

# SME strategy for the financing arm of a Fortune 50 technology MNC

## 1. Situation & Challenges

The client wanted to broaden the focus of its enterprise sales efforts to include SME clients. However, generic application of the large enterprise sales strategy to SMEs and lack of understanding of the financing, organizational and processing needs of SMEs led to failure of previous initiatives. In addition, SME credit information is not easily available in most parts of Asia.

## 2. Our Approach

We developed a marketing strategy for the client, which included the value propositions for SME customers and channel partners. This was based on an understanding of the needs of SME customers and retailers, and an analysis of competitors' approaches to the market. We also created a separate SME financing framework and processes for the client to adopt as a Go-To-Market Plan (distinct from the strategy used for large enterprise customers). These framework and processes were discussed with the client's country teams to obtain their buy-in.

## 3. Results

The client endorsed our recommendations and began implementing them in Q2 2005. A new organization has been created to target the SME segment more effectively, and been given headcount at both the Asia-Pacific and country levels.