

SMBanking/**FORWARD**

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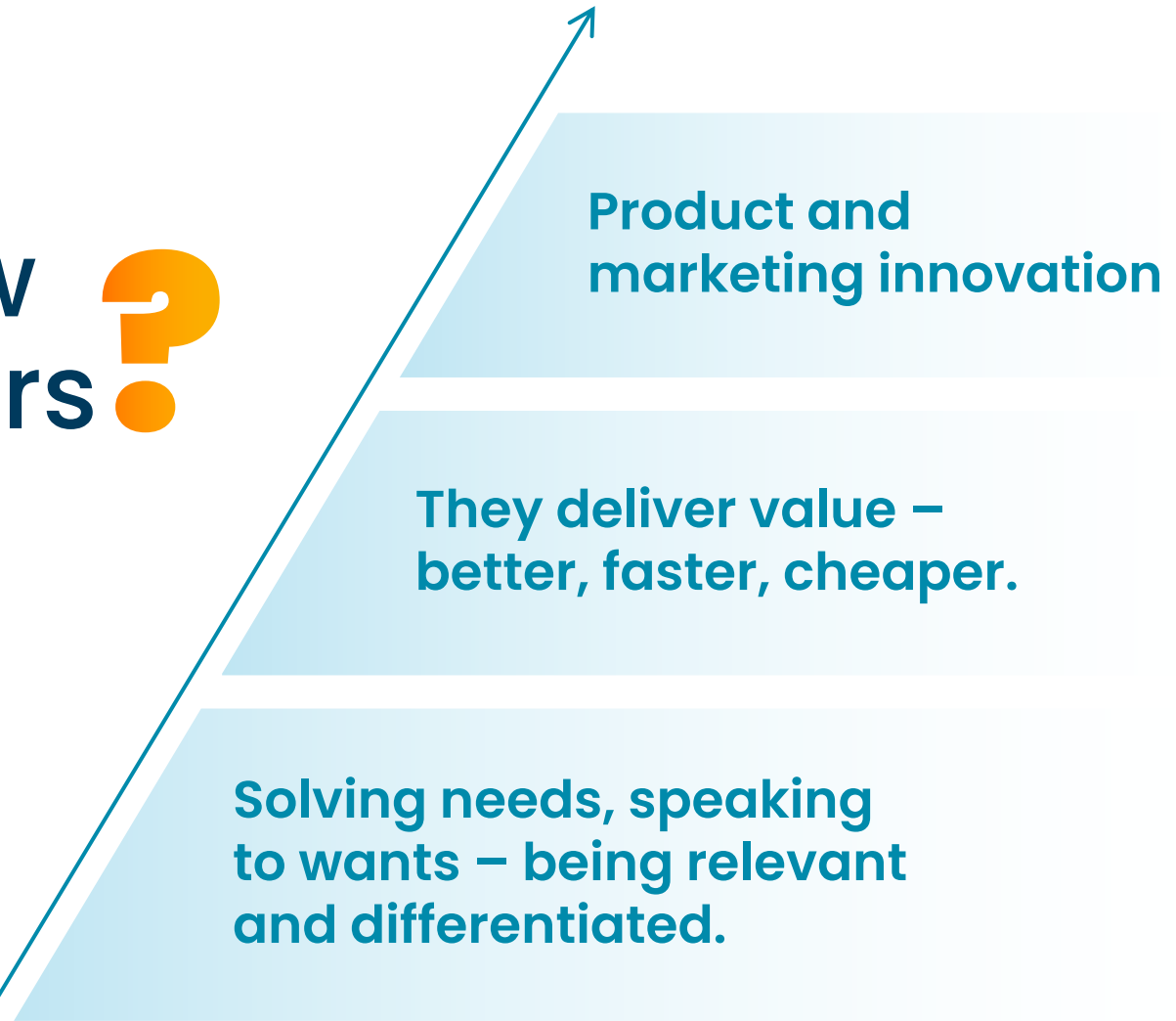
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Chief Commercial
Officer
11:FS



#SMBForward

Why do some businesses grow faster than others?



