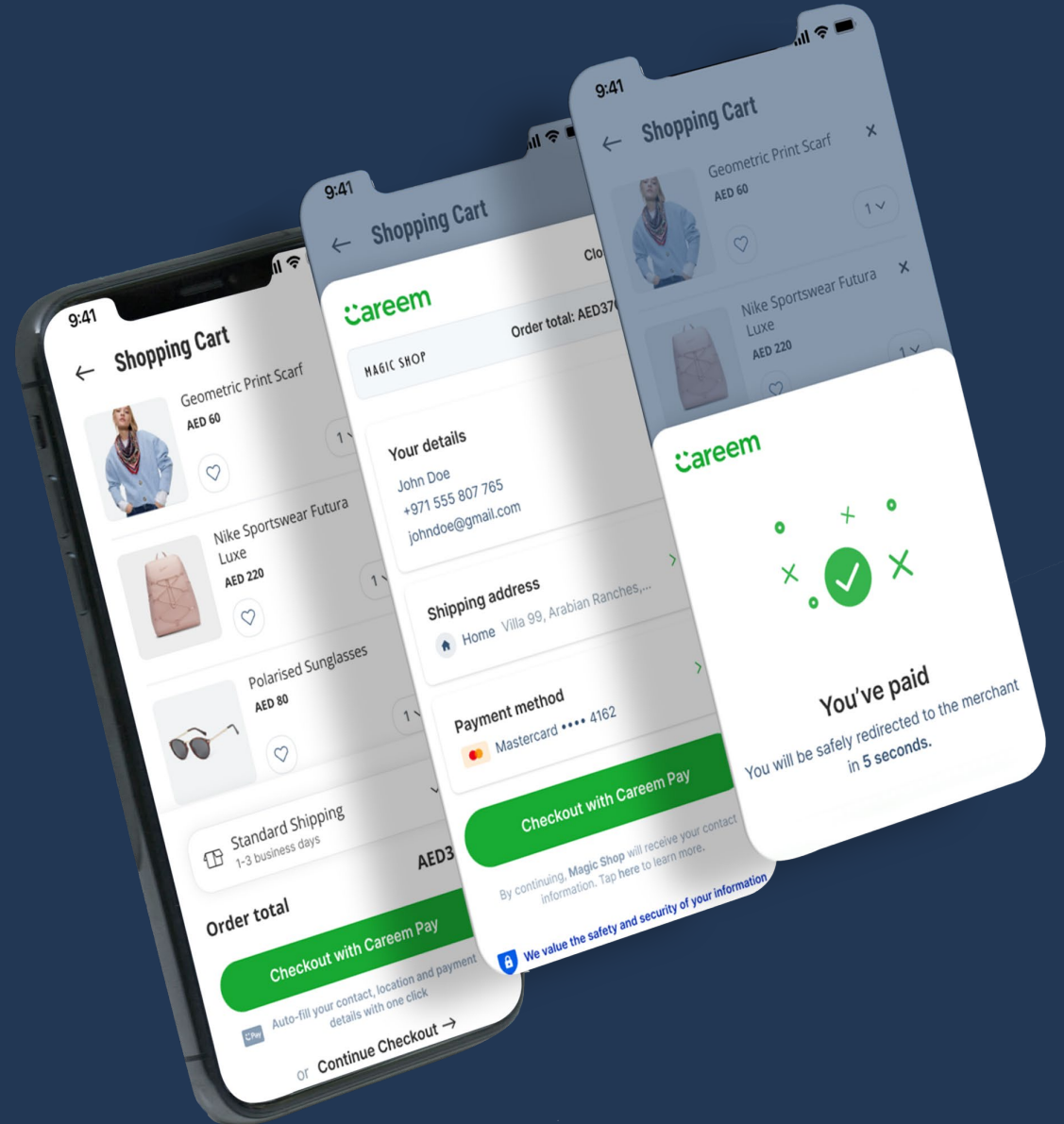


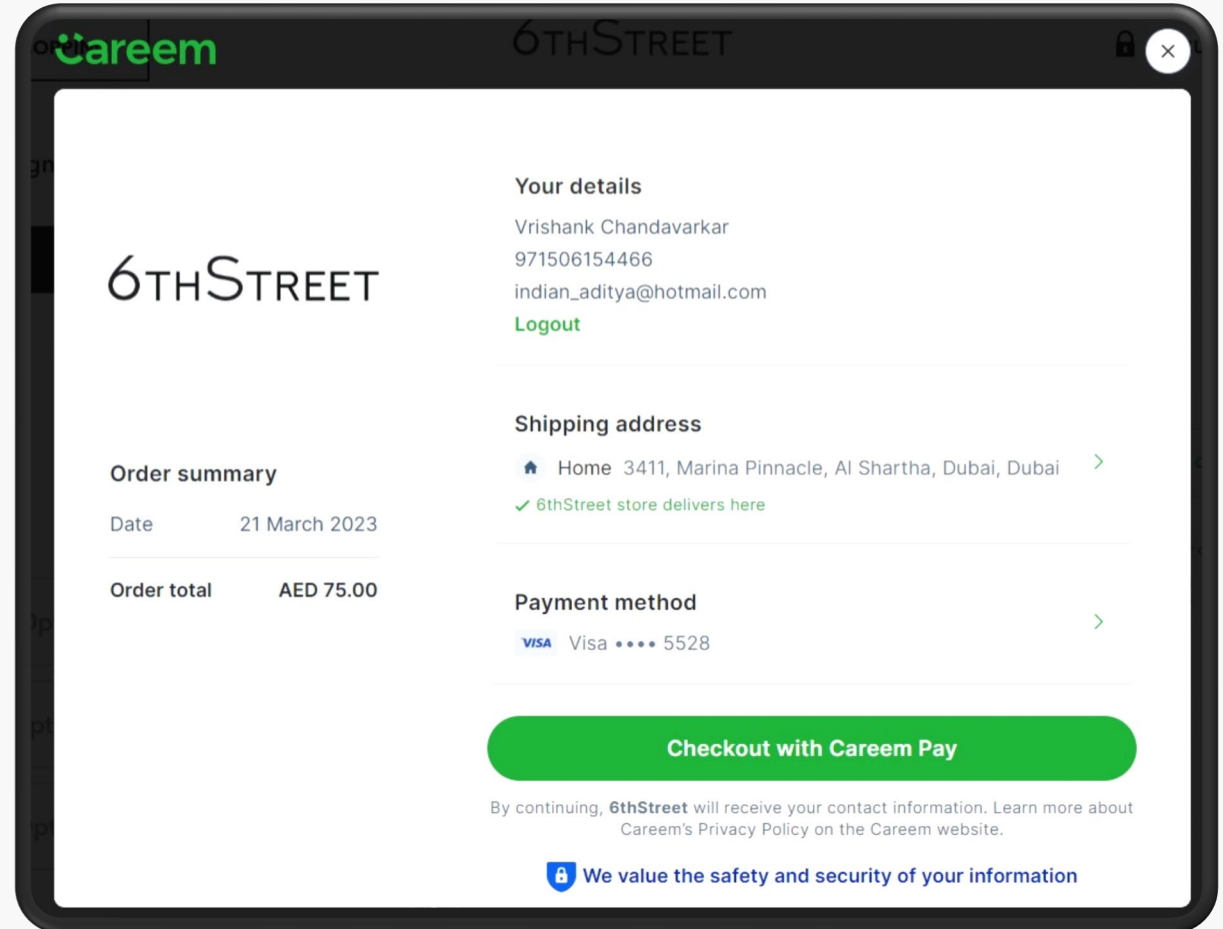
# One-Click Checkout

Middle East Business Operations Plan 2023



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# Funnel Creation

## The 3 Ideal Careem Pay Leads



### E-Commerce

Amazon  
Shein  
Landmark  
Al Shaya  
Chalhoub



### Home & Utilities

Justlife  
Carrefour  
Ace Hardware  
Life Pharmacy  
Lulu Group



### Fintech

Tabby  
Tamara  
Postpay  
Spotii  
Cashew

## The Funnel: Leads Sourcing



### Sourcing Channels:

- Similar Web: To identify merchants based on the amount of Web/App Traffic.
- Sensor Tower: To identify merchants by top mobile app downloads by category.
- BNPL Platforms: To identify merchants open to new tech for eg: Tabby, Tamara,
- Logistics SaaS: To identify merchants via last-mile operations for e.g.: OTO, Carriyo
- Government Portals: To identify newly licensed SMEs for e.g.: DMCC, TECOM
- Incubators: To identify start-ups for e.g. in5, Dtec, Astrolabs

# Lead Prioritization

Lead Tier System: Priority based on Order volumes per day

## AAA

Marquee Merchants:  
> 20 K orders/day

## TIER 1

Large Retail Brands:  
> 10 K orders/day

## TIER 2

Home Services:  
> 5 K orders/day

## TIER 3

SMEs:  
> 2 K orders/day

Formula for Order Volumes:

Traffic \* Avg. Conversion Rate

Stress Tests:

- 1) Direct Industry Source
- 2) Number of App Downloads.

6-7% UAE  
