

SMBanking/**FORWARD**

REDEFINE

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#SMBForward



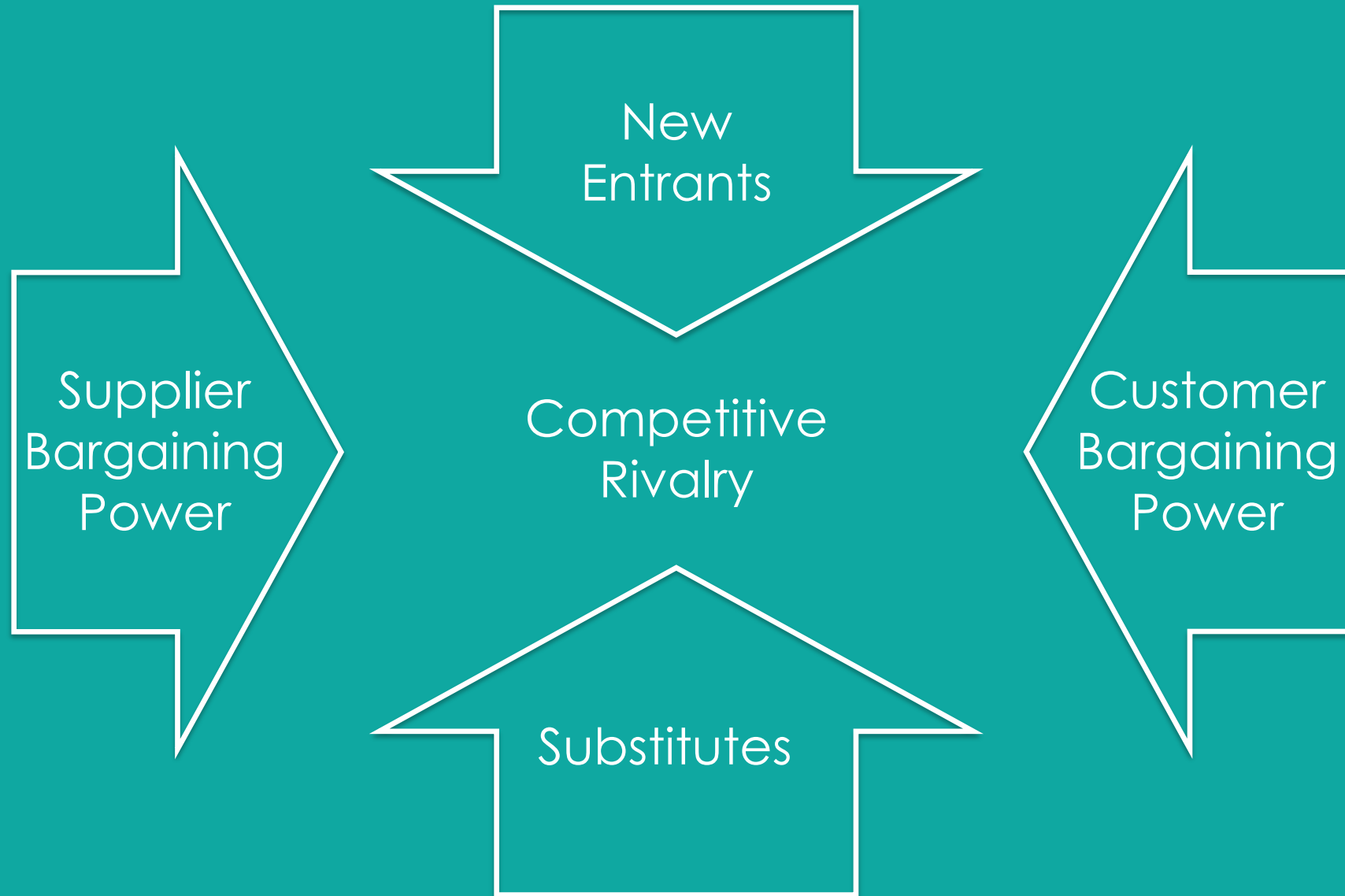
The world
changed...
...have you?



