



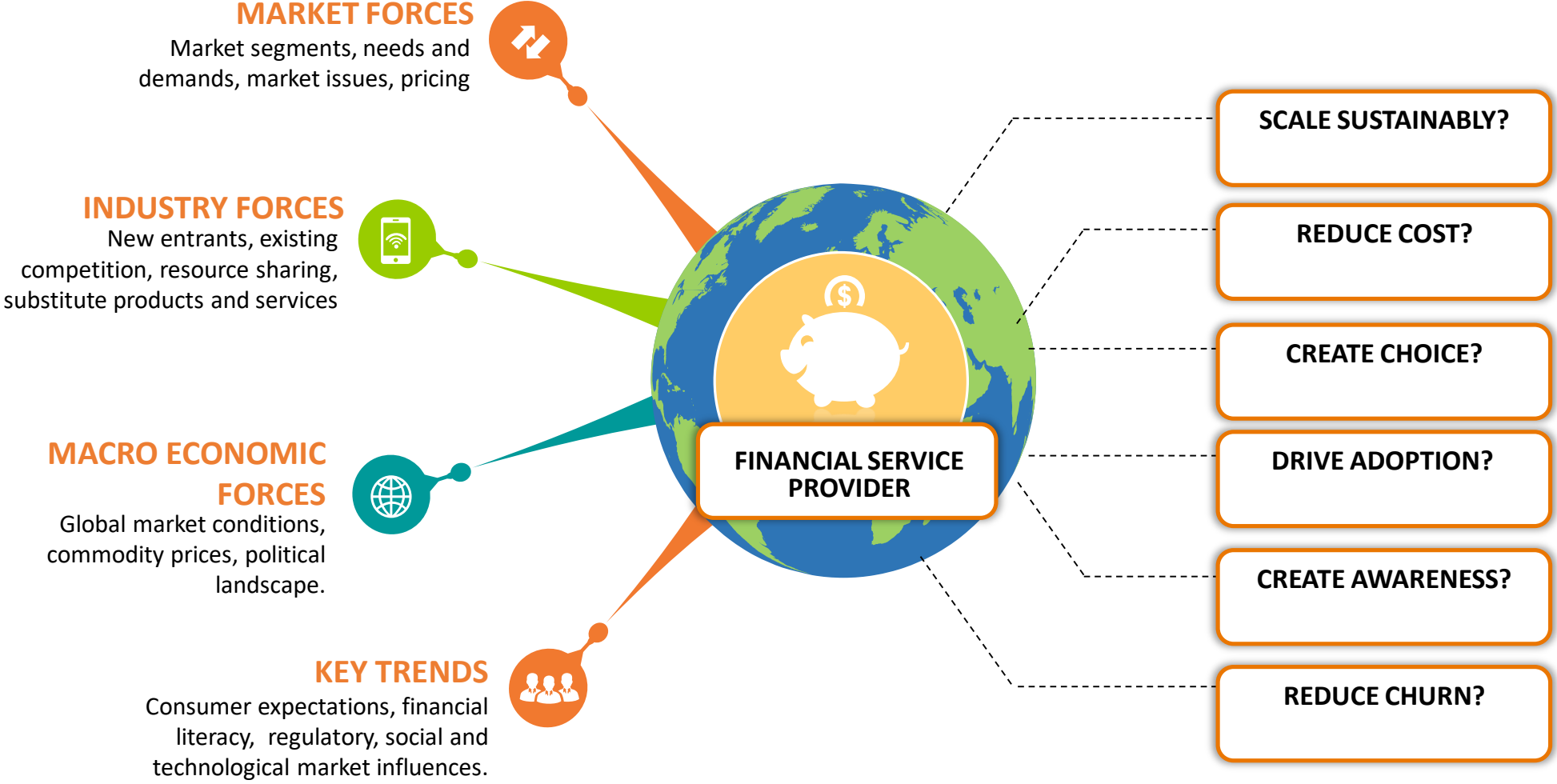
RED **ACCION**

Harnessing Digital Technology to serve the client efficiently and at scale

*September 6, 2017
Managua, Nicaragua*

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Vice President, Digital Solutions
Global Advisory Solutions, Accion*

The world around us is changing even faster



Disruption is easy to miss, or dismiss

"We've learned and struggled for a few years here figuring out how to make a decent phone ... PC guys are not going to just figure this out. They're not going to just walk in."

