

Globant ►

Business strategy and end-to-end platform engineering converge to create an innovative ecosystem of payment solutions.

Globant and Prisma reinvented the QR Payments service model



Opportunities and Challenges

The digital payments market has evolved rapidly in recent years thanks to the convergence of various **innovations and technologies**, ranging from biometrics to digital wallets. New players are bursting onto the scene, and competition is growing, so those looking to succeed need to offer their customers more and better payment experiences.

Prisma is a leading payments company that offers multi-brand payment solutions and processing for over 600,000 companies, stores, and providers across Latin America. Prisma processes more than 7 billion transactions annually and has more than 1,300 employees.

Prisma is a leader in merchant acquiring, offering point of sale (LaPOS) payments, e-commerce gateway, transaction and payment processing, and other valuable services to companies and businesses of all types.



The endeavor: consolidating payment methods on one platform

When the project started, QR codes were increasingly adopted as a payment method, and a single app dominated the market. Prisma wanted to build a nextGen payments platform to establish itself quickly in a competitive digital wallet space and secure a more significant market share. Its legacy systems and technology, including POSs, had to be integrated within an aggressive timeframe to accomplish this goal.

Therefore, Prisma's priority was to create a new platform that works with QR codes in the short term while improving the customer experience regarding onboarding and usability. After that, they would develop a complete product that was a world-class app.



Prisma sought to leverage its existing structure, market position, and local presence and connections to the banking network to attain its objectives. From a business standpoint, the challenge was relaunching the new app under the existing brand “Todo Pago” – and achieving large-scale acquisition and retention of its digital product.

Prisma and Globant worked together to create a groundbreaking ecosystem of payment solutions (Todo Pago digital wallet), mobile point of sale (mPOS), quick response (QR) codes, and e-commerce transactions for merchants.

Program objectives

Throughout the three-year project, Globant helped Prisma relaunch its Todo Pago brand with bold new positioning: being the leading digital wallet for bank users and offering a comprehensive business platform. Two strategic pillars guided the development and execution of the project:

1

An initial vision ensured the business aligned with the technological implementation.

2

A **business strategy** encompassed businesses and users with a shared objective to reach an extensive network of 300,000 companies in the first phase.

Main Pain Points

Complex Onboarding Process

The onboarding was complex and unfriendly, with unnecessary data collected and no social-login option.

Low number of daily transactions

Transactions per day were insignificant; users did not utilize the application.

Low score in usability against competition in stores

The app earned very few stars and lousy ratings in the Android and Apple stores.

Non-scalable architecture integration layer

The architecture was not scalable and ran on-premise with many components and different technologies—the technology stack needed to be unified and migrated to the cloud.

Unstable middleware

The Integration middleware provides services that are used to connect purchased and custom applications. In this case, the integration middleware layer was unstable and out of service.

Challenges in solution design

The interface design was not user-friendly, with little focus on their needs.

High rate of reversals / Low conversion rate

There were many reversals and problems with how transactions were authorized, which generated a low conversion rate.

Complex product ecosystem (Web, Mobile, mPOS)

Many products were part of the ecosystem, making achieving objectives complex.

PROCESSES AND REGULATION

Improve internal and business processes (meeting regulatory requirements) by providing the best possible user experience and minimizing friction.

TECHNOLOGY

Design and implementation of a scalable, robust and stable architecture, leveraged on the design of the existing architecture

ANALYTICS

Definition of business and operational KPIs, measurement and visibility of metrics and generation of proactive alerts against deviations



COMMERCIAL AND DIGITAL MARKETING STRATEGY

Definition from start to finish, from business strategy to the development and implementation of tactical plans, through segmentation, brand relaunch, go-to-market, etc.

