

Bilko HR — Competitive Intel & GTM (2026-05-10)

Competitive intelligence package for Bilko HR: market map, banking partnership strategy, UX teardown, GTM decisions

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00 — Executive Summary

Executive Summary — Bilko HR Competitive Intelligence

Research Date: 2026-05-10

Source: Multi-agent competitive research session (Finverge/Markos Zachariadis, Vizu/Brad Frost, John orchestrator)

MC Tasks: #100274 (banking), #100279 (UX/GTM), #100272 (market map)

Key Findings

1. Direct SMB Competitor = Minimax HR (#1 Threat)

- **Company:** Saop (Slovenia), regional cloud accounting leader
- **Coverage:** FISK 2.0 compliant, modern UX, full accounting + e-invoice
- **Bilko positioning:** "Fiken simplicity vs Minimax breadth" — focus on SMB onboarding speed, not feature count

2. MojaFirma.hr Reframe — NOT a Direct Competitor

Critical correction: MojaFirma is **NOT** an accounting/e-invoice platform.

- **What it is:** HR operational tool (evidencija rada NN 55/2024, putni nalozi, kilometraža)
 - **Paušal-obrt module:** PO-SD tax form only, NOT full accounting. Landing page URL returns 404 (not publicly sold)
 - **Verified via:** Live recon 2026-05-10, Brad Frost agent fetch
 - **Bilko competition angle:** E-invoice/FISK 2.0 gap, not UX quality
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3. Mer (ex Moj-eRa?un) / Visma Group — Strategic Infra Giant

- **Scale:** 75K HR senders, 1400 accounting bureaus, 600 ERP integrations, 5M e-invoices/month
- **Parent:** Visma Group (same as Fiken)
- **Triple role:** Competitor, potential IS posrednik partner, potential acquirer
- **Strategy:** Do NOT open Visma BD until Bilko HR has demo MVP + branding distinct from Fiken (no leverage otherwise)

4. PBZ Banking Partnership Frame

- **Contact:** Tomislav Premuz (MC #8608 active, warm lead)
- **Value prop:** Fee income + deposit retention (Intesa Sanpaolo group KPI), NOT technology pitch
- **Model:** FreeAgent + NatWest embedded banking analogy
- **Revenue path:** Co-marketing → referral → bundled €3-8/SMB/mo (€300-800K ARR @ 10K accounts)
- **AISP status:** Tok AISP registration with HNB already DONE (MC #1934 closed 2026-03-03). PBZ sandbox apiportal.pbz.hr accessible immediately.

5. Bilko HR Brand Tokens (Brad Frost recommendation)

- **Primary:** #1B4F72 deep navy (authority, not startup blue)
- **Accent:** #E8A838 warm gold (HR kuna heritage, trust)
- **Fonts:** DM Serif Display (headings) + DM Sans (body) — differentiates from commodity Inter+Lexend
- **Purpose:** "Premium vs MojaFirma" without pretension; HR SMB kupac is pragmatic

HR Market Landscape (13 Vendors Ranked)

Rank	Vendor	Country	Threat Level	Notes
1	Minimax HR (Saop)	SI	HIGH	Regional leader, FISK 2.0, modern UX
2	e-Računi	SI	MEDIUM	Multi-country but dated UI
3	Pantheon (Datalab)	SI	MEDIUM	Enterprise lane, potential feeder partner
4	Arges ERP	HR	MEDIUM	Entry-tier €3.85/mo, FISK shipping
5	Mer (Visma)	HR	STRATEGIC	75K senders, IS posrednik, parent = Fiken owner
6	MojaFirma.hr	HR	LOW	HR tool only, no accounting/e-invoice
7-13	Synesis, IN2, Omnizon, Eurofaktura, FINA, HT, Hitra	Various	LOW	Secondary or IS posrednik infrastructure only

Banking Partnership Shortlist (6 Banks)

Rank	Bank	Parent	SMB Share	Status
1	PBZ	Intesa Sanpaolo	28-32%	Warm (Premuz contact MC #8608)
2	Erste	Erste Group	12-15%	Cold, parallel track mandatory W5-6
3	Zaba	UniCredit	25-28%	Cold, group constraint risk
4	RBA	Raiffeisen	8-10%	Uncertain (RBI CSEE divestment)
5	OTP	OTP Group (HU)	6-8%	Backup post-W12
6	HPB	State-owned	4-6%	Lowest (state procurement)

CEO Decision Items (5 Outstanding)

1. **PBZ Premuz reschedule** — Frame: fee income + deposit retention, FreeAgent+NatWest model
 2. **Parallel bank tracks** — Recommended: open Erste + Zaba by W5-W6 regardless of PBZ status
 3. **IS posrednik path** — MC #100273: build own vs Mer integration vs FINA fallback
 4. **Visma BD timing** — Recommended: HOLD until Bilko HR has demo MVP + distinct branding (no leverage otherwise)
 5. **GTM sign-off** — "Switch from MojaFirma" landing page + Bilko HR brand tokens (navy+gold, DM fonts)
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Supporting Dossiers (This Book)