Palm CEO Ed Colligan in 2006, after news that Apple was developing a phone

"There's no chance that the iPhone is going to get any significant market share. No chance."

Microsoft CEO Steve Ballmer in 2007

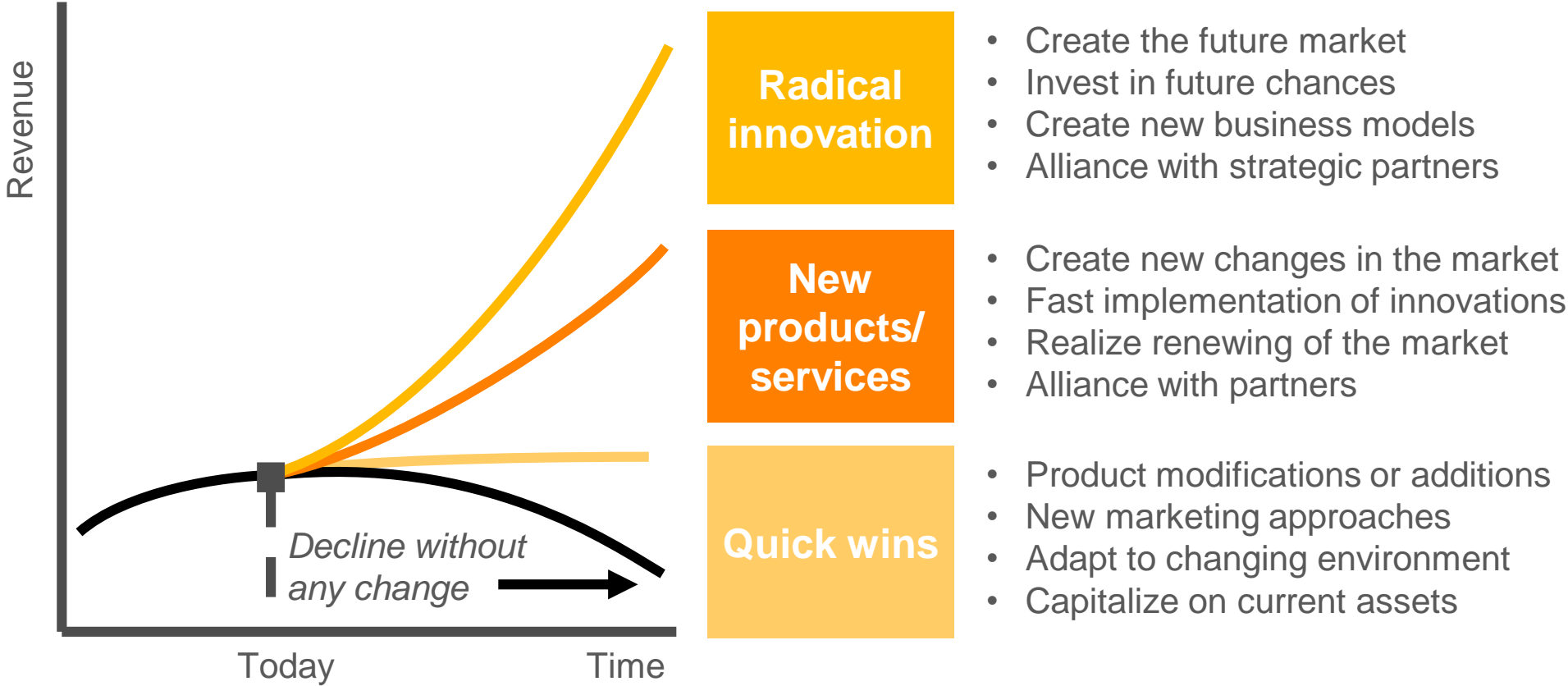
"Netflix are [not] even on the radar screen in terms of competition."

Blockbuster CEO Jim Keyes, 2008

"We have not seen a direct effect [from Airbnb] in any of our hotels ... We don't feel it's having any impact on our results or that it has hit our radar as of yet."

Richard Jones, SVP & COO of Hospitality Ventures Management Group, 2014

We would agree that standing still is not an option...



