times and Groupe Hersant. Eric holds an MBA from Grenoble Business School, France. He is fluent in French, English, Portuguese and Spanish.

### 1.3.1 Bankable



*Juniper interviewed Rashee Pandey, Marketing & Communications Manager, Bankable, in August 2016*

#### i. Corporate

Bankable started out in 2010 as prepaid card solutions company, but now promotes itself as a one-stop-shop for improving banks' customer infrastructure for digital banking.

No VC firms are involved with Bankable; instead the company raised £9 million (\$11 million) from a dozen influential individuals, in the words of CEO Eric Mouilleron: 'People who can help open doors'.

Backers currently include Mark Davey, the former Executive Vice President of US-based FIS; and Bruno Scherrer, former Senior Managing Director of Texas-based institutional fund manager Lone Star.

Key clients include Deutsche Bank and over 200 corporate customers.

#### ii. Geographic Spread

Bankable has corporate clients in Europe and works with partners in 32 European Area countries. In time the company plans to generate business in emerging markets and the US.

#### iii. High Level View of Offerings

Bankable operates a 'Banking as a Service' platform, made available via APIs or as a white-label solution to corporates and FIs. The platform is PCI-DSS (Payment Card Industry Data Security Standards) certified and has the highest level of security certification (ISO 27001, PCI DSS Level 1).

- The company's applications include virtual account management, live banking reconciliation and virtual ledger including automated payments.
- An area of focus is helping banks serve digital natives with eWallets and financial management tools. In addition Bankable enables its customers to offer solutions for paying migrant workers or contractors.
- The expertise in prepaid cards is utilised to help NGOs (Non-Government Organisations) distribute funds in the aftermath of a disaster; to work with Deutsche Bank to provide cash corporate prepaid cards and provide a solution for paying contractors worldwide in 16 currencies.

#### iv. Key Strengths & Strategic Development Opportunities

- Bankable wants to be integral in the payments process and is looking to provide payment solutions to not only banks but also retailers, such as Tesco, telecommunications providers and welfare departments.
- Engaging with non-traditional financial providers will broaden Bankable's addressable market, however it risks diluting the company's core focus of helping the banking sector improve their digital offerings.