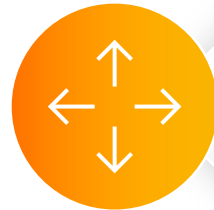
These are challenger businesses driven by challenger brands.



Challenger brands grow in the gap between yesterday's marketing and today's marketing.



They are fully fit for purpose for the world of today. They steal mindshare and marketshare from the brands that are stuck in the past.



The challenger gap grows in times of change.



We are living through a time of tremendous change.

Here's the challenge for incumbents and the opportunity for challengers

1

Abundance of Choice

Customers have more solutions to choose from than ever before

2

Excess of Noise

The channels to reach them are busier and louder than ever

3

Shift of Attention

Attention has fragmented and is constantly shifting

4

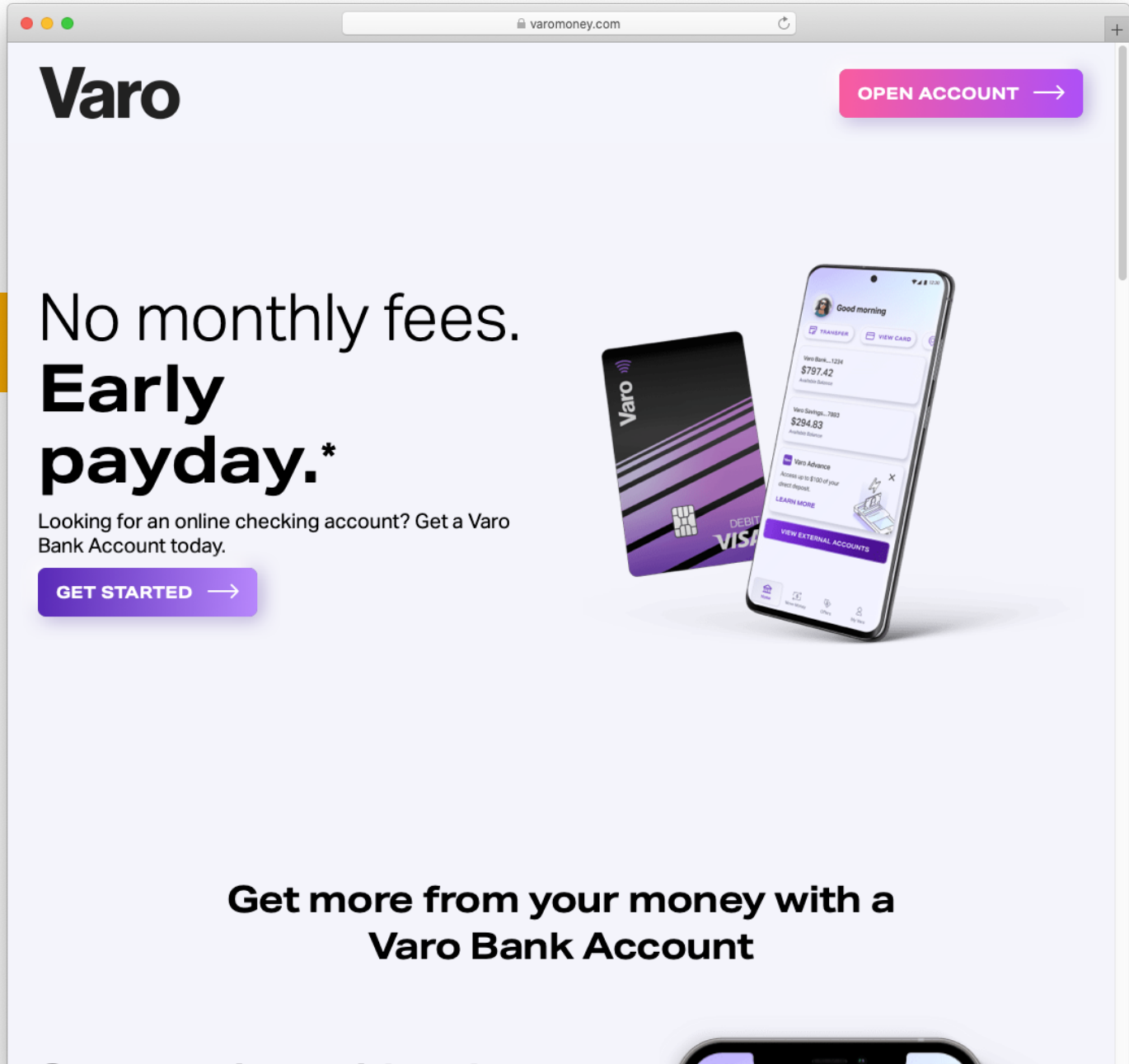
Pace of Change

It's all changing so quickly!

Here's what to do about it

(if you are or want
to be a challenger)