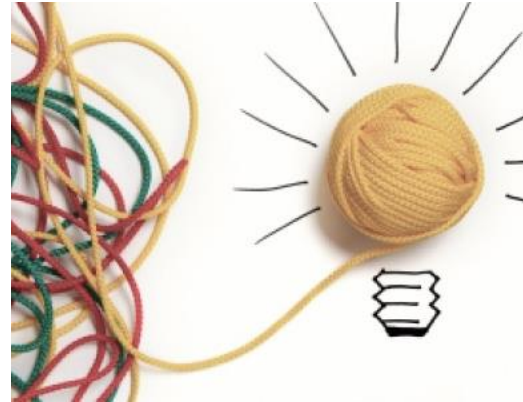
Source: Software Group

To Be Different: Think Different and Act Different...



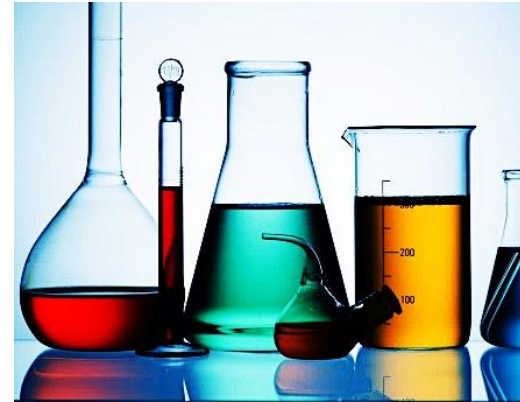
Focus on the **consumer** and their lives

Fall in love with the problem you want to solve for your consumer, not the solution



Find inspiration, get creative and think different

Challenge conventions and look for inspiration far away from your 'home' industry



Adopt a beta mindset to test & learn quickly

Recognize the assumptions around an idea, start small, fail fast, and scale only as uncertainty reduces