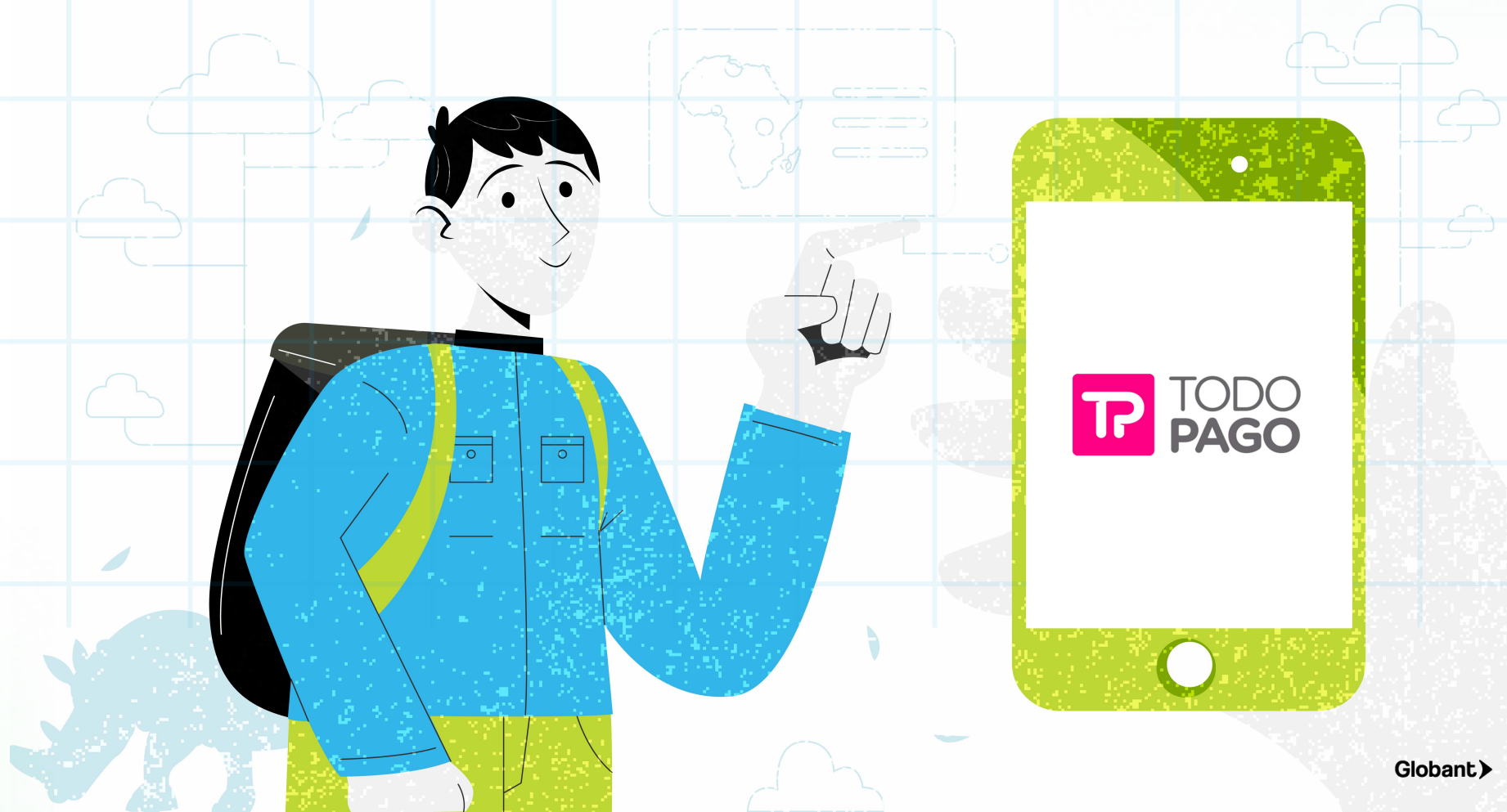
DESIGN & EXPERIENCE

Building the best experience on the market.

CULTURE AND CAPABILITIES

Development of an agile, integrative and scalable work model, based on PODs with decision autonomy

Development of the Todo Pago platform



A collaborative mindset

Globant's working model involves agile methodologies from the core, using PODs (units that work autonomously and have cross-cutting capabilities) and iterative cycles. For this project, more than 50 specialists -Globers and Prisma employees- formed 24 PODs that worked collaboratively to achieve the objectives.

