Product Requirements Document:
Catapulting Rupeek into next phase of user growth
- Kanishk Gupta

Overview

Started in 2015, Rupeek is India's leading asset-backed, digital lending fintech platform. Rupeek has digitised the entire process of obtaining secured credit against gold holdings, allowing users to get instant loans at their doorsteps. It currently operates in more than 35 cities and by 2021 has scaled to $1billion of loan disbursals annually.

The Opportunity size

Gold in India is considered both a status symbol and a popular investment. Consumers hold about $1.5 trillion of gold, mostly in jewellery, according to the World Gold Council. But gold-backed loans account for only about $150 billion, mostly from street-corner moneylenders and pawnbrokers, with traditional banks making up just 35%, according to CLSA estimates(Source). In the organised segment traditional gold loan companies Mannapuram and Muthoot Finance hold about 70% market share. We note that the gold loan market in India is expected to grow at a compound annual growth rate (CAGR) of ~12.75% during the 2020-2025 period.

Competition

Apart from traditional gold finance companies and banks, Rupeek competes with other fintech gold loan providers such as IndiaGold (founded in 2020) and Ruptok (Founded in 2020). Manappuram finance and Muthoot finance have also launched mobile applications for doorstep gold loan service. We note that Rupeek does not lend from its own funds, but rather act as an enabler to its lending partners (banks, NBFCs) for loan disbursements.
We also look at number of mobile app downloads for few of the fintech players to get a sense of mobile app popularity (Actual users much more owing to web and significant offline presence):
1. Rupeek: 100k +
2. IndiaGold: 1 million +
3. Ruptok: 500+
4. Manappuram Gold loan: 1 million +
5. Muthoot: 1 million +

Project Goal & Metrics

The project aims to increase the number of users engaging with Rupeek's services increasing product adoption.
Metrics that could be tracked are Number of app downloads, Increase in signups, Number of loan disbursements, Loan amount disbursed per user, Cost of customer acquisition, Retention rate, Revenue growth.

Documenting opportunities/ ideas for product improvement

1. Majority of gold holdings lie with the elder generation and rural population who have received it from their previous generations. They might not be conversant using the mobile application or understanding English UI. Such users, which can be a huge market for Rupeek, would need a comfortable experience with the app.
   a. Introduce different languages on the mobile app for customers to choose as per tier preference
   b. Introduce tutorial for app navigation for new users
   c. In app blogs/ articles educating customers about gold monetisation through loans and comparison with other loan options
2. Having established a gold loan disbursement related process now, Rupeek could look into new avenues of growth in investments in gold and allied processes becoming a one stop solution for customers interested in gold.
   a. Introduce purchase of Digital gold/ Gold ETF/ Gold bonds etc.
   b. Introduce purchase of gold coins with home delivery.
   c. Introduce loans against digital gold purchased
3. Rupeek could also tap into opportunities for referral marketing through distributors and financial advisors offering cashbacks and commissions
   a. Introduce flat commissions for distributors, referrers to promote Rupeek
   b. Engage finance influencers on Youtube, Twitter, etc. to promote Rupeek with special codes for attractive discounts on processing fee/ interest rates etc.
4. Rupeek could go for on the ground marketing activities in rural areas engaging with village level influencers such as sarpanch, women empowerment groups, etc.
   a. Conduct workshops educating rural people on how they can monetize their gold, benefits vis-a-vis unorganized lending
   b. Create local champions who spread knowledge and promote Rupeek through distribution of merchandise , gifts etc.
5. Rupeek could partner with gold jewellery sellers like Titan in Tier 1 & 2 cities, and authentic jewellery shops in small towns.
   a. Make trusted Jewellery shops as outlets to enable online loans or as collection centre
   b. Advertise in jewellery shops

Priortizing ideas

We utilise the RICE framework for prioritization with some assumptions in place.

RICE Framework - The RICE scoring model is a prioritization framework designed to help product managers determine which products, features, and other initiatives to put on their roadmaps by scoring these items according to four factors. These factors, which form the acronym RICE, are reach, impact, confidence, and effort.
Formula - (R*I*C)/E

Evaluation scale

1) Reach: Potential percentage of users this solution will have an impact on.
2) Impact : 0.25- Minimal ; 0.5- Low ; 1- Medium ; 2- High ; 3 - Massive
3) Confidence on the solution: 50%- Low ; 80% - Medium ; 100%- High
4) Effort in man months : 1 for low effort items, 2 for medium effort items, 4 for high effort items