Competitive Rivalry

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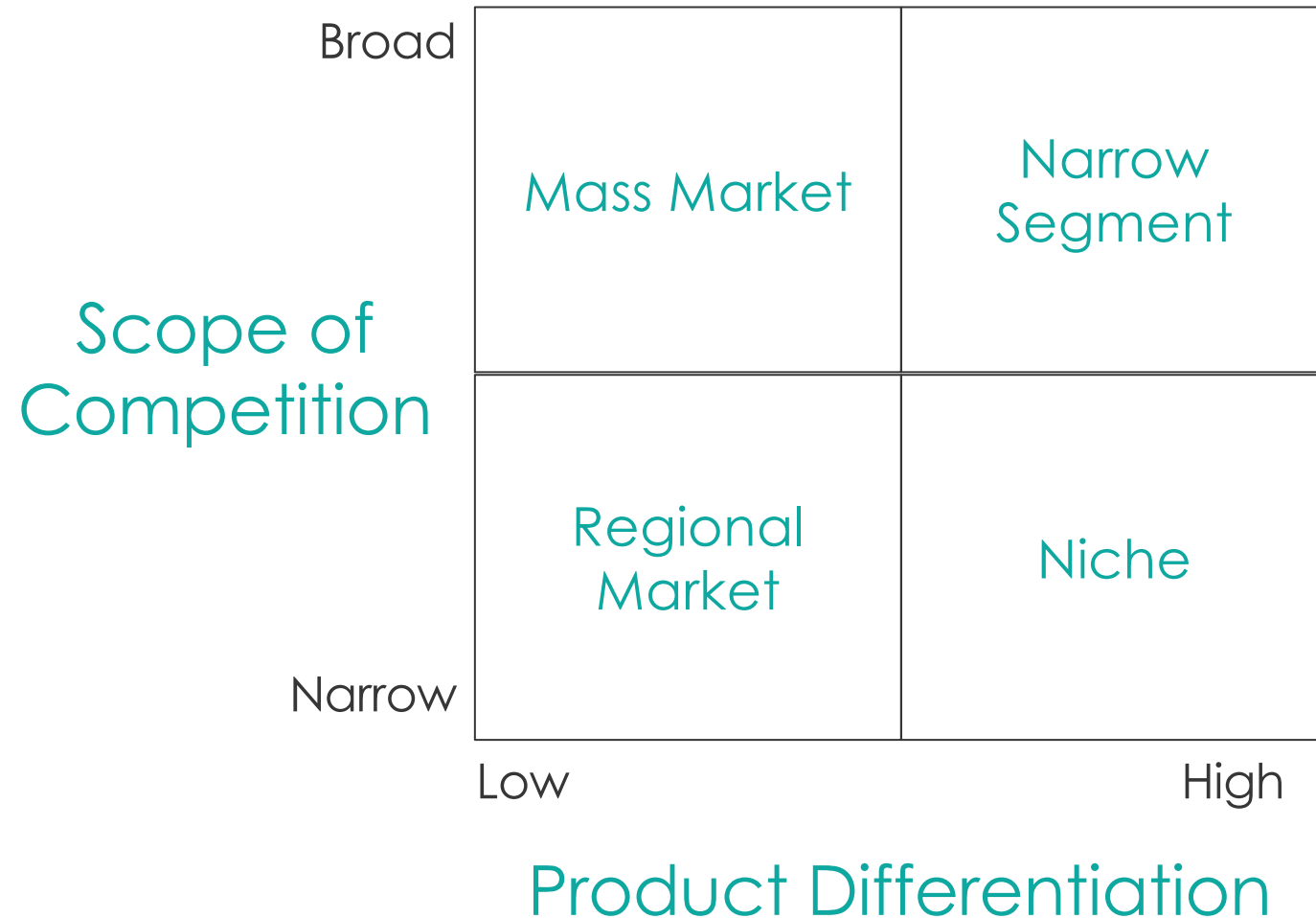
What is Strategy?



