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: Continued year-on-year growth with revenues on the invoice financing product of 1.78 in 2016, 10.98 in 2017, 16.59 in 2018 (AU DN)
- 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 Mac/Com 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: The 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

- 69 issues uncovered
- 13 Investree employees across sales, risk, marcomm, tech, ops, and product

3. Activation

Working groups are formed to address the 5-6 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/ 1/21)
- Initial timeframe/ timeline for initiative
- Immediate next steps

- 4 initiatives kicked-off
- 4 initiatives targeted for the first phase
- 4 initiatives for the second phase

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
---|---|---|---
Apply Now! | Develop a customer-centric approach to the borrower registration process through onboardings | Outroading processes are highly manual and do not have capacity to scale | Increased conversion rate
Borrower Conversion Tracking | Capture data around borrower acquisition process to understand drivers of dropouts | Lack of available data makes it difficult to prioritize areas for improvement | Decreased multiple borrowers
Who is Investee’s Borrower? | Conduct primary research to identify core customer and develop understanding of needs | Defining customer personas will enhance borrower acquisition through improved targeting | Improved borrower acquisitions
Credit Risk Analytics | 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 | Decreased default rate