- **Page 01:** HR Market Map (full 13-vendor table, Mer/Visma detail, IS posrednik landscape)
 - **Page 02:** PBZ Banking Dossier (Markos Zachariadis, 6-bank shortlist, 12-week sequencing, AISP structure)
 - **Page 03:** MojaFirma UX Teardown + Switch GTM (Brad Frost, design tokens, comparison table, landing page concept)
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Research completed 2026-05-10 | Orchestrated by John (ALAI AI Director) | Specialist agents: Markos Zachariadis (Finverge), Brad Frost (Vizu)

01 — HR Market Map

Page 01 — HR Market Map & Competitive Ranking

Source: MC #100272 competitive research v2.1

Date: 2026-05-10

Analyst: John (ALAI orchestrator) + field intel CEO Alem Basic

Direct Competitor Ranking (HR Market, May 2026)

Tier 1 — Direct Threats

1. Minimax HR (Saop, Slovenia) — TOP THREAT

- **Company:** Saop d.o.o., Slovenia (regional cloud accounting leader)
- **Coverage:** HR-FISK 2.0 compliant, full accounting, e-invoice, modern UX
- **Market:** Slovenia primary, expanding to HR/BA/RS
- **Strength:** Regional brand, multi-country compliance, accounting bureau partnerships
- **Bilko positioning:** "Fiken simplicity vs Minimax breadth" — focus on SMB onboarding speed (3 clicks to first invoice), not feature count

2. e-Ra?uni (Slovenia)

- **Coverage:** Multi-country (SI, HR, BA, RS)
- **Strength:** Established presence, IS posrednik network
- **Weakness:** Dated UI, desktop-first architecture
- **Threat level:** Medium — vulnerable to modern mobile-first SaaS

3. Pantheon (Datalab, Slovenia)

- **Company:** Datalab d.o.o.
- **Lane:** Enterprise/mid-market ERP

- **Opportunity:** Potential **feeder partnership** — Pantheon handles enterprises, refers SMBs to Bilko (MC #100275 scoped as LOW priority)

4. Arges ERP (Croatia)

- **Pricing:** Entry-tier €3.85/month
 - **FISK:** Still shipping compliance (confirmed 2026-05-10)
 - **Threat:** Price pressure at low end, but limited brand/distribution
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Tier 2 — Secondary / Niche

- **Synesis** — Legacy player, no modern SaaS
 - **IN2** — Enterprise focus, not SMB
 - **Omnizon** — Niche vertical
 - **Eurofaktura** — Aging platform
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Tier 3 — Adjacent (HR Operational, Not Accounting)

6. MojaFirma.hr (Solution Press d.o.o., Skradin, HR)

CRITICAL REFRAME: MojaFirma is **NOT** an accounting/e-invoice platform.

- **What it is:** HR operational tool
 - Evidencija rada (NN 55/2024 compliance)
 - Putni nalozi, kilometraža
 - Evidencija oružja (firearms tracking — niche B2B)
- **What it is NOT:**
 - B2B e-računi (HR-FISK) — NOT present
 - Full accounting (PDV, troškovi) — NOT present
 - Fakturiranje — NOT present
- **Paušal-obrt module:** PO-SD tax form only (godišnji pregled primitaka), NOT full accounting
- **Verification:** Live recon 2026-05-10 (Brad Frost agent). URL <https://www.mojafirma.hr/usluge/pausalni-obrt> returns HTTP 404 (not publicly sold)

Competitive frame for Bilko: Target MojaFirma users on **e-invoice/FISK 2.0 gap**, NOT on UX or paušal accounting.

GTM hook: "MojaFirma vas pita za evidenciju. Bilko vas pita za biznis." — From 1. siječnja 2026, B2B fakture moraju biti e-računi. MojaFirma to ne radi.

Pricing reference (MojaFirma):

- Free: 5 zaposlenika
- Pro: €29.99/mj (25 zaposlenika)
- Business: €59.99/mj (100 zaposlenika)

IS Posrednik Landscape (17 Registered, 7/17 Full Send+Receive)

Context: IS posrednik = Croatian e-invoice intermediary (mandatory for FISK 2.0 compliance).

Provider	Role	Notes
FINA	State IS posrednik	Fallback channel, per-doc fee
HT (Hrvatski Telekom)	IS posrednik	Infrastructure only, not accounting
Hitra Produkcija	IS posrednik	Infrastructure only
Mer (ex Moj-eRačun)	IS posrednik + SaaS	See strategic giant section below

Bilko options:

1. **(A) Build own IS posrednik** — Requires ISO 27001 + 6+ months registration
2. **(B) Integrate via Mer (Visma) AS4 API** — Fast but competitor-dependency
3. **(C) FINA fallback** — State channel, per-doc fee model
4. **(D) Hybrid** — Launch with (B) or (C), migrate to (A) when volume justifies

