

SME strategy for a leading Indonesian bank

1. Situation & Challenges

The client was the leading bank in Indonesia with a large and well-established customer base. However, the bank was experiencing sub-optimal growth in its SME business. The bank needed a strategy to reverse this situation and establish its presence in the SME market.

2. Our Approach

We noted that the bank had a limited reach to SMEs since branches were the only available route. In addition, the bank targeted its customers poorly due to the use of generic products and channels. We created a framework to identify, reach and track SMEs throughout their business lifecycle. We then developed a partnership-oriented sales approach to support branch-led sales. We also developed alternative channels in the form of alliances with technology firms, hyper-marts and agencies.

3. Results

Our recommendations were implemented and this has led to an increase in the client's share of the SME market.