Numerous Globant Studios—including Business Hacking, UX Design, UI Engineering, Microservices & API Engineering, Test Automation, Mobile, Agile Development Methodologies, and Digital Marketing—provided their services from the Globant Delivery Centers and Prisma's "Factory" on an in-house basis, ensuring strategic alignment and operational support.

To ensure the project's strategic direction and move through each phase quickly, Globant's directors held weekly meetings with Prisma's management throughout the entire project.



Product



Media & OTT



Cloud Ops



Digital Marketing



Business Hacking



Agile methodologies and best practices

The friends-and-family MVP app was successfully launched in December 2019, providing a means to identify user behavior on the platform and recognize opportunities for improvement before the large-scale pilot launch in March 2020.

After that, the team continued working on developing the product while simultaneously creating a **Go To Market** strategy that targeted Large Enterprises to ensure the rollout would have a significant impact.

Phases of the project

TAKEOVER

BUILD THE MVP

EVOLUTION

1

Defining a new frontend mobile and web experience

2

Defining microservices requirements and gap mitigation plan to be created

3

Load and performance testing and microservices status validation

TAKEOVER

BUILD THE MVP

EVOLUTION

We focused the building of the MVP on quickly stabilizing the product and making an essential change to its usability to maximize the value delivered within the requested time.

The MVP development revolved around developing key features—releases based on a product roadmap and release plan organized the work.





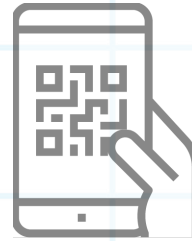
1

Simplified
onboarding (account
registration + login)



2

Payment
methods



3

Payment
with QR



4

Query transactions



5

Promotions

TAKE OVER

BUILD MVP

EVOLUTION

Evolution: features, design, and navigability as differentiators

Today, users can choose among multiple payment apps; they have to download and register, and that's it—the apps are all set and ready to use. How, then, to ensure user loyalty to Prisma's new app?

To address this challenge, Todo Pago incorporated numerous features and value-added services to

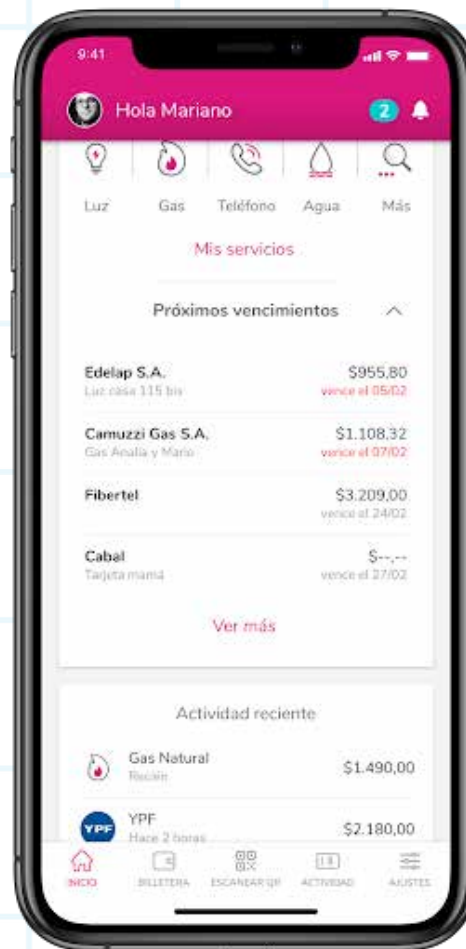
differentiate the app. These included QR code payment at businesses, payment for services, and the possibility of combining promotions offered by banks with those offered by businesses—in addition to easy, user-friendly onboarding and navigation.