Scoring of Ideas based on RICE Framework

Sl. No.	Idea	Reach	Impact	Confidence	Effort	Score
1	**Introduce different languages in the mobile app**	**80**	**1**	**100%**	**1**	**80**
2	Tutorial for app navigation	80	1	80%	1	64
3	In app Blog/articles	70	1	80%	1	52
4	Purchase of Digital gold/ Gold ETF/ Gold bonds	90	3	80%	4	54
5	Purchase of gold coins with home delivery	90	2	80%	4	36
6	Loans against digital gold	90	2	80%	2	72
7	Flat commissions for distributors, referrers	60	2	100%	2	60
8	Engage finance influencers on Youtube, Twitter,	60	3	80%	2	72
9	Conduct workshops educating rural people	60	3	50%	2	52.5
10	Create local champions promoting Rupeek through distribution of merchandise	60	3	80%	2	45
11	Jewellery shops as outlets to enable online loans or as collection centre	80	3	80%	4	48
12	Advertise in jewellery shops	80	2	80%	2	64

Based on the above evaluation of possible options we should priroritize ideas 1, 6 & 8 of which 1, i.e. 'Introduce different languages on the mobile app for customers to choose as per tier preference' has the highest score. While we believe the impact is medium, however due to the relatively high reach and low effort involved this comes out as a preferred solution to implement.

Implementation

Objective
- Introduce Hindi and other regional languages in the app with an aim to increase signups on app by 20% over the preceding 3 month period.
- A/B test to run 15 days. With positive results, deploy the solution for a total of 3 months to achieve the target.
- Development to be undertaken in house

Team
1. <u>App development team</u>: POC: Sonal Gupta, changes require a week to implement
2. <u>BI Team</u>: POC: Abhishek Rathore, reporting results of the proposed change
3. <u>Testing team</u>: POC: Sumit Kapadia, Testing for correct translation and report issues.

Solution

We plan to introduce a multi-language interface in the app in order to further increase our user base. This is done considering a large untapped market for rural users who prefer to transact in their own language, as well as to support expansion into multiple geographies with different languages.

Key user need addresseed:
- Users do not understand English and prefer to use app in their native language.
- Gold jewellery remains a valuable possession for consumers with high emotional attachment. Users are likely to develop more trust and feel more comfortable in transacting in their native language.

Current user flow on opening the app
1. User downloads the app and upon opening is greeted by the get started screen in English
2. Upon clicking 'Get Started' button signup using mobile number appears
3. Post entering the mobile number, OTP verification screen appears
4. After entering OTP, user is taken to the app's main screen, which is again English
5. Users are now free to explore the app. We note that no change in language option is available in the app too.
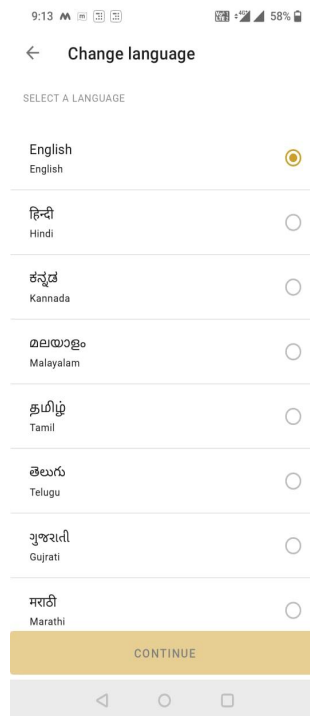
Proposed user flow on opening the app

We propose that the user is first greeted with a select language screen as below and then taken to the get started screen (as above), however in the chosen language.

[Link for Rupeek app mockup](#)
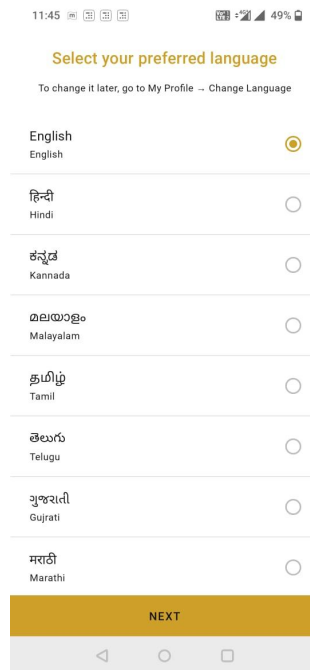
We also propose to add a change language option once the user enters the app main screen.

Key metrics:
- Increase in signups over next 3 month period over the preceding period
- Percentage of users opting for different language
- Retention rate of users who opt for their preferred language

<u>Timeline</u>

- February 22 - Approval by all stakeholders
- February 28 - Deployment A/B test
- March 7 - Testing ends, results to be shared within next two working days
- May 7 - Result review and next plan based on conclusion