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## Company Background

Investree is a peer-to-peer marketplace that matches small and medium enterprises in Southeast Asia with lenders

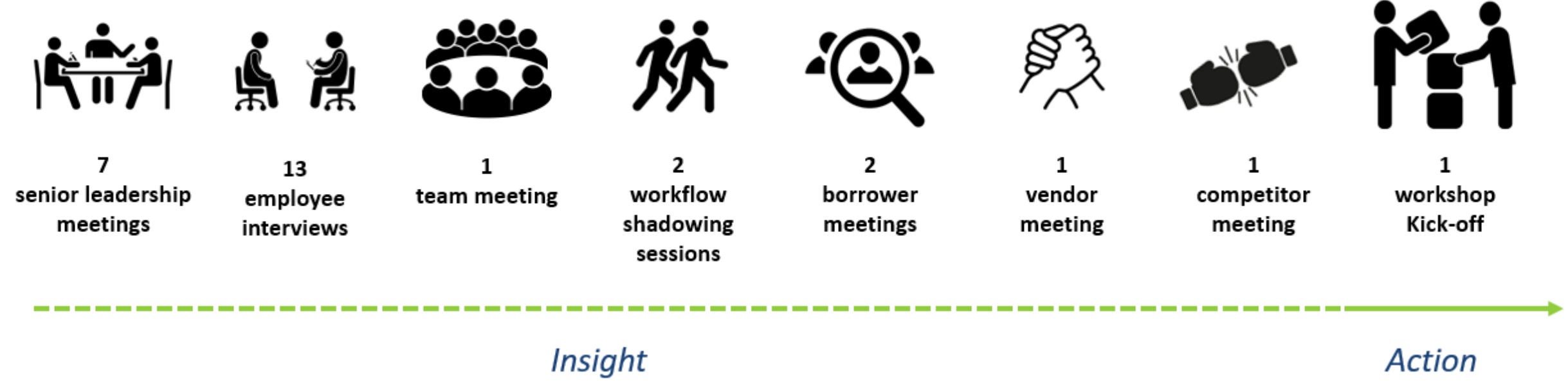
## Project

Our project focused on identifying and solving barriers to scalability in Invoice Financing, a loan product that makes up over 90% of Investree's revenue

### Week 1: Getting to know Investree

Our goal was to gather information on Investree's processes, culture, and product through:

- Employee interviews
- Senior leadership meetings
- Customer and competitor interviews
- Shadowing



### Key Strengths

High team engagement and quality

Example: Interviewees open with feedback and excited to make a difference

Strong track record

Example 1: Continued year-on-year growth with revenues on the invoice financing product of 1.7B in 2016, 10.9B in 2017, 18.5B in 2018 (All IDR)

Example 2: Enthusiasm and gratitude expressed by customers

Problem-solving nature

Example: Identified need to communicate across teams and implemented Tribes

### Key Opportunities

Identify a beach-head customer

Example: There is no focus or strategy of who the customer is beyond "SME," which makes it more difficult for MarCom and Sales to target sales and advertising

Increase the "tech" mindset and combine it to the banking mindset

Example: Sales have an RM approach to selling, there is an opportunity in digital sales with the right customer focus

Agree a company-wide focus

Example: There are differing opinions about the company vision, which prevents teams from working towards common goals

### Week 2: Uncovering challenges for invoice financing in an Investee x MIT Workshop

#### 1. Identification

Collaborative exercise in which all participants walk through end-to-end process map for invoice finance product workflow to highlight issues and opportunities

#### 2. Prioritization

Participants will be asked to rate the list of challenges identified in the process mapping exercise based on revenue uplift potential, feasibility to solve, and workflow impact

Group will then come together to collectively agree on prioritization of issues, selecting 3-5 as the first initiatives following the workshop

- 9 challenges with high revenue potential
- 26 challenges with potential to improve workflows
- 19 challenges considered highly feasible

69  
Issues uncovered

4  
Initiatives kicked-off

13

Investree employees across sales, risk, marcomm, tech, ops, and product

#### 3. Activation

Working groups are formed to address the 3-5 key challenges chosen in the prioritization exercise

Teams will discuss and prepare to share back to wider group:

- Teams/ stakeholders to be involved in initiative
- Regular weekly meeting time (starting w/c 1/21)
- Initial timeframe/ timeline for initiative
- Immediate next steps

The MIT team led a 1.5 day workshop bringing together top working-level employees from all areas of the organization with the goals of:

- Surfacing process and product related challenges related to invoice financing
- Prioritizing which challenges should be addressed first
- Creating working groups to drive initiatives
- Promoting cross-team collaboration

### Week 3: Creating sustainability for our initiatives

- Pin-pointed on the ground initiative leads, providing ownership to their success/failure
- Created accountability for initiative by tying success to leadership's performance metrics
- Set-up weekly meetings for initiative teams to discuss progress
- Assigned a project manager to all of the initiatives to track progress

Initiative	Objective	Rationale	KPIs
<b>Apply Now!</b>	Develop a customer centric approach to the borrower registration process through	Onboarding processes are highly manual and do not have capacity to scale	<ul style="list-style-type: none"> <li>• Increased conversion rate</li> <li>• Decreased ineligible borrowers</li> <li>• Improved CSAT</li> </ul>
<b>Borrower Conversion Tracking</b>	Capture data around borrower acquisition process to understand drivers of dropouts	Lack of available data makes it difficult to prioritize areas for improvement	<ul style="list-style-type: none"> <li>• Report automated before end of February</li> <li>• 1 strategy change as result of report</li> </ul>
<b>Who is Investree's Borrower?</b>	Conduct primary research to identify core customer and develop understanding of needs	Defining customer persona will enhance borrower acquisition through improved targeting	<ul style="list-style-type: none"> <li>• Improved borrower acquisitions</li> <li>• Increase conversion rate</li> <li>• Reduced bounce rate</li> </ul>
<b>Credit Risk Analytics</b>	Utilize portfolio data and alternative sources to refine risk policies and credit scoring model	Investree's risk framework can be refined to optimize for loan profitability	<ul style="list-style-type: none"> <li>• Decreased default rate</li> <li>• Increase loan approval rate</li> <li>• Reduced SLA</li> </ul>