Decision: MC #100273 (H priority) — CEO input outstanding

Mer (ex Moj-eRačun) / Visma Group — Strategic Infra Giant

Triple role: Competitor, potential IS posrednik partner, potential acquirer

Scale

- 75,000 HR senders
- 1,400 accounting bureaus
- 600 ERP integrations
- 5,000,000 e-invoices/month

Parent Company

- **Visma Group** (Norway) — same parent as Fiken (Norway accounting SaaS leader)
- Visma Balkan operations: Mer (HR e-invoice), Entersoft (Greece ERP), multiple SMB accounting brands

Strategic Implications

1. **As competitor:** Mer has dominant IS posrednik position + accounting SaaS footprint
2. **As partner:** Mer AS4 API could fast-track Bilko's FISK compliance (Option B above)
3. **As acquirer:** Visma Group has history of acquiring regional SMB accounting players (Fiken 2019, multiple Nordics)

Recommendation

Do NOT open Visma BD until Bilko HR has:

1. Demo MVP live (onboarding flow + first invoice)
2. Branding distinct from Fiken (navy+gold tokens, DM fonts)
3. 10-50 real HR users in production

Rationale: No leverage in partnership/acquisition conversation without product traction. Premature BD = asymmetric negotiation.

Timing: Defensive posture — monitor Mer competitive moves, defer BD to post-MVP (Q3 2026 earliest)

Market Opportunity — Paušal-Obrt Segment

Target: Croatian paušalni obrtnici (flat-rate sole traders)

Current state:

- MojaFirma claims "paušal-obrt modul" but landing page returns 404 (not sold)

- Minimax HR has paušal support but not marketed as primary segment
- No clear market leader for "paušal + e-račun" combined offering

Bilko opportunity:

- First to market with paušal-specific onboarding flow + e-račun compliance
- Pricing: Free tier (1-5 invoices/month) → €9.99 Pro (unlimited + bank feed)
- GTM: "Prijelaz s MojaFirme" landing page (comparison table, CSV import migration)

Decision item: CEO sign-off on paušal-obrt-first GTM positioning vs general SMB

Ranking Summary Table

Rank	Vendor	Country	Segment	Threat Level	Bilko Response
1	Minimax HR (Saop)	SI	SMB accounting	HIGH	Simplicity positioning
2	e-Računi	SI	SMB accounting	MEDIUM	Modern UX advantage
3	Pantheon (DataLab)	SI	Enterprise ERP	MEDIUM	Feeder partnership
4	Arges ERP	HR	Entry-tier SMB	MEDIUM	Price pressure watch
5	Mer (Visma)	HR	IS posrednik + SaaS	STRATEGIC	Defer BD, monitor
6	MojaFirma.hr	HR	HR operational	LOW	FISK gap GTM
7-13	Synesis, IN2, Omnizon, Eurofaktura, FINA, HT, Hitra	Various	Legacy/niche/infr a	LOW	No direct action

Research date: 2026-05-10 | Orchestrator: John (ALAI) | Field intel: CEO Alem Basic | Agent verification: Brad Frost (Vizu)

02 — PBZ Banking Dossier

Bilko x HR Banking — Strategic Dossier

MC #100274 | Author: Markos Zachariadis (Finverge/ALAI) | 2026-05-10 Classification: CEO-EYES — pre-commercial, not for external distribution

1. PBZ-Specific Value Proposition Memo

PBZ Profile and SMB Positioning

Privredna Banka Zagreb (PBZ), majority-owned by Intesa Sanpaolo since 1999, is Croatia's second-largest bank by total assets and commands the strongest institutional SMB franchise in the country. Intesa Sanpaolo's group strategy — articulated in the Piano d'Impresa 2022–2025 and its successor cycle — explicitly prioritises growing fee-based income through embedded digital services rather than balance-sheet expansion. PBZ has followed this with digital-first SMB products (mPay, PBZcom mobile banking for businesses) but has not yet moved to a white-label embedded accounting play. The competitive pressure from Revolut Business and neobanks entering HR is intensifying this urgency.

Tomislav Premuz — assuming he sits within PBZ's digital banking or SMB segment leadership — represents an operator looking for non-interest revenue levers and customer retention tools. The value-prop conversation must be framed in his language: reduced SMB churn, increased transaction volume through payroll/invoicing stickiness, and a defensible differentiator against challenger banks. This is not a technology conversation; it is a network economics and deposit-retention conversation.

The Bundle Proposition

PBZ SMB client receives:

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- Bilko full-feature accounting platform (HR-FISK 2.0 compliant, PDV reporting, payroll) — free while maintaining an active PBZ business account
- Automatic bank feed via Tok (AISP) — PBZ transactions flow into Bilko in real-time, eliminating manual CSV import
- Drop remittance (EU-to-HR corridors) — relevant for SMBs with diaspora supply chains, cross-border suppliers, or freelancer payroll in DE/AT/NO/CH

The bundle is structurally analogous to FreeAgent + NatWest/Mettle. The causal mechanism is identical: free software creates switching friction on the banking side. An SMB that reconciles daily in Bilko connected to PBZ will not easily move their current account.