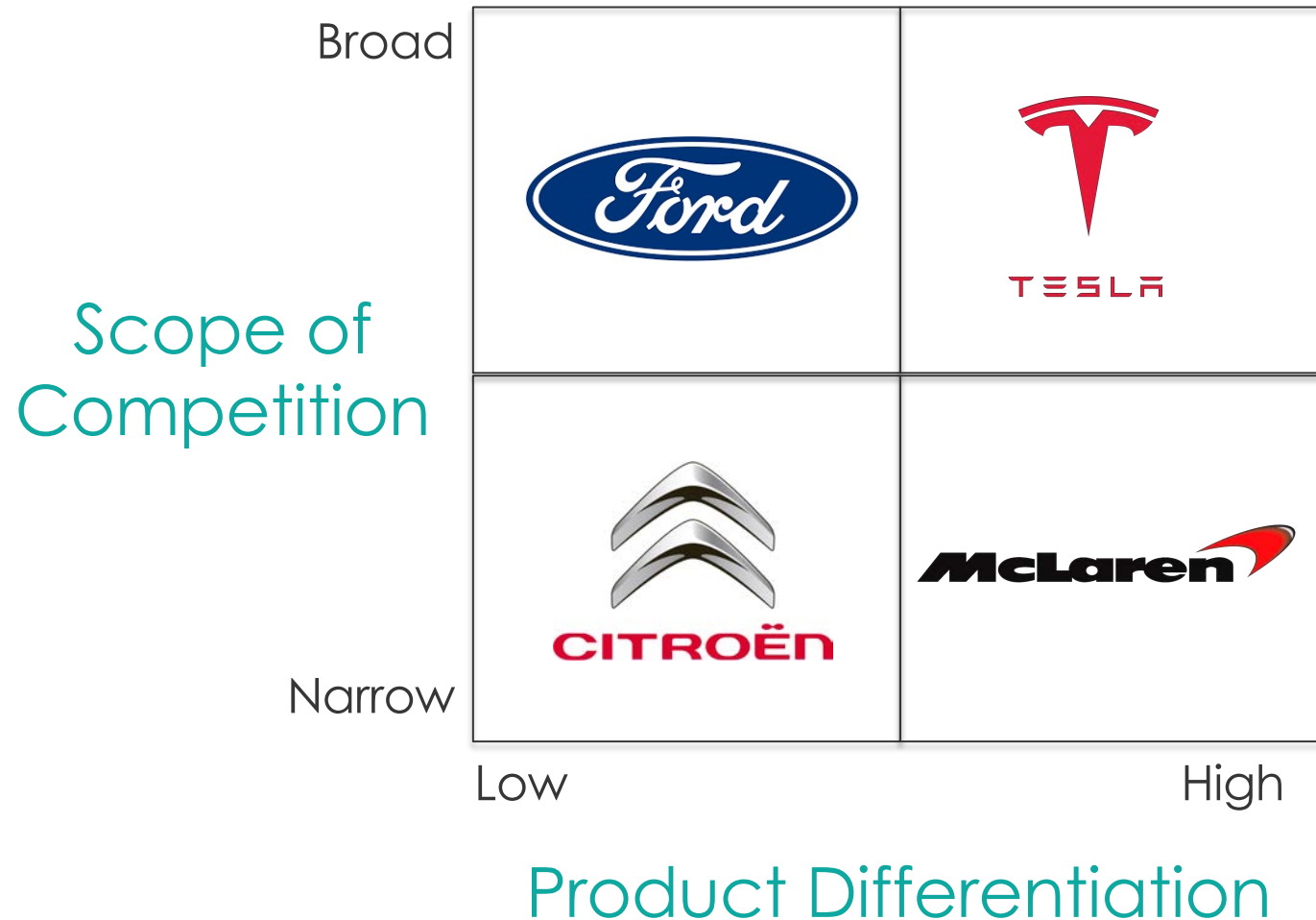


1. Create a unique and valuable position
2. Choose what to do & what not to do
3. Align activities to support the chosen strategy