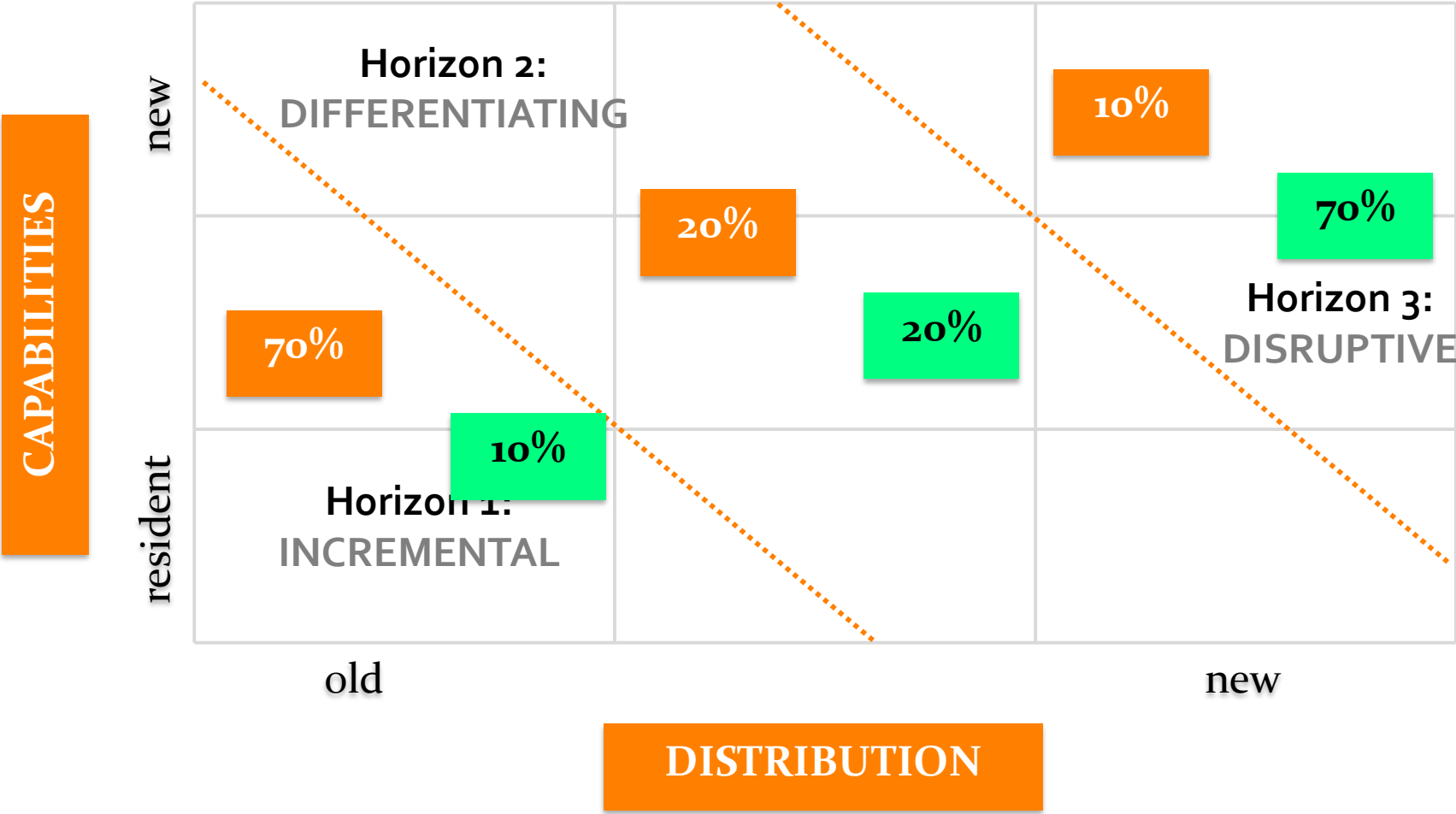


Behaviors matter as much as process

Process & tools are great, but how you & others behave is crucial for innovation

Source: Lumen Labs

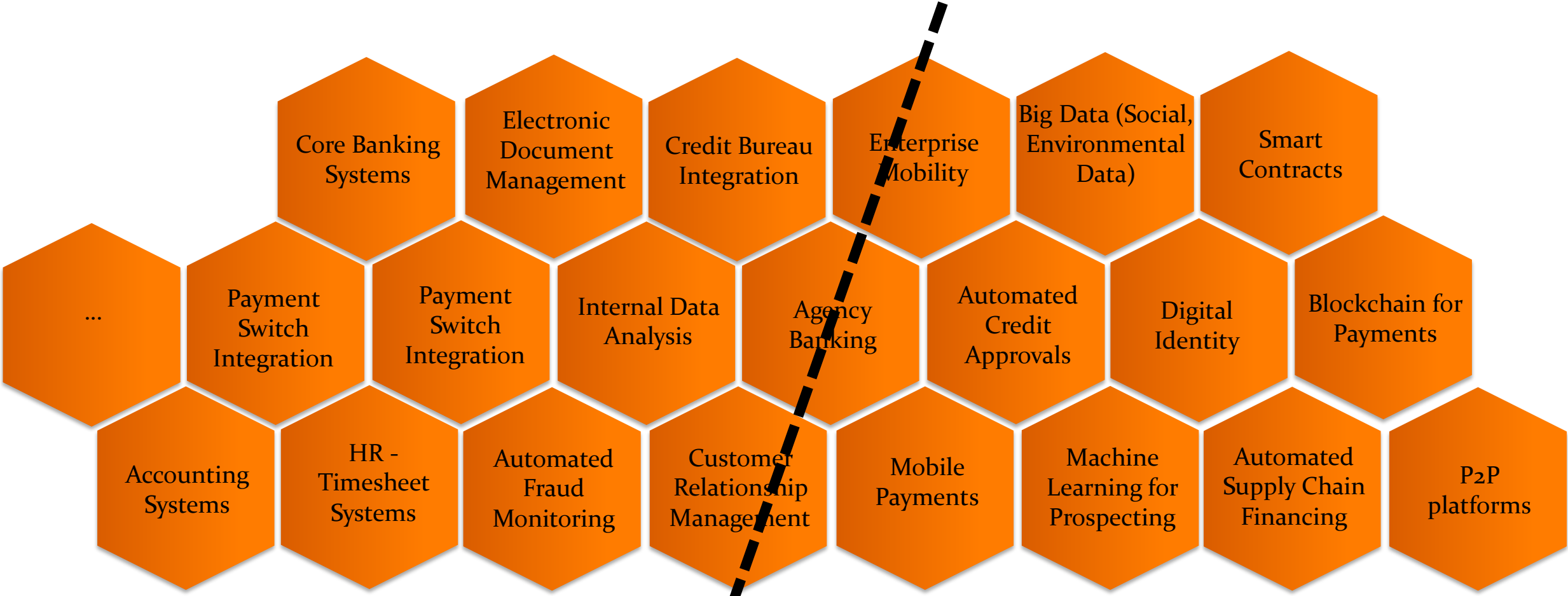
The 70/20/10 Rule of Innovation



Source: Lumen Labs

