

Supporting a worldwide payment company in building their Total Societal Impact strategy

Our client : a worldwide payment company

Core focus of the project : Small Business Owners

- Small grocery / Convenience store owners
- In Emerging markets
- Daily profit \$1-2 / day

Where we started : Leading extensive market analyses

- Case studies to understand what other players had already done
- Interviews with more than 250 Small Business Owners in 4 countries
- Expert interviews

We then derived 3 archetypes of Small Business Owners and designed business programs with our client for each of them



3 global archetypes observed based on current situation and aspiration for their business



Ambitious and experimental
Paula, 33

- Tech-savvy and street-smart
- Making improvements to store on ongoing basis, open to change
- Aim to grow, expand and upgrade business to the next level

Our focus



Stuck and overwhelmed
Dinesh, 39

- Risk-averse and highly skeptical
- Tackling daily struggles, no time to think about dreams
- Aim to steady earnings and make incremental changes to shop



Resigned and content
Rocio, 58

- Not tech-savvy, high inertia
- Content with state of affairs, but tired from years of effort
- Aim to save more, find more time, eventually retire away from city



Meet Paula - Ambitious and experimental



"I saw a TV ad for BukaLapak¹, which showed their cheaper prices, so I downloaded it and tried it...its completely changed how I order goods"

Paula

Age: 33

Sales: \$350/day

Employees: 2



- **Savvy business sense**, always on lookout for improvement
- **Willing to take risks** (as they have seen it pay off in the past)
- Likely '**first movers**' to try **new tech/digital** offers



- Aspires for '**best in class**' life for herself and children
- Has ambitious business vision around **expansion** (more stores, more locations) and **upgrade, move up value chain** (digitize store, own-brand product, become a wholesaler)
- **Willing to invest the time, effort** (and in many cases funds) needed to fulfill these dreams



- **Insufficient capital** (savings and/or access to capital) to finance growth ambitions
- **Limited examples of success stories** (for technology adoption) or mentors to learn from

What strategic program would you build to address Paula's needs ?

Build a **strategic program composed of a set of business initiatives** to answer each of the 3 important dimensions for Small Business Owners (SMB) like Paula

- Business stabilization
- Business development
- Addressing their aspirations

A few guidelines to frame your program

- Identify 1 or 2 initiatives for each of the above dimensions
- They have to be business initiatives (it is not a non profit activity)
- Don't forget our client's business focus - you can propose initiatives adjacent to their core focus but not too far away

The **format** of your work

- 1 or 2 slides
- In English
- For each initiative include a short description, its impact for the SMB and its impact for our client