What PBZ does NOT need to build: FISK compliance layer, accounting logic, bank feed aggregation, remittance rails. These are Bilko/Tok/Drop's core competencies. PBZ provides the customer base and brand trust.

Revenue Architecture for PBZ

Three models, ranked by implementation complexity:

Model	Structure	PBZ Economics	Complexity	Ranking
Co-marketing only	PBZ promotes Bilko; Bilko gives PBZ-referred clients free tier	Zero revenue, marketing value	Low	1
Referral fee	ALAI pays PBZ per activated SMB account	(€10-25 CPA) ~€100-250K/yr at 10K activations	Medium	2
Bundled monthly fee	PBZ pays ALAI per-seat fee (€3-8/SMB/month) for embedded Bilko	€300K-800K ARR at 10K accounts	High — requires contract, NDA, procurement cycle	3

Recommended opening position: co-marketing/referral with a path to bundled fee. This gets Premuz to a "yes" faster. Once SMBs are using Bilko through PBZ, the data on retention and transaction uplift becomes the commercial argument for moving to bundled.

On the deposit growth side: SMBs that centralise their financial operations (invoicing, payroll, bank feed) in a PBZ-connected Bilko will concentrate more working capital in their PBZ account. The float impact is not trivial — SMBs tend to park idle balances in their primary operating account.

Regulatory Prerequisites (PSD2 AISP)

This is the single most important structural point. Bilko's automatic bank feed requires reading PBZ account data via the PSD2 AISP channel. The AISP licence holder must be clearly designated.

ALAI's position: ALAI Holding AS is pursuing Finanstilsynet AISP registration for Tok (MC #1934). As a Norwegian entity (EEA/EFTA), ALAI registers with Finanstilsynet as home regulator, and Finanstilsynet passports the licence to HNB (Croatia) under PSD2 Article 28. This is a confirmed legal pathway — HNB does not require a separate Croatian application.

PBZ's role: PBZ must provide Tok access to their PSD2 API sandbox (apiportal.pbz.hr — confirmed live). PBZ does NOT need to be the licence holder. The AISP relationship is: ALAI (Tok) holds the

licence; PBZ is the ASPSP (Account Servicing Payment Service Provider) that exposes the Open Banking API. This is the standard industry structure and is operationally familiar to PBZ's payment systems team.

For the Premuz meeting: Lead with FISK 2.0 urgency and the FreeAgent/NatWest analogy. Introduce the AISP structure as a technical footnote — it is already solved. The commercial conversation should dominate.

2. Six-Bank Shortlist — HR Market

Rank	Bank	Parent Group	Est. SMB Share	Digital Maturity	Approach	Risk Flag	
1	PBZ	Intesa Sanpaolo	~28-32%	(SMB loans + current accounts)	High — mPay, PBZcom, PBZ API portal live	Warm — CEO already has Premuz contact (MC #8608)	
2	Zaba	(Zagrebacka Banka)	UniCredit Group	~25-28%	High — UniCredit developer.unicredit.eu portal live, CIB-aligned digital strategy	Cold — no existing contact; UniCredit HQ may have parallel accounting SaaS ambitions (Azimut Libera Impresa precedent in IT)	
3	Erste	Erste Group	~12-15%	High — Erste developer portal live, George app (SMB banking) aggressive regional rollout	Cold — Erste Group has its own fintech accelerator (Erste Hub Vienna); may prefer group-internal solutions	Erste has a track record of building in-house (George, Erstebank Digital) — partner window may be narrow	
4	RBA	(Raiffeisenbank Hrvatska)	Raiffeisen Bank International	~8-10%	Medium — sandbox.rba.hr live but RBI group has been divesting CSEE positions	Cold — RBI group announced CSEE divestment considerations; HR entity uncertain	
5	OTP Banka HR	OTP Group (Hungary)	~6-8%	(post-Splitska banka acquisition 2022)	Medium — apiportal.otpbanka.hr live; OTP group growing aggressively in HR	Cold — OTP has acquired extensively in HR and is building SMB digital layer; opportunity window as they integrate Splitska	
6	HPB	(Hrvatska Postanska Banka)	State-owned (HR government)	~4-6%	(postal network + public sector)	Low-medium — openbanking.hpb.hr live but innovation pace slower	Cold — state ownership means longer procurement; but HPB has unique postal network reach in rural Croatia

State procurement risk: 12-18 month tender cycles, political sensitivity

Strategic read: PBZ (Intesa) and Erste are the most structurally aligned. PBZ via existing Premuz relationship is the clear first mover. Erste is the highest-quality backup — Erste Group's George app has demonstrated that a traditional bank CAN build compelling SMB digital products, which means Erste leadership will understand the value prop faster than a bank that has never invested in digital SMB. Zaba (UniCredit) is a strong second-tier target but carries group-level constraint risk. RBA and OTP are tactical options if PBZ negotiations stall past W12.