Digital Technology for Financial Services

Definitions: "Tech" vs "Fintech"

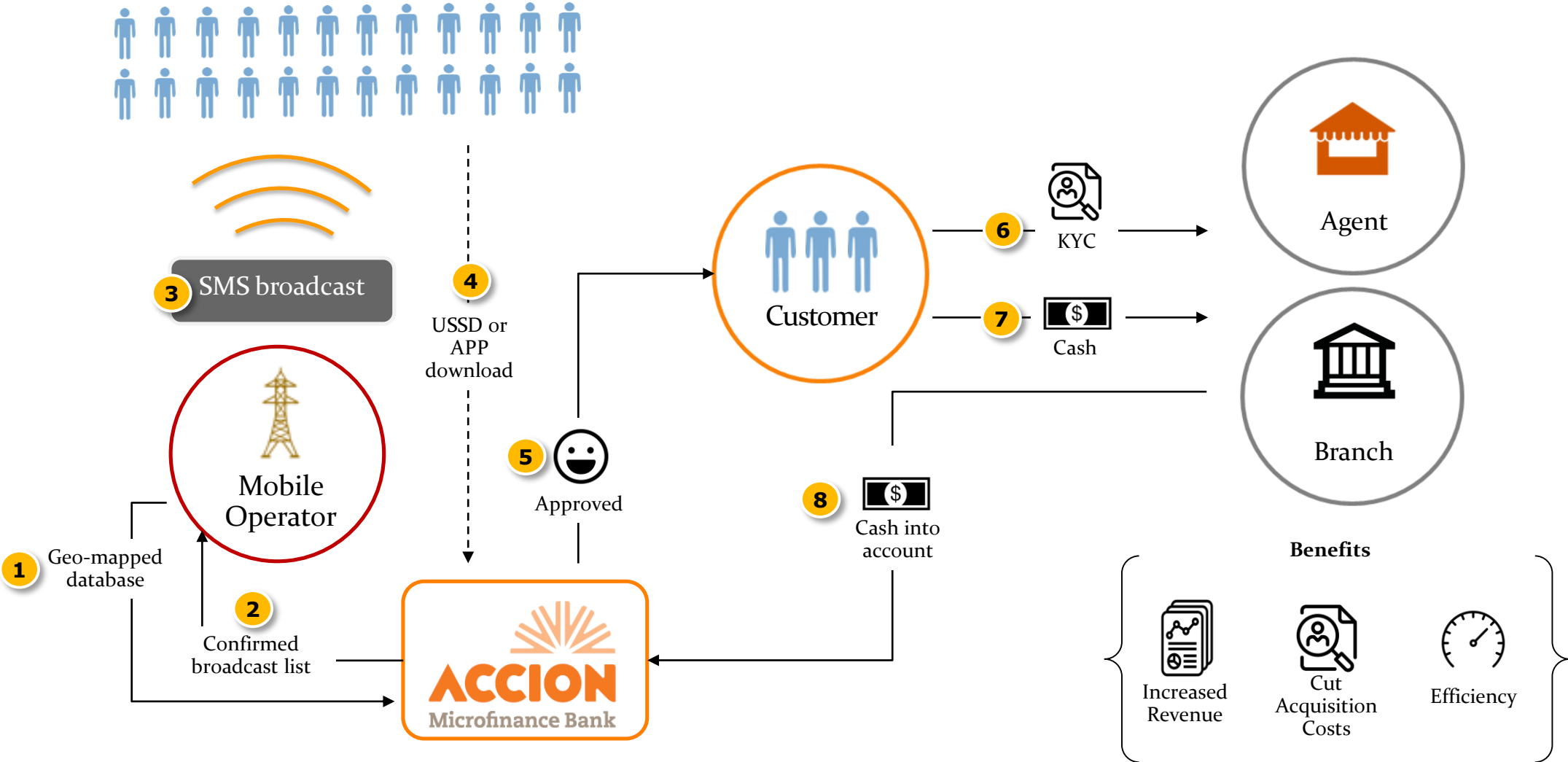


Tech.
 Process Automation: Making Existing Business Model More Efficient

Fintech.
 Beyond Process Automation: Perhaps Building New Business Models?