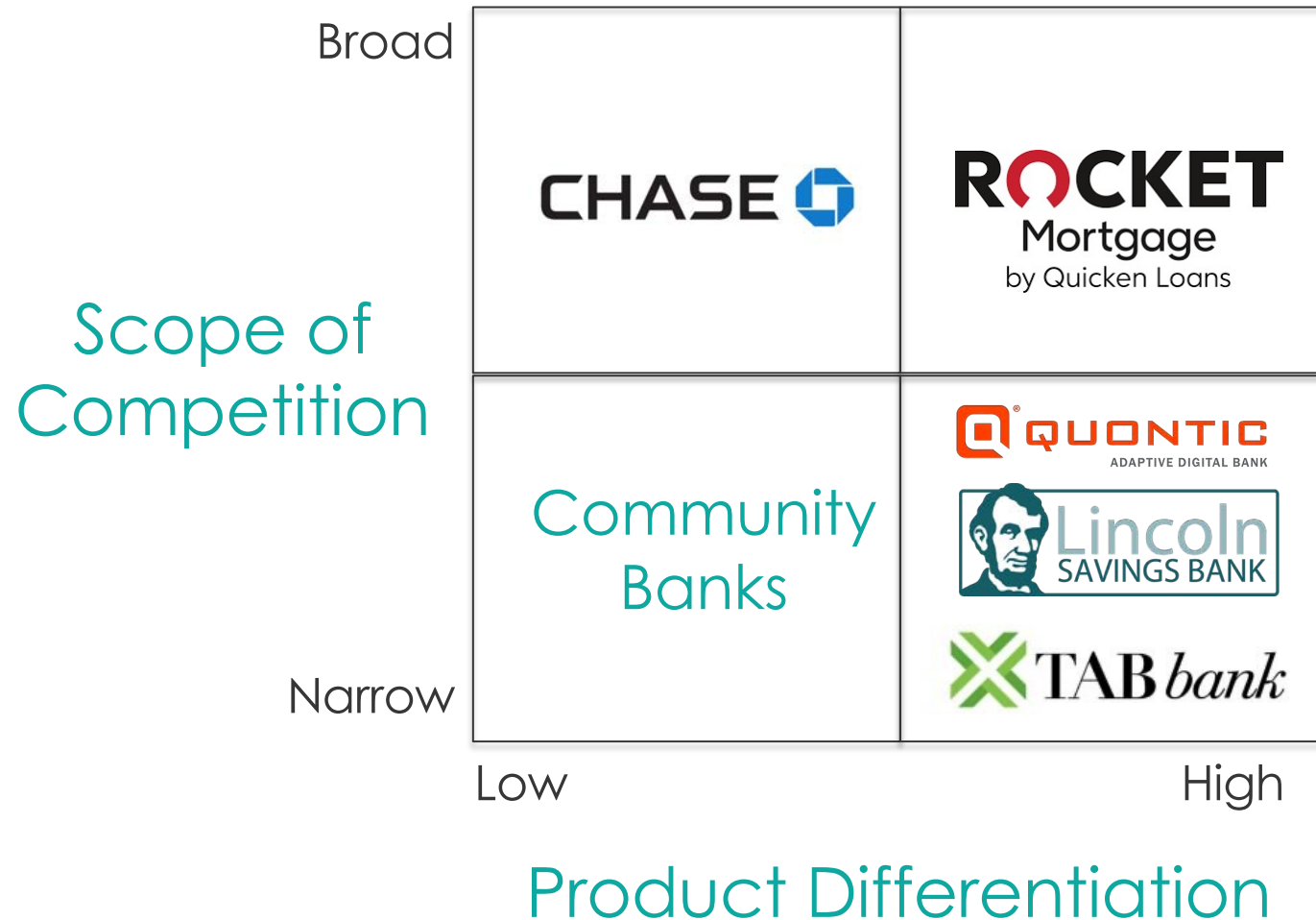
Generic Strategy




Generic Strategy



Generic Strategy - Banks





A map of the United States is shown in the background, slightly blurred. Several red pushpins are placed on the map, including one in the upper left (North Dakota area), one in the center (around the Great Lakes), one in the lower left (around the Gulf of Mexico), and one in the lower right (around the Florida peninsula). A teal banner with white text is overlaid across the center of the map.