3-5% KSA  
2-4% EGP

Approximate avg. conversion rate metric

# Sales Strategy 2023

## Outbound Sales

### Channel Objectives:

- Begin direct sales sprints with 50 leads per quarter
- Establish Cross -Border presence in UAE, KSA & EGPT
- Acquire MENA's Big Groups (*Chalhoub, LMG, MAF, Al Futtaim, Al Tayer, Al Shaya*)
- Acquire at least 1 of either Amazon or Shein.

### Execution Modus:

- Get referrals from senior management
- Direct negotiations
- Acquire all major Retail Groups i.e. Tier 1 Clients.

### Timeline:

To be achieved in first 3 quarters

## Partnerships

### Channel Objectives:

To establish partnerships with:

1. E-Comm Enablers [Salla, Zid,]
2. Govt/Pvt Registrars [DMCC, TECOM]
3. Logistics SaaS Cos. [OTO, Carriyo]

- Leverage Partnerships to unlock Tier 3 and SME market.

### Execution Modus:

- Referral/barter approach.
  - Conduct Workshops at incubators
  - Stalls at WTC Conferences
1. Seamless DXB 2. GITEC 3. MRF Retail Summit

### Timeline:

To begin in second quarter

## Inbound Sales

### Channel Objectives:

- Create Careem Pay for developers Web page.
- Upload API Documentation along with Plugins for WooCommerce, Shopify, OpenCart on the Webpage.
- Create a Customer Support/ Onboarding team to help potential merchants.

### Execution Modus:

- PR, LinkedIn Campaigns
- Applicable for all merchant types.

### Timeline:

To begin in third quarter