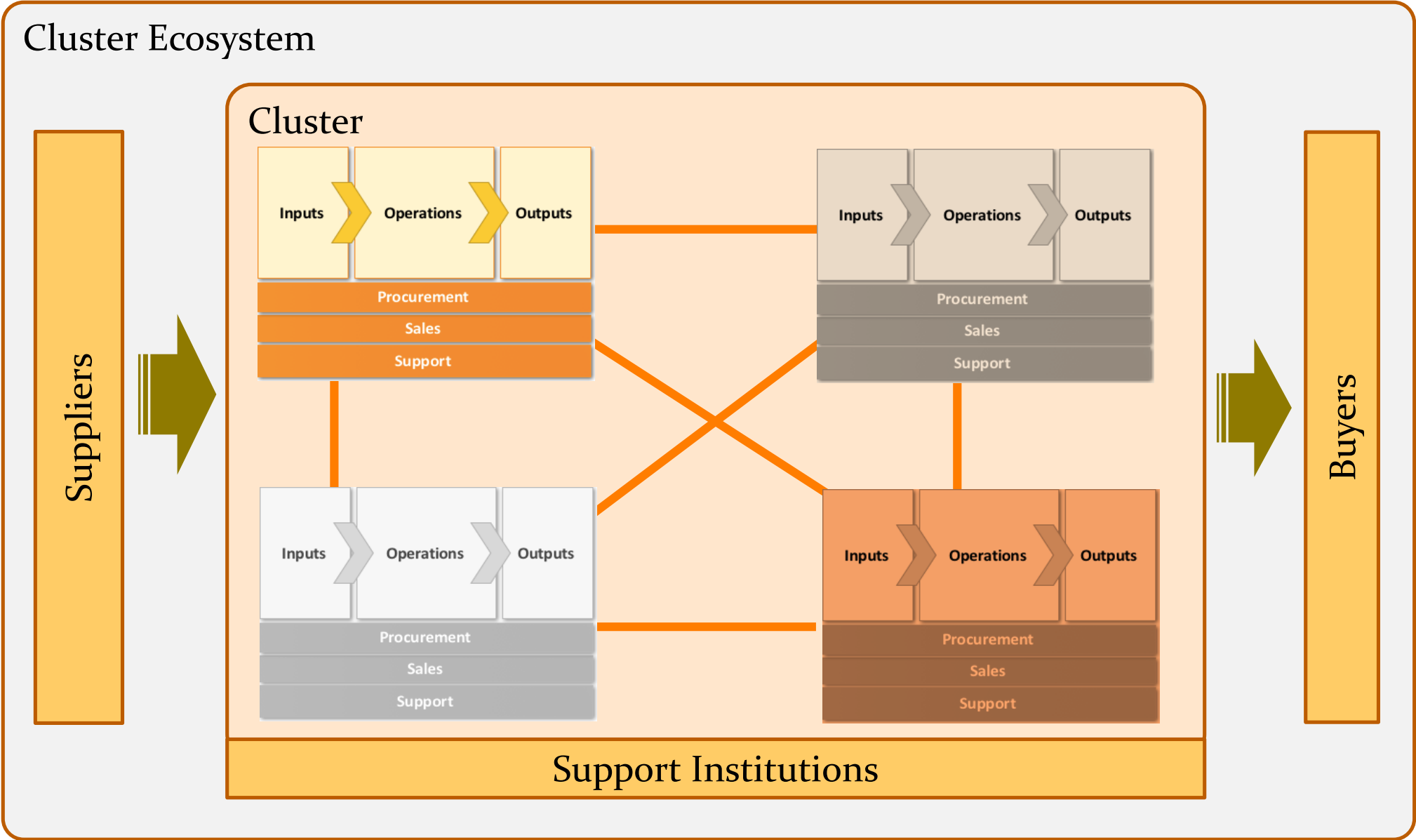
Example: Digital Lending in Nigeria

SaveBrighta: Conceptual solution architecture