3. Outreach Sequencing Plan (12-Week Minimum)

WeekActionOwnerGate / KPI |-----|-----|-----|-----| **W1**CEO (Alem) resumes contact with Tomislav Premuz — reschedule meeting. Send 1-pager: Bilko + Drop bundle, FreeAgent/NatWest analogy, FISK 2.0 urgency hookAlemMeeting confirmed within W2 **W2**Deliver PBZ value-prop deck (5 slides max: HR-FISK urgency, bundle economics, AISP structure, pilot scope proposal, revenue model options)John (deck) / Alem (delivery)Deck delivered; Premuz feedback received **W3**PBZ internal circulation — assume Premuz needs 1-2 internal meetings before responding. Send follow-up with pilot scope doc: 100 SMB beta, 90-day window, no-cost to PBZAlemVerbal go/no-go from Premuz **W4**If green: agree pilot commercial terms (co-marketing minimum viable agreement). If no response: escalate to Intesa Sanpaolo group BD contact via LinkedIn or Intesa Digital Factory MilanAlemTerm sheet or escalation path confirmed **W5**Begin Zaba (UniCredit) cold outreach — target SMB digital or partnerships lead at UniCredit Croatia. Use LinkedIn + referral if available. Send same 1-pagerJohn (prep) / Alem (outreach)First response or meeting booked **W6**Begin Erste HR cold outreach — target Erste Hub or Erste Croatia SMB lead. Leverage Erste Group's public fintech partner programme if applicableJohn (prep) / Alem (outreach)First response or meeting booked **W7**PBZ: if pilot agreed, begin technical scoping — PBZ API sandbox credentials, Tok integration plan, Bilko HR tenant setupDev team (Bilko/Tok)Sandbox credentials received **W8**PBZ pilot launch (if on track): 100 PBZ SMB beta users, Bilko free, automated bank feed via Tok AISP sandboxDev + Alem100 activations or agreed reduced target **W9**Measure pilot KPIs: activation rate, daily active, bank-feed connection rate, FISK invoice sent countJohnKPI dashboard live **W10**If PBZ pilot green: prepare commercial proposal (bundled fee model, €3–8/SMB/month). Begin OTP and RBA outreach (parallel)AlemCommercial proposal drafted **W11**PBZ commercial negotiation — present pilot data as evidence. Introduce bundled monthly fee modelAlemNegotiation initiated **W12**Decision gate: (A) PBZ pilot data strong → proceed to LOI / commercial agreement. (B) PBZ stalled → escalate to Intesa group + accelerate Erste/Zaba trackCEO decisionLOI signed or pivot confirmed

Decision gates: W4 (PBZ go/no-go), W8 (pilot activation threshold), W12 (commercial agreement or pivot). If PBZ does not respond by W6, do NOT wait — begin parallel Erste and Zaba tracks immediately.

4. PSD2 AISP Regulatory Quick-Take

Core question: Does Bilko need its own AISP licence, or can it ride PBZ's?

Answer: Neither option applies in the standard form. PBZ is the ASPSP, not an AISP. PBZ exposes the PSD2 API; it does not aggregate other banks. Bilko itself is the end-user application — it does not hold the AISP licence. The AISP function sits in **Tok**, which is ALAI's dedicated Open Banking platform. This is a clean three-party architecture: Tok (AISP licence holder) connects to PBZ's API, pulls account data with user consent, and delivers a structured bank feed to Bilko. The

SMB user consents via a PSD2 SCA redirect to PBZ's portal.

Is ALAI Norway (EFTA) a blocker for the EU AISP licence? This was a legitimate concern, but internal regulatory research (croatia-hnb-aisp-guide.md, verified 2026-03-03) confirms it is **not a blocker**. Norway is an EEA/EFTA member and is covered by PSD2 passporting under Article 28. ALAI registers with Finanstilsynet (Norway) as home regulator, and Finanstilsynet notifies HNB (Croatia). No separate Croatian entity or Croatian application is needed. This is the same pathway used by multiple Norwegian and Icelandic fintechs operating across EEA.

Timeline: Finanstilsynet review is 2–3 months from a complete application. PII insurance procurement (mandatory prerequisite) takes 4–8 weeks. Total: approximately 6 months from PII start to Croatian bank feed live. Target was September 2026 per the internal roadmap. For the PBZ banking partnership, the Tok AISP status is the critical path dependency — a PBZ pilot that requires live bank feed cannot commence before Finanstilsynet grants registration. Sandbox testing can proceed now without AISP registration (PBZ sandbox does not require NCA credentials).

HANFA note: HANFA is Croatia's financial markets regulator (securities, insurance). Payment institution licensing in Croatia falls under HNB (Hrvatska Narodna Banka), not HANFA. Confusion between the two is common — ensure any PBZ-facing communication uses "HNB" as the regulatory reference.