Geography is no longer a strategy

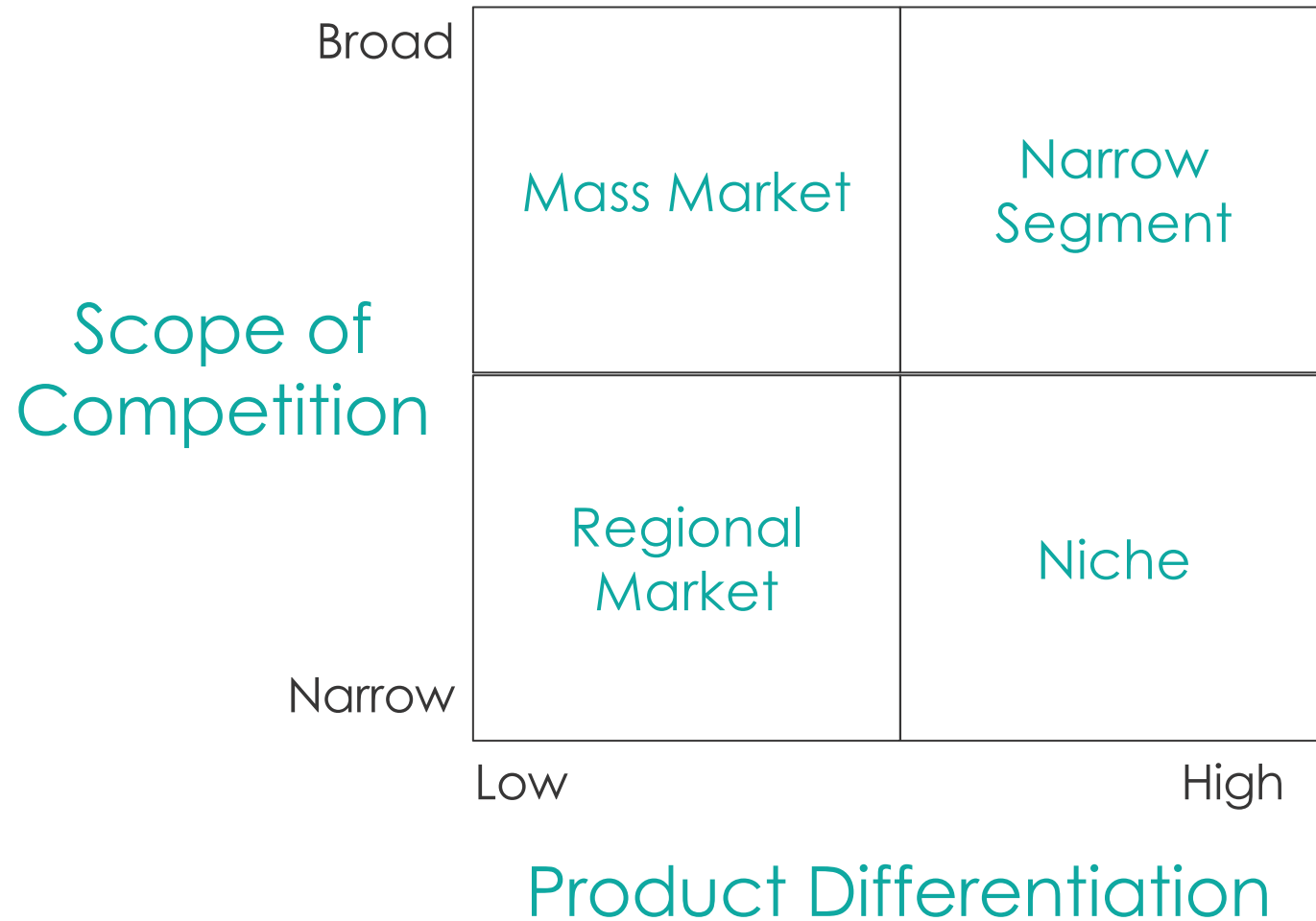
Digital Lipstick on