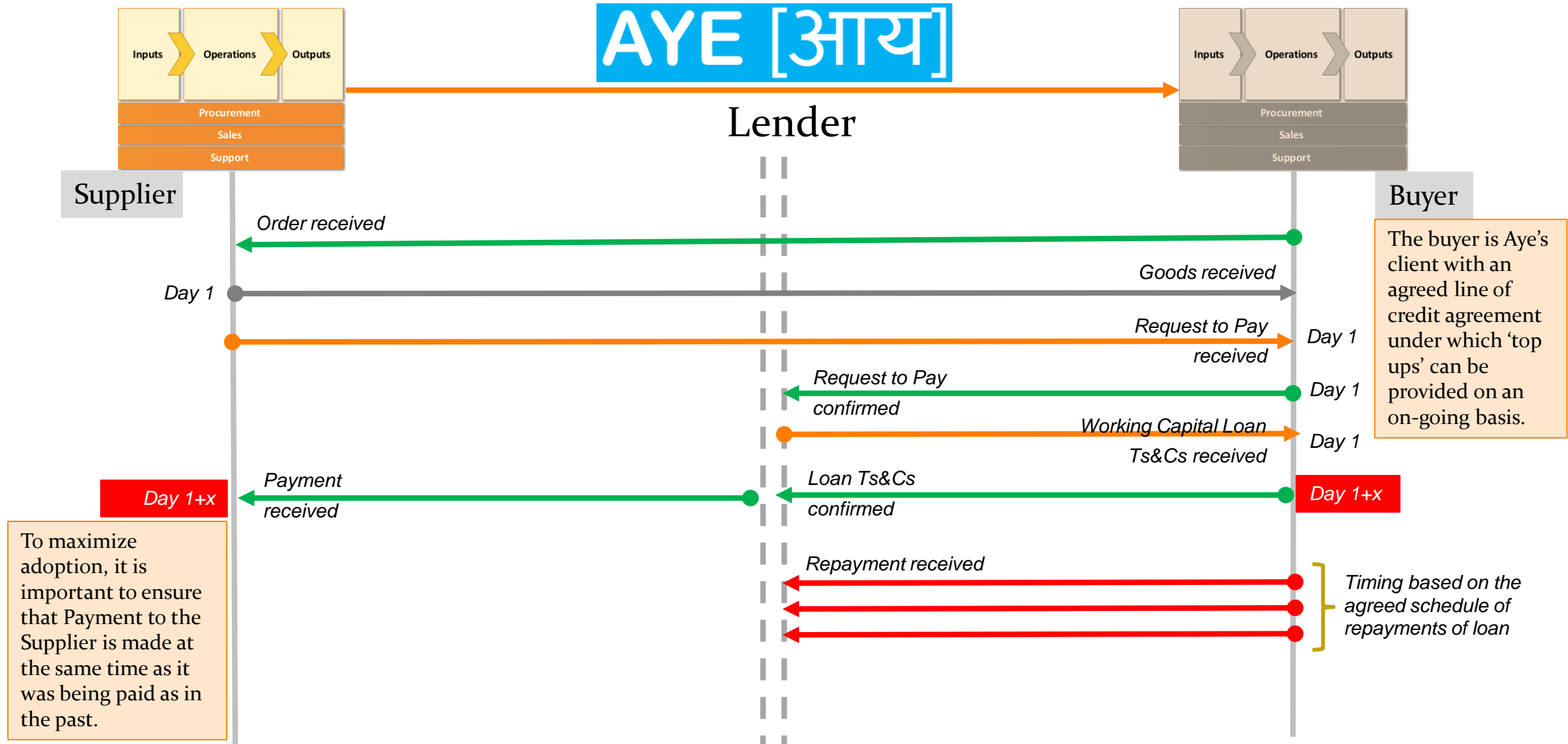


Example: Data Analytics in India

By Mapping Small Business Clusters into a Data Platform...