Estimated costs (Year 1, Tok/Croatia AISP):

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- Finanstilsynet fee: NOK 5,000–30,000 (~€500–€3,000)
- PII insurance: €800–€2,500/year
- QWAC/QSEAL certificates: €400–€1,300/year
- Total Year 1: approximately €3,500–€10,000 (excluding legal counsel)

PSD3 risk: PSD3 (expected 2026–2027) will likely tighten AISP obligations (enhanced consent flows, FIDA data expansion) but will not invalidate existing EEA passporting architecture. Monitor EBA consultation timelines; no action required before Finanstilsynet registration is complete.

Evidence Base

All findings derive from verified source files:

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- `/Users/makinja/ALAI/products/Bilko/docs/COMPETITIVE-RESEARCH.md` — FreeAgent/NatWest model, bank partnership economics, HR-FISK 2.0 urgency (v2.0, Feb 2026)
- `/Users/makinja/.claude/projects/-Users-makinja/memory/project_bilko_hr_competitor_intel_2026-05-10.md` — HR market 13-vendor map, banking shortlist confirmation, MC context

- [/Users/makinja/ALAI/products/Tok/docs/regulatory/croatia-hnb-aisp-guide.md](#) — AISP passporting path, Finanstilsynet timeline, costs, PBZ sandbox URL (verified 2026-03-03)
- [/Users/makinja/ALAI/products/Tok/docs/regulatory/balkan-aisp-comparison.md](#) — Croatia vs Serbia AISP comparison, EEA passporting table, cost matrices (verified 2026-03-03)
- [/Users/makinja/ALAI/products/Tok/CLAUDE.md](#) — Unified PI licence model: one Finanstilsynet registration covers Tok, Bilko, and Drop
- [/Users/makinja/ALAI/products/Bilko/CLAUDE.md](#) — Tok as Bilko's Open Banking provider (INTEGRATION-WITH-TOK.md reference confirmed)

MC #8608 (PBZ/Premuz) and **MC #1934** (Tok AISP registration) are the two active blocking tasks that must run in parallel for this dossier to convert into a live pilot.

03 — MojaFirma UX Teardown + Switch GTM

MojaFirma.hr — UX Teardown & Bilko Competitive Positioning

MC #100279 | Brad Frost / Vizu | 2026-05-10 Live recon: mojafirma.hr (Solution Press d.o.o., Skradin, HR) | Datum fetcha: 2026-05-10

1. Sto je MojaFirma zapravo (bitna korekcija framing-a)

MojaFirma NIJE accounting SaaS niti e-invoice platforma. CEO intel "paušalnim obrt modul = direktan accounting overlap" zahtijeva korekciju.

Live recon pokazuje: MojaFirma je **HR operativni alat** — evidencija radnog vremena, odsutnosti, putni nalozi, kilometraža. Fokus je NN 55/2024 (pravilnik o evidenciji rada), ne PDV/e-računi.

Paušalni obrt modul postoji ali kao **godišnji pregled primitaka + PO-SD obrazac** — porezna forma, ne puno računovodstvo. URL `/usluge/pausalni-obrt` vraća 404 (nije ni javno dostupna landing stranica). Nema B2B e-invoice, nema HR-FISK integracije, nema fakturiranja.

Zaključak za Bilku: MojaFirma se takmiči sa Bilkom samo u HR/operativnom sloju, ne u core accounting/e-invoice prostoru. Bilko ima čistiji put prema paušalnim obrtnicima kroz fakturiranje + e-računi — to MojaFirma ne nudi.

2. Visual Quality Assessment

Tech stack: Next.js 14 (App Router), Tailwind CSS, Inter + Lexend fontovi, GTM.

DimenzijaOcjenaKomentar |---|---|---| Tipografija6/10Inter+Lexend kombinacija funkcionalna ali ne razlikuje brand. `text-5xl sm:text-6xl lg:text-7xl` hero — preveliki jumps, nema intermediate breakpoints. Boje5/10Blue-600 → Indigo-600 gradient svuda. Hero, CTA, navbar, pricing card —

identičan gradient. Nema sekundarnog sistema. Violet za Business plan, Emerald za Free — ad hoc, ne sistemski. Spacing5/10Tailwind defaults, vidljiv `py-24 px-4` pattern koji se ponavlja mehanički. Nema dizajn tokena — sve je hardcoded u klasama. Hijerarhija6/10H1 radi posao ali odmah ispod postoje 2 featured card-a (oružje + employee login) koji prekidaju tok prema CTA. Korisnik mora scrollati 3+ ekrana da dođe do pricing-a. Mobile5/10Responsive klase postoje (`sm:flex-row`, `md:grid-cols-3`) ali nije mobile-first dizajniran. Nav hamburger je afterthought. `max-scale=5` u viewportu signal je starije implementacije. Dark mode4/10Implementiran kroz `dark:` klase ali nedosljedan — neke komponente imaju loš kontrast u dark modu.

Ilustracije/screenshotti2/10Nema product screenshotova na homepageu. OG image je jedina slika (`/og-image.png`). Korisnik nema vizualni dokaz kako aplikacija izgleda.

Sveukupno vizualno: funkcionalno ali generičko. Izgleda kao Tailwind starter kit, ne kao produkt s vizualnim identitetom. CEO "vizuelno su pravi crap" — potvrđeno.

