



2011 Strategic Plan

Introduction

FinTech is a nonprofit organization supporting the high-tech organizations that represent the payment processing industry and support the transaction processing needs of the financial services industry. Focused primarily in north Georgia, FinTech today represents about 80 organizations representing eight sub-market sectors that include both very large and established organizations and smaller start-up organizations.

Launched in 2010, FinTech has already established a reputation for strong content and excellent representation from the business community. The objective of this Strategic Plan is to define the goals for the organization over the next one-to-two years.

FinTech Vision

The vision of FinTech is to build and foster an interactive and healthy business environment for the mutual benefit of the Georgia-based payment processing related financial technology organizations to succeed and grow.

FinTech Mission

FinTech's mission is to build recognition of Georgia as the hub of choice for the world's leading financial technology providers (a counterpart to Silicon Valley for technology or Hartford for insurance) with the goal of accelerating the accumulation of capital by its members.

We will accomplish this by fostering a business environment conducive to the ongoing success of the community's companies, employees, service providers, educational institutions, entrepreneurs and investors, helping them create, build, and maintain innovative financial services that meet their customers' growing needs.

To continue expanding the hub, FinTech will empower a collaborative culture that attracts and retains innovation, jobs, partnerships, and capital, and where successful entrepreneurs can reinvest in the local ecosystem to help sustain the space.

Executive Advisory Board

FinTech will create an Advisory Board made up of key executives from local FinTech organizations and the financial services community. The goal of the Advisory Board will be to provide direction, guidance and counsel on achieving the FinTech Mission.

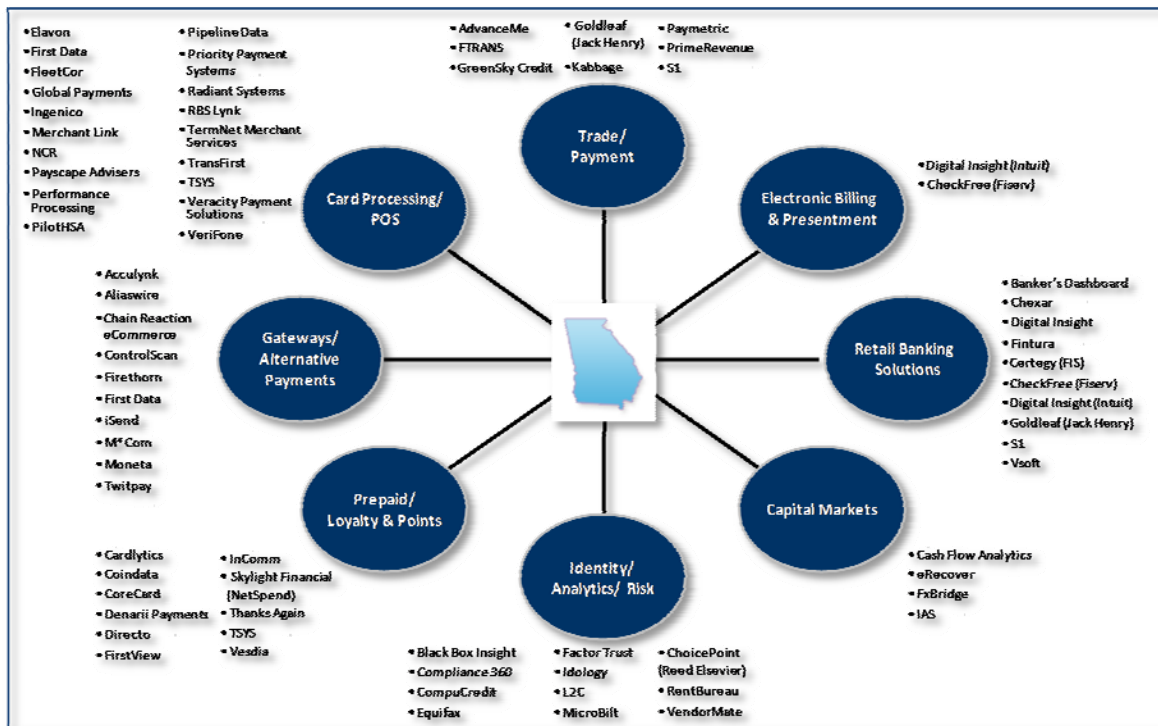
FinTech Organization

FinTech is managed by a volunteer Steering Committee working in conjunction with the Technology Association of Georgia (TAG). FinTech will be mentored by the Advisory Board made up of recognized leaders in the community. Programs prepared and presented by FinTech will support the overall mission of the organization. Based on this Strategic Plan, an operational plan will guide the year-over-year programs of the organization.

FinTech Ecosystem

The Georgia FinTech community is impressively large with revenues in excess of \$34 billion annually. With more than 75 payment processing enterprises in the region, FinTech Georgia represents one of the key industry epicenters worldwide.

The FinTech **Wheel**, depicted in the graphic below, defines the Georgia-based payment processing ecosystem by dividing the FinTech industry into eight market segments. Please note that many of the larger organizations listed in the **Wheel** overlap multiple segments.



Ecosystem Stakeholders

The direct FinTech industry companies (those illustrated on the **Wheel** above) are supported by a range of stakeholders including investors, legal and accounting firms, consulting practices, marketing agencies, innovation groups, IT staffing firms, and other professional services organizations. Additionally,

educational institutions and media outlets play a large role in the success of building a FinTech community. As a whole, growing the FinTech market in Georgia includes growing the presence of the entire economic infrastructure as well.