Lead with Purpose

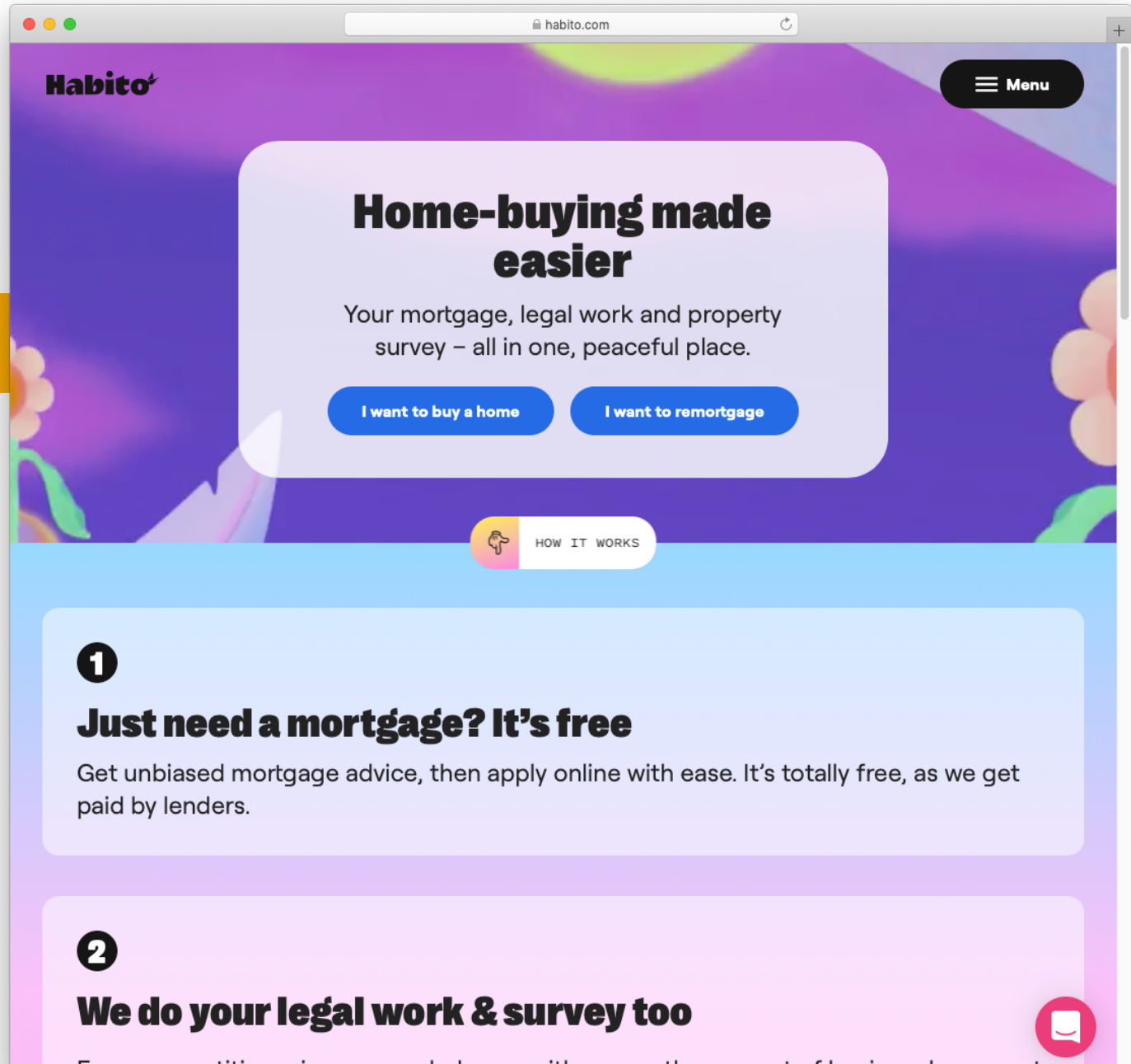


The screenshot shows the Varo website interface. At the top left is the Varo logo. At the top right is a pink button labeled 'OPEN ACCOUNT →'. The main headline reads 'No monthly fees. Early payday.*'. Below this is a sub-headline: 'Looking for an online checking account? Get a Varo Bank Account today.' and a purple button labeled 'GET STARTED →'. To the right of the text is an image of a Varo Visa debit card and a smartphone displaying the Varo mobile app interface. The app screen shows a 'Good morning' greeting, a 'TRANSFER' button, a 'VIEW CARD' button, and account balances: 'Varo Bank...1234 \$797.42 Available Balance' and 'Varo Savings...7893 \$294.83 Available Balance'. It also features a 'Varo Advance' section with the text 'Access up to \$100 of your direct deposit.' and a 'LEARN MORE' link. At the bottom of the app screen is a 'VIEW EXTERNAL ACCOUNTS' button. At the bottom of the website screenshot, the text 'Get more from your money with a Varo Bank Account' is displayed.

Here's what to do about it

(if you are or want to be a challenger)