Todo Pago User App: Key features

Solution: new Todo Pago digital Platform



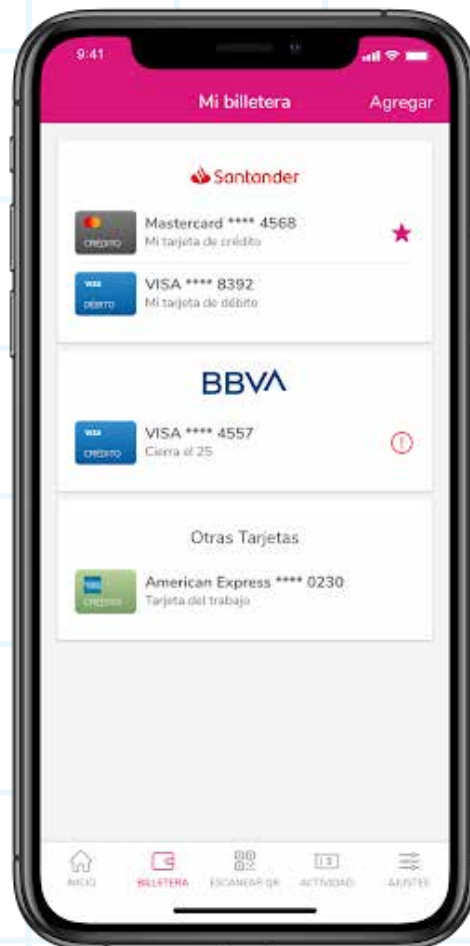
Pay by QR code at businesses



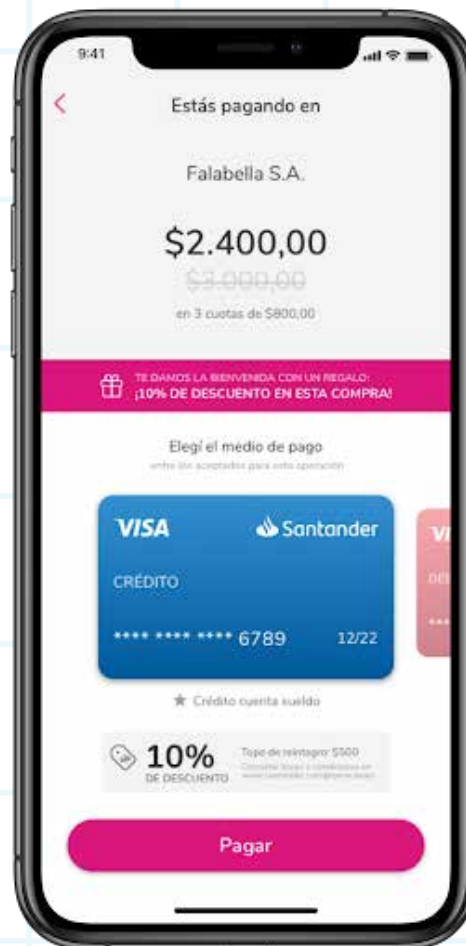
Pay for all your services



Add credit to SUBE cards
and cell phones



All your cards in one place



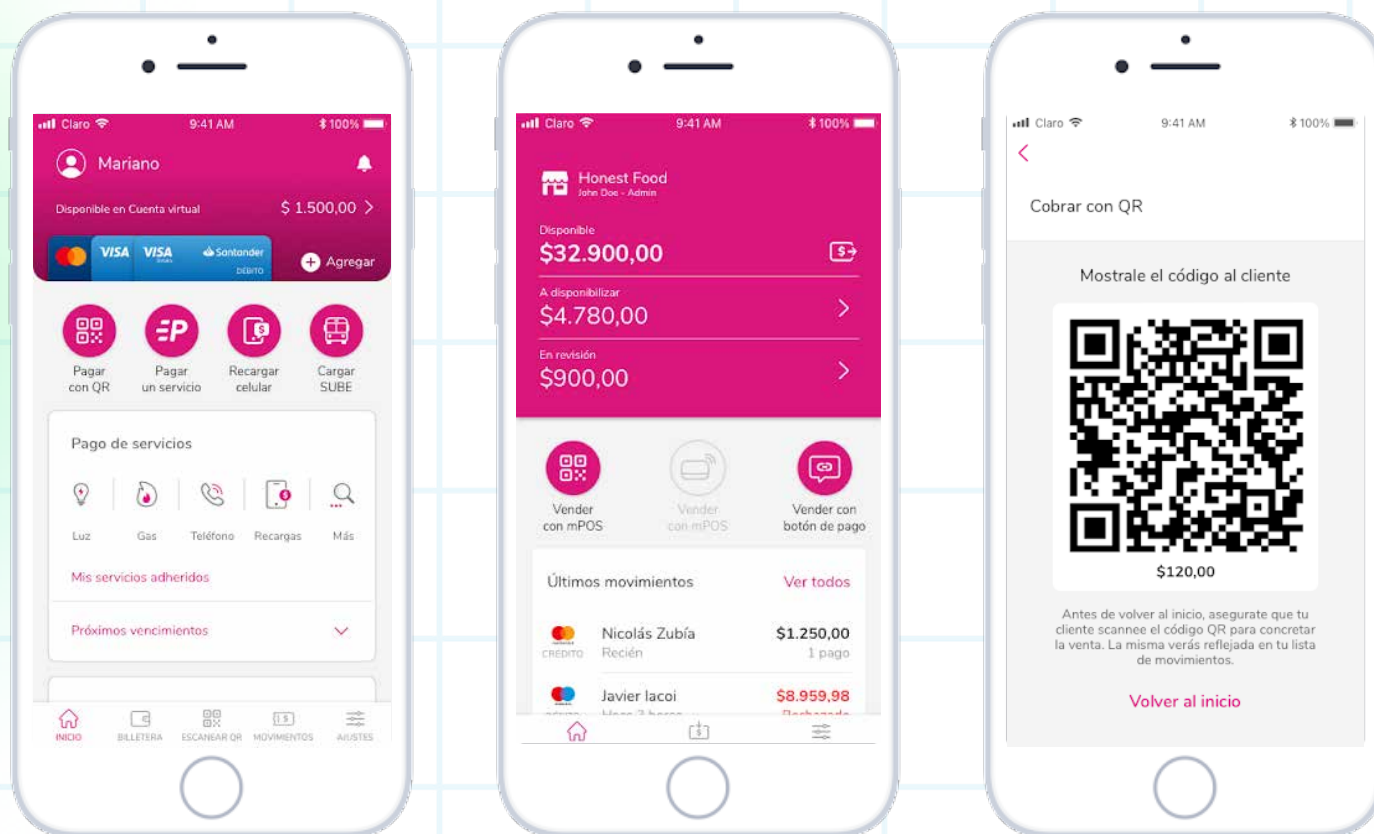
Accumulable promotions



**Connected biometry
to RENAPER (National
Registry of Persons)**

Todo Pago Business App: Key advantages

With the Business App, merchants can handle the entire management of their business on their smartphones in real time. They can offer their customers various payment methods: QR code payment, a payment button, and payment by debit and credit cards.



Plus, merchants can:

- Access all transactions in real time
- Easily control settings related to fees and variables

Result: a comprehensive payment solution able to compete quickly and strongly

Globant helped Prisma relaunch Todo Pago as the leading digital wallet for bank customers, enabling Prisma to take advantage of its extensive network of businesses, leverage its long-standing relationships with major banks, and become a strong competitor in the growing payment solutions market.

During the three-year project, Globant helped Prisma implement critical initiatives, such as:

- Defining the strategy for merchants, including the segmentation, the value proposition, and the roll-out plan
- User strategy, including projected adoption, product strategy, and marketing strategy
- Mobile, frontend, and backend development
- Payment flow
- Security and compliance - PII, PCI, OWASP
- Cloud and microservices approach

Experience in business strategy and development of end-to-end engineering converged to create an integrated system of payment solutions offering a better experience and better service for users and businesses.



About Globant

We are a digitally native company that helps organizations reinvent themselves and unleash their potential. We are the place where innovation, design and engineering meet scale.

- We have more than 25,900 employees and we are present in 21 countries working for companies like Google, Electronic Arts and Santander, among others.
- We were named a Worldwide Leader in CX Improvement Services by IDC MarketScape report.
- We were also featured as a business case study at Harvard, MIT, and Stanford.
- We are a member of The Green Software Foundation (GSF) and the Cybersecurity Tech Accord.

For more information, visit www.globant.com

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