MGT546: MOBILE BANKING OPPORTUNITIES ACROSS COUNTRIES
A Project Course for the
Global Network for Advanced Management

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Mobile banking refers to the use of mobile devices to access financial services and conducting commerce. Though technologies for mobile banking available are pretty standard around the world, the solutions that succeed in various countries diverge. The divergence in solutions arise due to differences in customer preferences, banking and telecommunication infrastructures, current banking solutions, regulatory environments and the nature of competition. As a course for the Global Network for Advanced Management, students in the course will be enrolled from multiple universities of the network. Students will work in cross-national teams across universities to understand why current business models differ and propose new business models from the perspective of an assigned institution (e.g., bank, telecom provider, startup) that are appropriate for an assigned country or region. By comparing the solutions proposed by different teams, the course will help students gain insights into strategies for success for different market participants with different competencies and assets across countries.

Logistics

When meeting, the course will meet on Tuesdays/Thursdays from 8:30 AM-10:00 AM, US Eastern Time. See detailed schedule for days when class will not meet, and students are expected to work on projects.

All course related materials will be posted on the course website.

For any administrative or logistic questions about the course, please contact Anurati Tandon at anurati.tandon@yale.edu.

Course Objectives

The course has two objectives both required to be successful in today's global business environment.

1. The primary objective is to develop both substantive expertise in the area of mobile banking services and a more broadly a heighted sensitivity to role of the market characteristics in the design of appropriate business models. We will do this with lectures on models used across different environments, self-directed research on these market environments, and opportunities to compare, contrast and critique of business models developed by different student groups preparing plans for different environments.
2. An auxiliary objective of the course is to provide an opportunity to prepare themselves for working together as part of a globalized workforce, spread across geographies, multiple cultures and different

time zones. We will do this with student groups spread across different geographies that interact and work in teams to create the work product.

Course Structure

The first half of the course will be a combination of lectures and case discussions. The second half of the course will be centered around a project in which students from multiple schools will work together to propose a mobile banking/payment services business model.

An initial session will introduce students to virtual collaboration; a key requirement for the course. Professor K. Sudhir will do two sessions laying out the overall context of issues in mobile banking and mobile payments; and framework for analyzing business models for mobile banking. There will be five case studies in which student teams will present answers to assigned questions and these will be followed by discussions. Professor Tavneet Suri of MIT, one of the most active scholars on mobile banking in Africa will deliver a lecture on mobile banking in Kenya.

Five guest speakers—top executives—from banks, a payment infrastructure organization, and two startups—active in both developed and emerging markets who will speak about different types of business models they have implemented, the challenges they face and prospects for the future.

The second half of the course is focused on a project in which students from multiple schools will work together to propose a mobile banking/payment services business model. Intermediate deliverables will be expected from teams, with opportunity to receive feedback from the professor. Mid-term and final presentations will allow students to get feedback from fellow class students as well. Students will deliver final project reports that take into account the feedback obtained from the presentations to revise their proposed business plans.

All team reports and presentations will be posted on Canvas and be visible to all students, so that whole class can benefit and gain from each other's work.

Project

The project will be done in teams of 4-5 students intermingled into cross-country teams. The project will have two core components that involve:
1. Research:
    o Identify best practices in mobile banking and payment systems around the world.
    o Perform country specific research—consider the nature of customers, competition, regulatory environment, and any other factors you consider relevant given the type of firm you will be designing the business model for.
2. Business Model Design
    o From the perspective of a specific type of firm—(domestic entrepreneurial firm, domestic telecom provider, domestic bank, multinational financial services provider, etc.,), design a potentially successful business model around mobile banking or payments. Each team will be asked to state its choice of country and type of firm early in the course, so that they will be focused on that perspective in their research.

Course Deliverables and Grading

All deliverables are due by 5 pm Eastern Time, US on the due date.

1. Five Case Analyses (5 X 10 = 50 points): One of the groups will be randomly chosen two days before the presentation to present their case analysis to the group. The case analysis can be done as a powerpoint. The chosen group will have to send the presentation a day earlier to the TA/Professor so that it can be loaded and ready for presentation. Please modify your assignment submission powerpoint into a format that is easy to follow when presented to the audience.
2. Survey of current best practices (and those in the works) in mobile banking or mobile payments (pick one) across countries for middle class versus under-banked market segment (pick one)—submitted as a powerpoint presentation. (10-12 pages; 10 points)
3. Final Project Proposal: 1-2 pages to be submitted for feedback from Professor.
4. Country Specific research: For team's chosen country, market segment, and mobile banking/payment system, do comprehensive research on the "state of the art"---customer segments, all relevant players—their current offering and likely future offerings, the impact of the regulatory and other elements of the market environment on options for different players.—Report (10-12 pages; 10 points) and mid-term presentation. (30 minutes; 10 points)
5. Final business model presentation—what could you as an existing player or a new player (based on assigned organizational perspective)—do to create a successful business within the market environment. Creativity, realism, practicality, likelihood of overall success and quality of analysis will all be considered in the evaluation. Report (20 pages; 20 points) and presentation (30 minutes; 20 points).
6. Written feedback on business model proposal to another student team. (3-4 pages; 10 points)
7. Attendance and Class Participation (20 points)

Each person in a team will provide a peer evaluation of other team members at the end of the course, which will be used as input into the final individual grades.