an Analog Pig

Experience Level

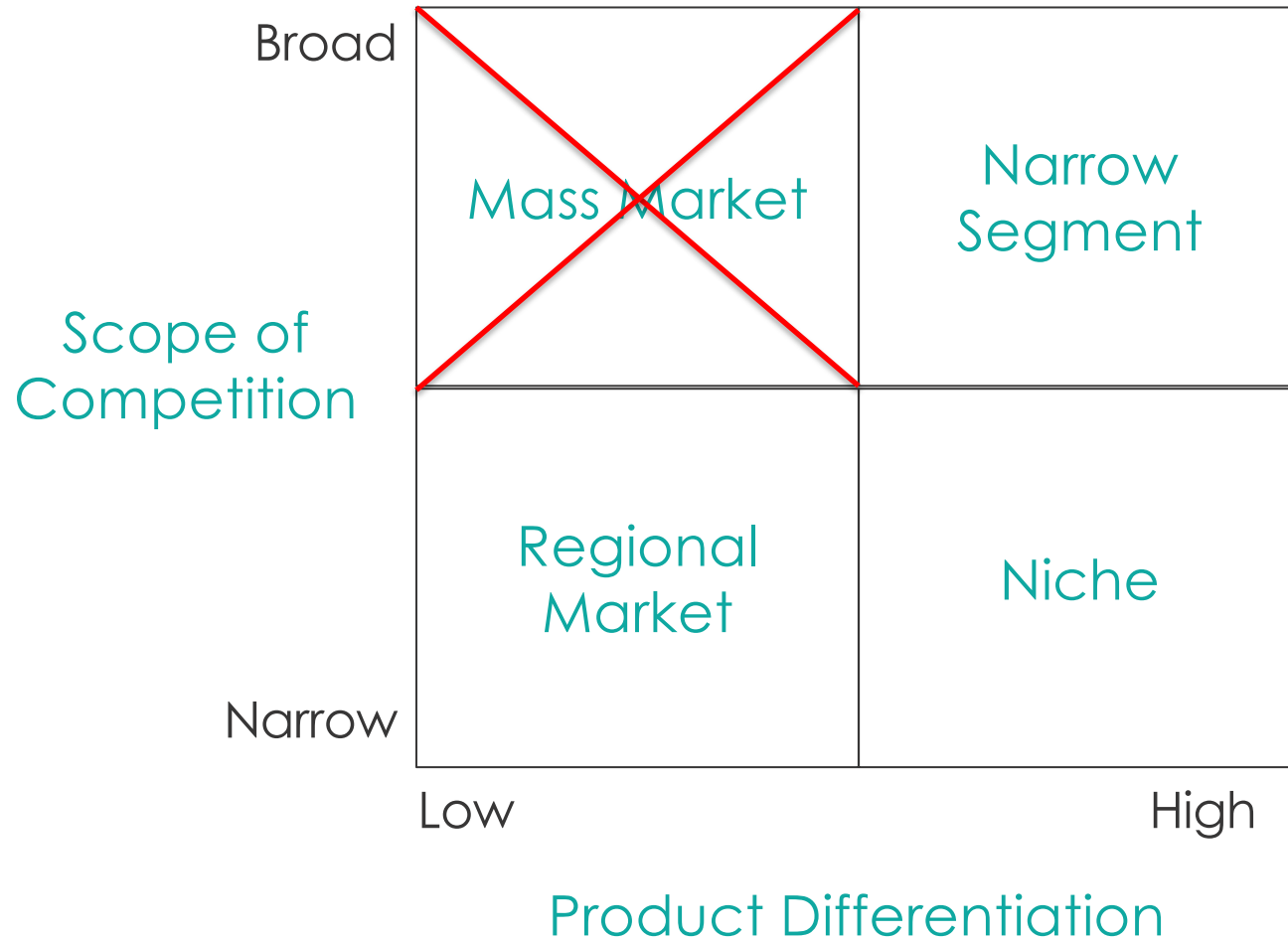
Tactical Level