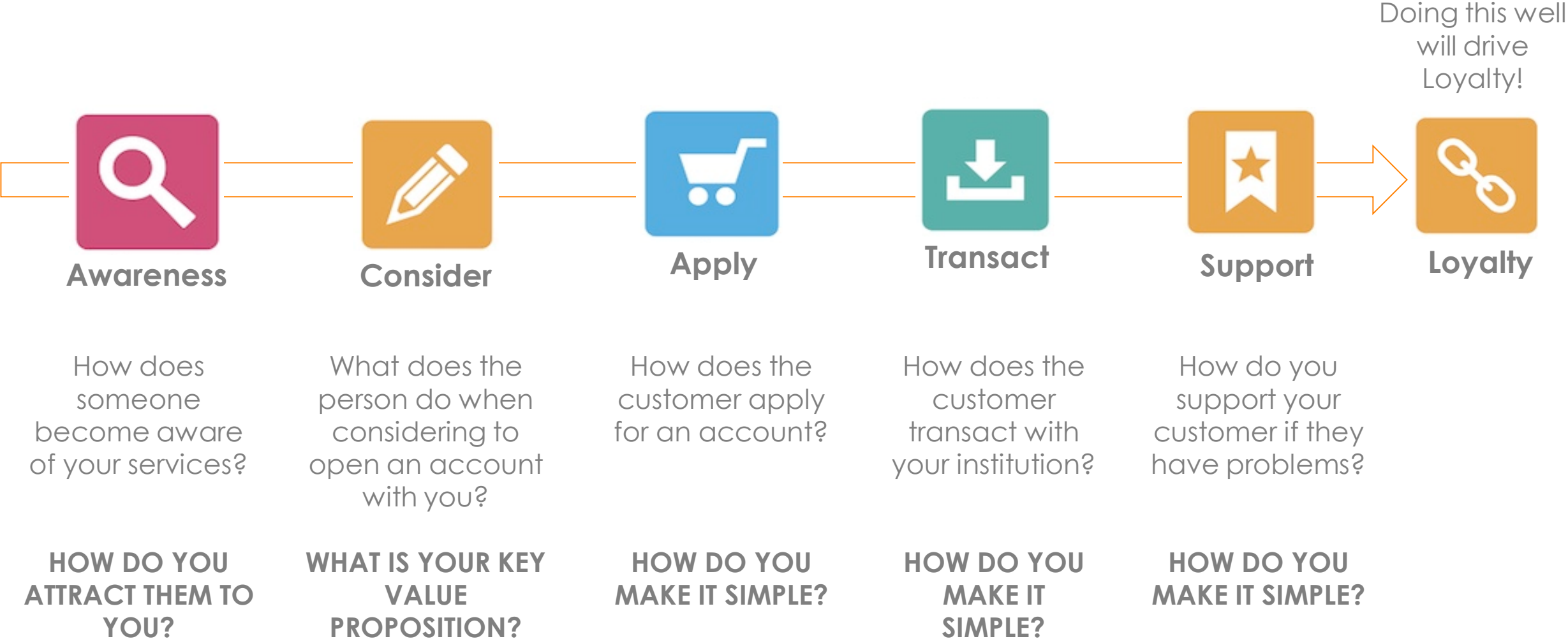
...we can build a Supply chain finance model



It is ALL about the customer



Always start with the Customer's Journey



The way Accion sees the world



GROWTH STRATEGY & PLANNING

Leveraging new ideas, technologies and partnerships to support sustainable growth



CUSTOMER STRATEGY & PRODUCT DEVELOPMENT

Designing customer centric products and services to create value for customers and build long-term engagement



DIGITAL CHANNELS

Using mobile and agent networks to increase convenience for new and existing customers



BUSINESS PROCESSES & OPERATIONAL EFFICIENCY

Streamlining operations to reduce the cost of serving customers



RISK & CREDIT ANALYTICS

Manage risk and leveraging data efficiently to increase profitability

Conclusion: Think Different, Be Different

- 1. Innovate:** Be bold and experiment with new ideas and partnerships to make your customer's life easier and simpler.
- 2. Grow:** New products and services will help drive growth of the business.
- 3. Change:** It is all about change management; bring customers and staff along the journey.

Finally: Go Digital, Remain Human!

Thank you!