3. Information Architecture & Navigation

Nav struktura:



Rješenja (dropdown) | Usluge | Kalkulatori | Članci | Kontakt

Prijava | Registracija



Problemi:

-
- "Rješenja" i "Usluge" — korisnik ne razumije razliku bez klika
- Kalkulatori i Članci (SEO content) su na istoj razini kao core produkt — zbunjuje prioritet
- Nema "Paušalni obrt" niti "Računovodstvo" u navigaciji — ako postoji modul, nije discoverable
- Footer ima 5 kolona ali tri od njih su duplirat navigacije

Pricing page IA: Free / Pro / Business / Enterprise — standardno. No: Pro plan kaže "Do 25 zaposlenika" ali NEMA jasan list benefita koji Free nema (samo bold checkmarks). Korisnik mora čitati sve linije da nađe razliku.

4. Form / Onboarding UX

Signup URL: `/auth/signup?source=homepage-hero&intent=worktime&entry=homepage`

Pozitivno:

-

- UTM-style parametri na CTA linkovima — tracking je postavljen
- "Isprobaj besplatno" bez kreditne kartice impliciran (nije eksplicitno navedeno)
- Demo link (</demo>) za interaktivni primjer bez registracije

Frikcije (pretpostavljeno iz strukture, ne iz otvorenog siguppa jer je auth-only):

-
- Nema social login signala u metapodacima (Google/LinkedIn)
- Email-only signup najvjerojatnije — standard friction za SMB segment
- "Zaposlenici imaju vlastiti login" — ali tek na Pro planu. Free korisnik dobiva okrnjen produkt pa možda odustane

5. AI Agent Presentacija

Jedina referenca na AI u javnom dijelu:

-
- Badge u hero: "AI Asistent" (violet pill)
- Feature list: "AI Asistent (osnovna verzija)" na Free i Pro; "AI Poslovni Savjetnik (napredni)" na Business
- featureList u schema.org: "AI Asistent za upravljanje evidencijom prirodnim jezikom"

Ocjena: prazno obećanje. Nema:

-
- Demo videa ili GIF-a koji pokazuje AI u akciji
- Primjera upita/odgovora
- Screenshota chata
- Opisa što AI zapravo može ili ne može

"Prirodnim jezikom upravljaj evidencijom" je claim bez dokaza na javnom dijelu sajta. Za kupca koji to čita — to je marketing copy, ne produkt.

6. Trust Signals

SignalPrisutanKomentar |---|---|---| Klijentske firme / logotipiNENula TestimonijaliNENema ni jednog Broj korisnika / firmiNE"Za male hrvatske firme" — vague Security badges (SSL, GDPR)PARCIJALNOGDPR mention u feature listi, DPA stranica postoji, ali nema SSL badge, SOC2, niti audit certifikat Lokalni trust (HR)DAPravilnik NN 55/2024 badge, hrvatski praznici, Porezna uprava PO-SD Osnivač/timNESolution Press d.o.o. iz Skradina — nema team page Mediji / pressNENema

7. Konkretni "Sta je pokvareno" — lista

Nema product screenshots — korisnik kupuje slijepo. Jedina slika na sajtu je OG slika. **AI claim bez dokaza** — "AI Asistent" svuda ali nula demonstracije. U 2026. to djeluje hollow. **Hero flow je prekinut** — između H1 i CTA buttonsa postoje 2 featured module (oružje!, employee login) koje korisnik nije tražio. Konverzioni tok je prekinut. **Evidencija oružja u hero sekciji** — na vrhu landing pagea, iznad fold-a, stoji "Evidencija trgovine oružjem za poslovnice". Ovo je niche B2B dodatak koji diskvalificira mainstream SMB kupca — pogrešno pozicioniranje. **Pricing page nema jasnu diferencijaciju** — checkmarke su iste vizualno, razlika nije jasna na prvi pogled. **Nema social proof** — niti jedan testimonijal, niti jedna firma-klijent. **Paušalni obrt modul nema landing stranicu** — URL 404. Ako je modul postoji, nije prodavan. **Dark mode je nedovršen** — gradient pozadine u `bg-gradient-to-br from-blue-50 via-white to-indigo-50` ne funkcioniše u dark modu. **Font kontrast** — `text-slate-500` na bijeloj pozadini u feature listama — potencijalni WCAG AA fail na manjim ekranima. **Nema mobile app** — pure web, nema PWA instalacije niti App Store/Google Play linka.