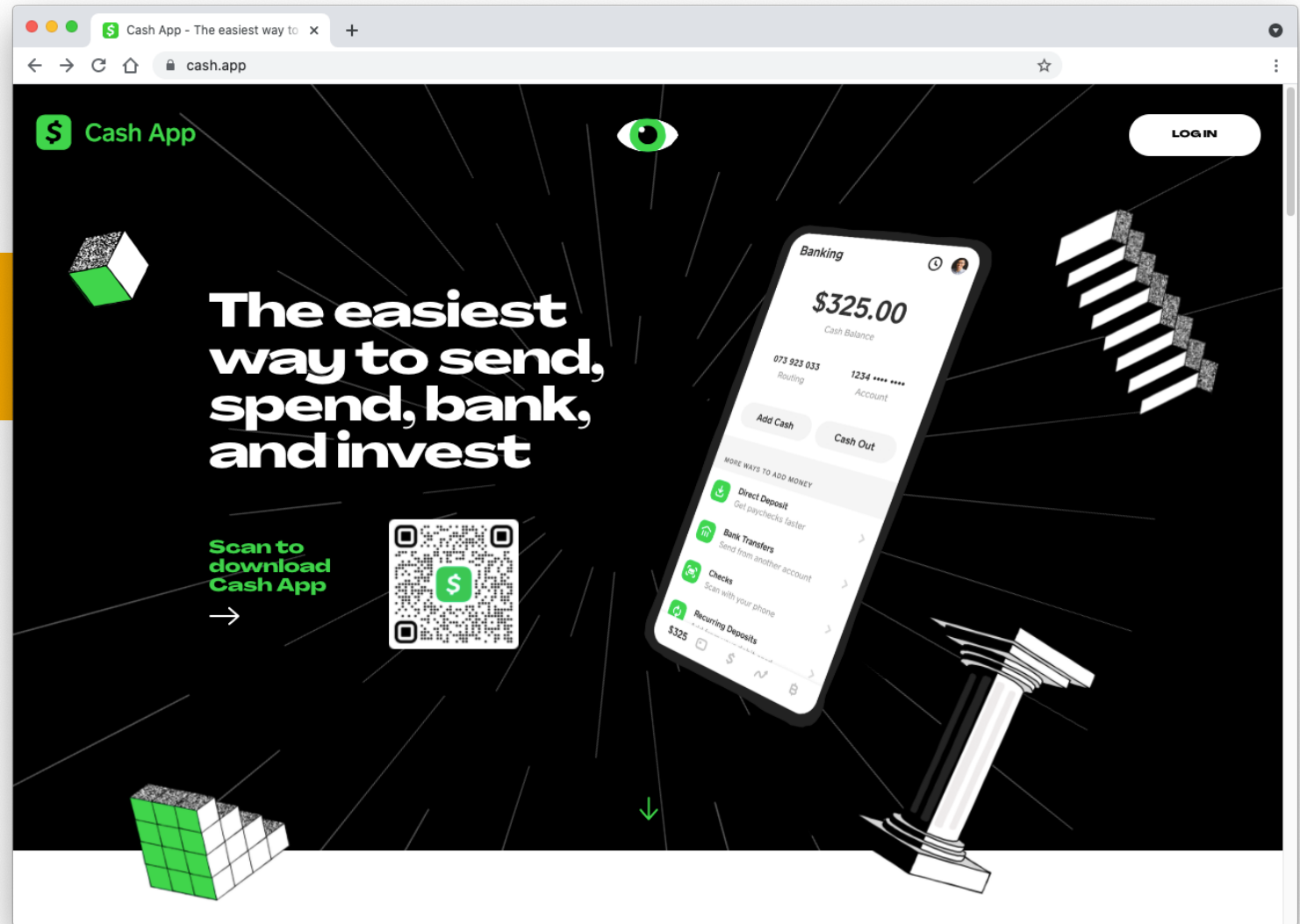
Add Value



Here's what to do about it

(if you are or want
to be a challenger)

**Find Underpriced
Attention**



Here's what to do about it

(if you are or want to be a challenger)

**Move Fast,
Test Things**

The image shows a screenshot of the Monzo website on a desktop browser and the Monzo mobile app on a smartphone. The website has a dark blue header with the Monzo logo and a 'Menu' button. A blue banner below the header reads 'Be the first to use Monzo Flex. [Get early access.](#)'. The main content area features the headline 'Banking made easy' and the text 'Spend, save and manage your money, all in one place. Open a full UK bank account from your phone, for free.' Below this is a blue button that says 'Get a Monzo Bank account' and an FSCS 'Protected' logo. To the right, a smartphone displays the Monzo app interface, showing a 'Current Account' with a balance of £2,410.60 and a progress bar for '£650 left for 10 days'. The app screen shows a list of transactions for 'TODAY' and 'MONDAY, 17 FEBRUARY', including payments to Florist Gump Ltd, Thames Water, Kavi Dhokia, Yard Sale Pizza, Spotify, Holiday Fun, and Amazon. To the right of the phone are three Monzo cards: a blue one, a white one, and a red one with a Mastercard logo.

monzo.com

monzo

Menu

Be the first to use Monzo Flex. [Get early access.](#)

Banking made easy

Spend, save and manage your money, all in one place. Open a full UK bank account from your phone, for free.

[Get a Monzo Bank account](#)

fscs
Protected

Current Account

£2,410.60

£650 left for 10 days

monzo

TODAY £29.40

- Florist Gump Ltd +1,427.99
- Thames Water Direct Debit 29.40
- Kavi Dhokia Thanks for dinner! +18.00

MONDAY, 17 FEBRUARY £113.44

- Yard Sale Pizza 28.45
- Spotify 9.99
- Holiday Fun Added to Pot 50.00
- Amazon 25.00

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Being a challenger
isn't about being
small and young.

**It's about the
mindset and model
you apply to growth.**

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