Students are expected to attend all sessions and participate actively in the class, through questions and comments online. Upto two absences will be excused without penalty, but there will be a steep drop in class participation grades for more than two absences.

All class sessions will be recorded and available for subsequent viewing.

Readings

Optional Books
1. Bank 3.0, by Brett King, John Wiley and Sons, 2013.
2. The Smartphone Wallet: Understanding the Disruption Ahead, 2011

Articles
3. Strategy in Markets with Demand Side Increasing Returns, Chp 12, of Saloner, Shepard and Podonly (SSP)
4. The current state and future of mobile banking in Europe, McKinsey Report with EFMR
5. The road to mobile payments services, McKinsey Quarterly, September 2011.
6. Capturing the promise of mobile banking in emerging markets, McKinsey Quarterly, Feb 2012
7. Mobile Banking in India: Barriers and Adoption Triggers, Sudhir, Pandey and Tewari, 2012
8. Mobile Money: The Economics of M-PESA, Jack and Suri, 2012.

Cases
9. US Payments Industry, HBS Case
10. Japan Payments Industry, HBS Case
11. EZ-Link and NETS E-Payment: Creating a Standard and Building a Platform Innovation (in Singapore), Nanyang Technological University Case
12. Bank of America: Mobile Banking, HBS Case
13. NTT DoCoMo, Inc: Mobile Felica, HBS Case
14. EKO: Mobile Banking and Payments in India, HBS Case
15. Hip to be Square: Disruption in the US Mobile Payment Market, Kellogg Case
16. Experian Micro Analytics, Stanford Case

Course Schedule

Week	Date	Session	Deliverables/Milestones
1	Aug 28	Virtual Collaboration Lecture—Professor Mark Fritz, IE	
2	Sep 2	Introduction, K. Sudhir	
	Sep 4	Bank 3.0, by Brett King, Author of Bank 3.0 and Breaking Banks	Optional Reading: Bank 3.0 Country+Organizational Interest Form Due
3	Sep 9	Case Study: Bank of America, Mobile Banking	Team Assignments to be notified
	Sep 11	Frameworks for Analysis of Mobile Banking Markets, K. Sudhir	Reading: Chp 12, SSP
4	Sep 16	Case Study: US and Japan Payment Systems	Reading: EZ-Link Case Optional Reading: Smartphone Wallet
	Sep 18	Designing a Mobile Banking System for Mexico to the Underbanked, Marcelo Scaglia, EVP, Banamex	Reading: Capturing the promise of Mobile Banking in Emerging Markets
5	Sep 23	Mobile Banking Initiatives at Wells Fargo Steve Ellis, EVP, Wells Fargo	
	Sep 25	Case Study: DoCoMo	
6	Sep 30	Bringing Banking to India's Unbanked and Underbanked: EKO, Abhishek Sinha, CEO, EKO	Reading: EKO Case
	Oct 2	Mobile Payments for B2B in China with 99 Bill, Gary Gu, 99 Bill	Best Practices Survey —Report Due
7	Oct 7	Mobile Banking for All Africans, Taya Oviosu, CEO, Paga	
	Oct 9	Mobile Money—Mobile Banking in Kenya, Professor Tavneet Suri, MIT	Reading: Mobile Money: The Economics of M-PESA
8	Oct 21	In Class Mid-Term Presentations (Teams A,B,C)	Country Specific Research Report + Presentation Due
	Oct 23	In Class Mid-Term Presentations (Teams D,E)	Country Specific Research Report + Presentation Due
9	Oct 28	No-Class—Prepare Final Project Report+ Presentation	
	Oct 30	Case Study: Hip to be Square	
10	Nov 4	Case Study: Experian MicroAnalytics	
	Nov 6	No-Class—Prepare Final Project Report+ Presentation	
11	Nov 11	Consultation with Professor on Final Presentation	Teams D+E
	Nov 13	Consultation with Professor on Final Presentation	Teams A+B+C
12	Nov 18	No-Class—Prepare Final Project Report+ Presentation	
	Nov 20	No-Class—Prepare Final Project Report+ Presentation	
13	Dec 2	In Class Project Presentations (Teams D,E)	Powerpoint Deck Due
	Dec 4	In Class Project Presentations (Teams A,B, C)	Powerpoint Deck Due
14	Dec 9	Written Feedback to Assigned Team on Presentation	Final Paper Due