For all stakeholder audiences, the economic value derived from of building recognition of FinTech will foster an environment of growth. We aim to increase the ‘capital’ of the industry across four areas: financial, symbolic, relationship and pragmatic.

Stakeholder Group	What FinTech will do	In exchange for
FinTech Industry Members	Build brand awareness for the industry and its members (S) Create networking opportunities (R) Facilitate strategic business connections (R) Deliver relevant content (P) Partner to share relevant technologies (F, R, P)	Commitment of capital to FinTech (F, S, P)
Academia (educators and students)	Develop FinTech thought leadership (P) Create awareness of the FinTech industry in Atlanta (S) Attract quality students to FinTech (P) Prepare students as potential recruits into the industry (P)	Provide access to FinTech Executives (R) that would be willing to sponsor academic opportunities (F) Increase the academics’ brand equity by association with FinTech and its members(S)
Investors	Deliver content that helps investors build business cases for investment (P) Connect investors w/entrepreneurs and investment opportunities (R)	Commitment of capital to FinTech (F, S)
Entrepreneurs	Connect entrepreneurs w/Investors (R) Attract talent to Georgia (P)	Investment in the region (F) Delivery of new ideas into the ecosystem (P)
Analysts & Media	Deliver content that helps analysts & media prepare reports (P) Connect analysts & media with senior FinTech stakeholders (R)	Produce content that adds to FinTech’s brand equity (S)
Service Providers	Provide service providers with opportunities to further their brands (S) and connect with FinTech member firms (R)	Commitment of capital to FinTech (F, S, P)
Regulators / Government	Provide regulators/rule-making bodies with FinTech’s perspective on new/changing rules (P)	Incorporate FinTech’s input into the rule-making process (F, P)
Other Business Associations (e.g. Chamber of Commerce)	Share in promotions, and promote each other, where appropriate (F, S) Share knowledge/know-how (P)	

Key:(F) = Financial Capital; (S) = Symbolic/Reputation Capital; (R) = Relationship Capital; (P) = Pragmatic Capital (skills, know-how, talent)

Note: The FinTech Steering Committee has launched a research initiative to gather profile information about the Georgia FinTech market compiling representative statistics that measure the impact of the FinTech ecosystem. The data will be sourced from industry analysts, FinTech organizations and key suppliers to the FinTech community.

FinTech Focus Areas

To add value to the community, FinTech will provide a wide range of proactive programs including:

- **Information Exchange:** seminars, annual conference, website content
- **Community Relations:** building awareness for FinTech community (public relations) among the FinTech organizations and the press
- **Educational Institution Programs:** establishing links with local educational institutions to fund scholarships, educational classes/programs; build and manage a recruiting database; formation of FinTech Institute for the study of payment processing systems and technology
- **Investment Community Relations:** building awareness with the national venture capital community to watch and invest in Georgia FinTech businesses
- **Alliances:** fostering partnership programs within FinTech community to offer mentoring for small organizations and programs to promote new technologies
- **Government Relations:** public affairs activities to impact local, state or federal government

FinTech Strategic Operating Goals

These are FinTech's operating goals through **2012**:

- Generate operating revenues sufficient to support the FinTech annual programs including annual conference, seminars, mailings, promotion, website, research and data gathering and networking events.
- Grow the TAG membership by increasing interest to participate in FinTech programs.
- Document the key data points that define the FinTech ecosystem.
- Increase the awareness of FinTech's goals and programs among the employees, consultants and suppliers of the FinTech organizations.
- Increase the awareness of FinTech with local and industry press, industry analysts and relevant venture capital firms.
- Increase the attendance of the FinTech annual conference to more than 500 with representatives from within and outside of Georgia.

Branding FinTech

FinTech's branding will:

- Define a community centric organization (FinTech) that focuses on building a business environment and culture conducive to the sharing of ideas that create, build, and maintain innovative financial services and related capital.
- Establishes FinTech as a leading economic and innovation center for payment processing.

Marketing Communications

Marketing will focus on building awareness for Georgia as the epicenter of the financial transaction and payment processing industry. Branding and positioning will focus on the product and technology innovation of the FinTech community and its impact across the financial services market.

Since the marketing communications budget will be low, the FinTech marketing team will use public relations and social media to build and maintain awareness. Over the next 24 months, the marketing communications team will focus on:

- Building awareness and participation among Georgia-based FinTech organizations of the mission and goals of FinTech.
- Building awareness with local influencers including the universities, press, industry leaders and Chamber of Commerce representatives.
- Building awareness with targeted influencers outside of Georgia.

Revenue Sources

FinTech revenue sources include:

- TAG membership
- Seminars – 3 seminars will be conducted per year focused on topical, timely topics
- Annual Conference – the Annual Conference will serve as the single largest revenue generators
- Corporate Sponsorships – sponsors will be invited to support FinTech programs
- Networking events – FinTech will sponsor 4 mixers annually to bring FinTech members together

Measuring Success

As the organization grows, FinTech will measure its success by how well it impacts the following:

- Bringing the Georgia FinTech community together around common goals
- Delivering quality and meaningful content to share amongst the community
- Meeting targeted revenue goals to drive a healthy nonprofit business
- Creating common ground on which FinTech members can communicate and share ideas
- Increasing the awareness of the Georgia FinTech community both within and outside the region