# Sales Materials

## Sales Material to be created and designed prior to the Sales Sprint

No	Sales Material	Purpose
1	Sales Deck for Emails	Power point presentation with Elevator Pitch for initial email pitch.
2	Elevator Pitch Video	Sales Video with Sales Pitch.
3	Live Product Demonstration	For product demonstration of actual user journey flow.
4	UI/UX App Prototype	Create a App Prototype for UI/UX Prototype for branding adherence.
5	Commercial MoU Template	An initial Memorandum of Understanding to lock-in merchant interest.
6	Final Contract	A final contract scrutinized by Careem Legal Team
7	API Documentation	API Documentation properly formatted for product integration with merchants

# Funnel Management

## Internal communications and management structure

No	Sales Material	Medium	Purpose
1	Sales Funnel	MS Excel	To track all targeted leads, their traffic, order volumes, sales process, PoC Details
2	Sales Playbook	MS Word	To summarize all possible Sales Arguments, Counter Arguments & Sales Pitches
3	CRM Dashboard	Click Up	To track all weekly and upcoming meetings for team transparency
4	Internal Approvals	MS PPT	To clearly establish a structure for internal approvals for quick decision making
5	Revenue Projections	MS Excel	An income projections model to co-relate lead types and revenue targets.
6	Weekly Reporting	Ms PPT	A weekly reporting format, to present to the team for weekly analysis.