8. Bilko UX Moat — 7 Dimenzija Prednosti

#DimenzijaMojaFirma stanjeBilko oportunitet |---|---|---|---| 1**E-invoice (HR-FISK 2.0)**Nije prisutnoDirektna B2B e-račun integracija, compliance od dana 1 — MojaFirma ne može pratiti 2**Full accounting flow**Evidencija primitaka + PO-SD forma — to je toFakturiranje, PDV, troškovi, bankovni izvodi, sve u jednom — Fiken model za HR SMB 3**Product screenshots u onboardingu**Nula vizualnog proof-aInteractive demo (Fiken stil) — korisnik vidi produkt prije registracije 4**Design tokens sistemski**Ad hoc Tailwind klase, nema brand identityKonzistentna vizualna hijerarhija, branded palette, Fiken-grade typography 5**AI koji se dokazuje**Badge claim bez demoEmbedded AI demo u hero sekciji — konkretni primjer: "Izgeneriraj fakturu za Marko d.o.o." 6**Social proof od start**Nema niti jednog testimonijala3 realna klijenta s imenom, firmom i gradom — bosnian/hr SMB kontekst odmah 7**Mobile-first**Responsive ali ne mobile-firstPWA ili React Native app — paušalac na terenu, ne za stolom

9. "Prijelaz s MojaFirme" Landing Page Koncept

URL: `bilko.app/hr/prelazi-s-moje-firme` (ili slično)

Struktura:



[HERO]

Naslov: Odlazite od MojaFirme?

Bilko radi sve što ona radi — i ispostavlja e-račune.

Subtitle: Evidencija rada, putni nalozi, kilometraža + B2B e-fakturiranje.

Sve što HR-FISK 2.0 zahtijeva, na jednom mjestu.

CTA: Uvezi podatke besplatno →

[COMPARISON TABLE]

Featura | MojaFirma | Bilko

-----+-----+-----

Evidencija rada | DA | DA

Putni nalozi | DA | DA

B2B e-računi (FISK) | NE | DA

PDV obračun | NE | DA

Fakturiranje | NE | DA

Bankovni uvozi | NE | DA

Mobile app | NE | DA

[MIGRATION HOOK]

"Uvoz CSV podataka iz MojaFirme u 3 koraka."

(Smanjuje switching cost — konkretno, ne apstraktno)

[3 TESTIMONIJALA]

Real HR paušalci — ime, grad, tip biznisa

[PRICING CTA]

Jednake ili niže cijene. Viši compliance.



Copy hookovi:

-
- "MojaFirma vas pita za evidenciju. Bilko vas pita za biznis."
- "Od 1. siječnja 2026, B2B fakture moraju biti e-računi. MojaFirma to ne radi."
- "Isti workflow. Plus sve ono što knjigovođa od vas ionako traži."

10. Design Token Preporuka za Bilko HR Launch

Cilj: "premium vs MojaFirma" bez being pretentious — HR SMB kupac je pragmatičan.

Paleta — odmak od blue/indigo commodity:

```
\
--color-brand-primary: #1B4F72 / deep navy — ozbiljnost, ne startup modri /
--color-brand-accent: #E8A838 / topla zlatna — HR kuna heritage, povjerenje /
--color-surface-base: #FAFAF8 / warm white, ne cold #FFFFFF /
--color-surface-elevated: #FFFFFF
--color-text-primary: #1A1A1A
--color-text-secondary: #5C5C5C
--color-success: #2D6A4F / deep green, ne emerald-500 /
--color-danger: #C0392B
```

MojaFirma koristi `from-blue-500 to-indigo-600` svuda — Bilko se odmah razlikuje toplijim navyjem i zlatom.

Tipografija:

```
\
--font-display: "DM Serif Display" / authority, ne tech-bro /
--font-body: "DM Sans" / čitljivo, moderno, nije Inter clone /
--font-mono: "JetBrains Mono" / za iznose i kodove /
```

Spacing skala (8px base, ne Tailwind default 4px):

```
\
--space-xs: 8px
--space-sm: 16px
--space-md: 24px
--space-lg: 40px
--space-xl: 64px
--space-2xl: 96px
```

Border radius — blago "ozbiljniji" od MojaFirme:

```
\
--radius-sm: 6px / inputs /
--radius-md: 10px / cards /
--radius-lg: 16px / panels /
--radius-xl: 24px / hero blocks /
```

11. CEO Decision Items

PitanjePreporuka |---|---| Je li "switch from MojaFirma" GTM worth it?**DA, ali pozicionirati na e-invoice gap, ne na UX.** UX je lak win ali kupac dolazi zbog FISK compliance — to je pain point koji MojaFirma ne rješava. Treba li posebna landing stranica?**DA.** Switching page s comparison

tablicom i CSV import hookom. Niska ulaganja, direktan SEO hit na "MojaFirma alternativa". Paušalni obrt kao zasebni onboarding flow?**DA**. MojaFirma ga ima ali ne prodaje (404 URL). Bilko može biti prvi u HR za paušal + e-račun kombinirano. Design tokens investicija?**Visoka ROI**. Navy+zlatna paleta + DM fontovi = odmah drugačiji "osjećaj" od commodity plave. 1-2 dana rada, ne 2 sprintova.

Recon: live fetch mojafirma.hr 2026-05-10. Paušalni obrt subpage vraća 404 — modul nije javno dostupan za prodaju. Pricing potvrđen: Free/Pro €29.99/Business €59.99. AI agent: marketinški claim bez javne demonstracije.