

## Case Study

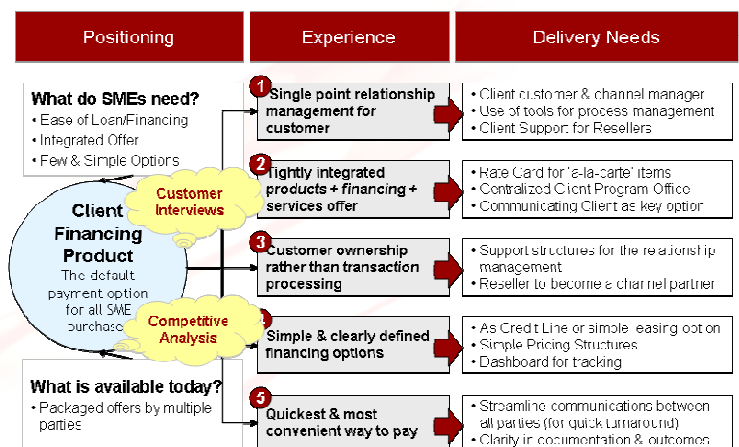
# Developed SME Strategy for the Financial Arm of a Fortune 50 Technology Major

### • Situation & Challenges

Our client wanted to penetrate the SMB financing market. However, they faced difficulty due to a lack of understanding of SMB financing needs and the competition capturing significant market share. Further, organizational limitations and internal norms limited their expansion into the SMB market. This led to limited success of initiatives focusing on the SME segment.

### • Our Approach

We conducted a comprehensive analysis of SME customer needs, retailer service models, and competitors' approaches in the market. We then developed a marketing strategy, including the value propositions for SMB customers and channel partners. Finally, we created a SMB Financing Model and GTM plan for a selected group of countries and helped in developing the internal frameworks and processes for SMB Financing.



### • Result

Our recommendations were implemented in early 2005. A new SMB focused organization was created to target the SME segment more effectively and given headcount at both the Asia-Pacific and country level.