# Conversion Timeline



## Step 1

**Identify the decision maker:**  
Head of E-Commerce  
/Product/Marketing



## Step 2

**Get a meeting referral:**  
from Senior  
Management to the  
targeted decision  
maker.



## Step 3

**Pitch & Demonstration:**  
Make the pitch and  
live demo the  
product.



## Step 4

**Close the Sale:**  
Have a Commercial  
MoU signed and  
begin Legal &  
Product integration  
processes

Approximate Sales Process Timeline per Tier 1 & 2 Merchants: **45 Days**

Phase 1 : Identifying Decision Maker to Initial pitch meeting : **7 Days**

Phase 2 : Follow Up meetings with consensus from Finance and Product Teams: **2 Weeks**

Phase 3 : Time from Initial pitch to signing MoU: **3 Weeks**

Phase 4 : Time taken for Product integration and UAT Testing: **2 Weeks**

Phase 5: Time taken for Legal Team consensus on Final contract and signatures: **2 Weeks**



# Challenges Expected

**Challenge 1: Internal Bureaucratic Delays:** Checkout changes often require approval from E-Commerce, Product and Finance Teams and building inter departmental consensus often leads to delays and sales failures.

**Solution:** A discount structure will be created based on go-live timelines. Faster the integration and quicker the Go-Live date higher the discount. In addition initial pitch meetings with at least two departments will be the norm.

**Challenge 2: Implementation of Careem UI/UX Guidelines:** Brands may have UI/UX & brand constraints which may inherently affect 1-click customer adoption. Many brands also unaware of UI/UX best practices for promotion of 3<sup>rd</sup> party solutions.

**Solution:** We will leverage the expertise of Careem's Product and Design team to create Brand & Logo placement guidelines to promote 1-Click adoption along with a manual for best practices for UI/UX implementation.

**Challenge 3: Integration with BNPL Solutions:** Integration with BNPL players might pose a challenge from a Data sharing, pricing and functionality perspective. Merchants will want to have clarity on delimitations when onboarding multiple parties with conflict of interests.

**Solution:** This would be a top priority to solve in the first month of the sales sprint, a consensus will be needed within the Careem teams on shared functionality and 3<sup>rd</sup> party delimitations.

# Q1 Sales Sprint

## Sprint Objectives:

- 1) To target merchants who can be easily approached immediately. (Clients I've worked within the last year).
- 2) To ensure a strong base and footprint is established in UAE, Saudi and Egypt as priority geographies.
- 3) To target 50 E-Commerce majors with an objective of convert at least 15- 20 leads by the end of the quarter.

## MENA Brands Targeted in Q1 Sales Sprint:



**AAA:** 1. Amazon 2. Shein

**TIER 1:** 1. Landmark Group 2. Chalhoub 3. Al Futtaim 4. Azadea 5. Al Tayer 6. GMG Group 7. Majid Al Futtaim  
8. Al Shaya Group 9. Apparel Group

**TIER 2:** 1. Sharaf DG 2. Mumzworld 3. Lenskart 4. The Giving Movement

**TIER 3:** 1. Adidas 2. Justlife 3. Luxury Closet 4. Ferns & Petals 6. Yale Locks 7. Squat Wolf



**TIER 1:** 1. Extra 2. GoldenScent 3. Nice One

**TIER 2:** 1. Salla 2. Zid 3. OTO 4. Hibobi 5. ExpandCart

**TIER 3:** 1. Al Shiaka 2. Richy 3. Almajeed4Oud



**TIER 1:** 1. Jumia Group



**TIER 1:** 1. Modanisa 2. Trendyol

**TIER 3:** 1. MrUsta

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