Strategic Level

YOUR Generic Strategy

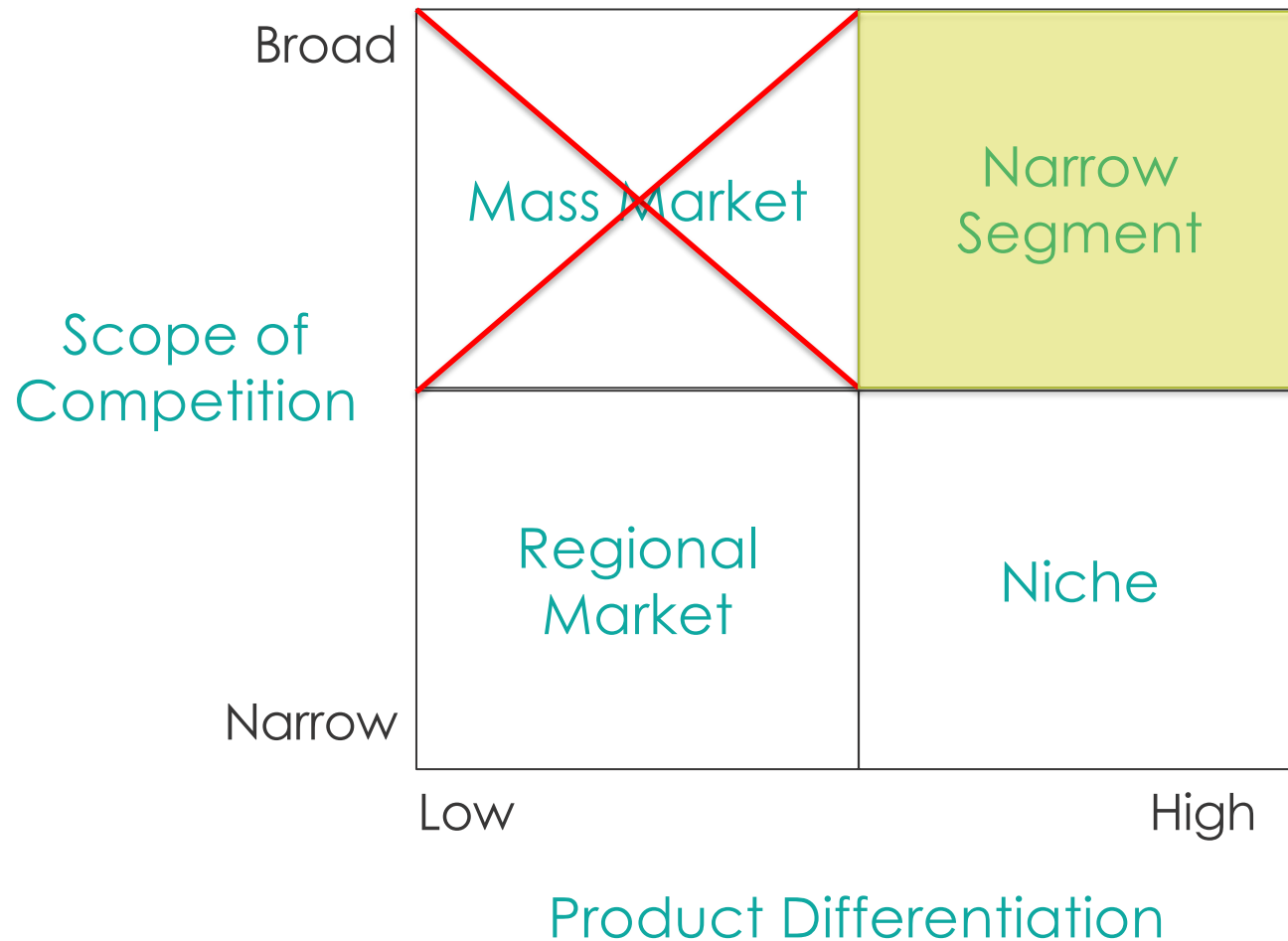


Mass Market



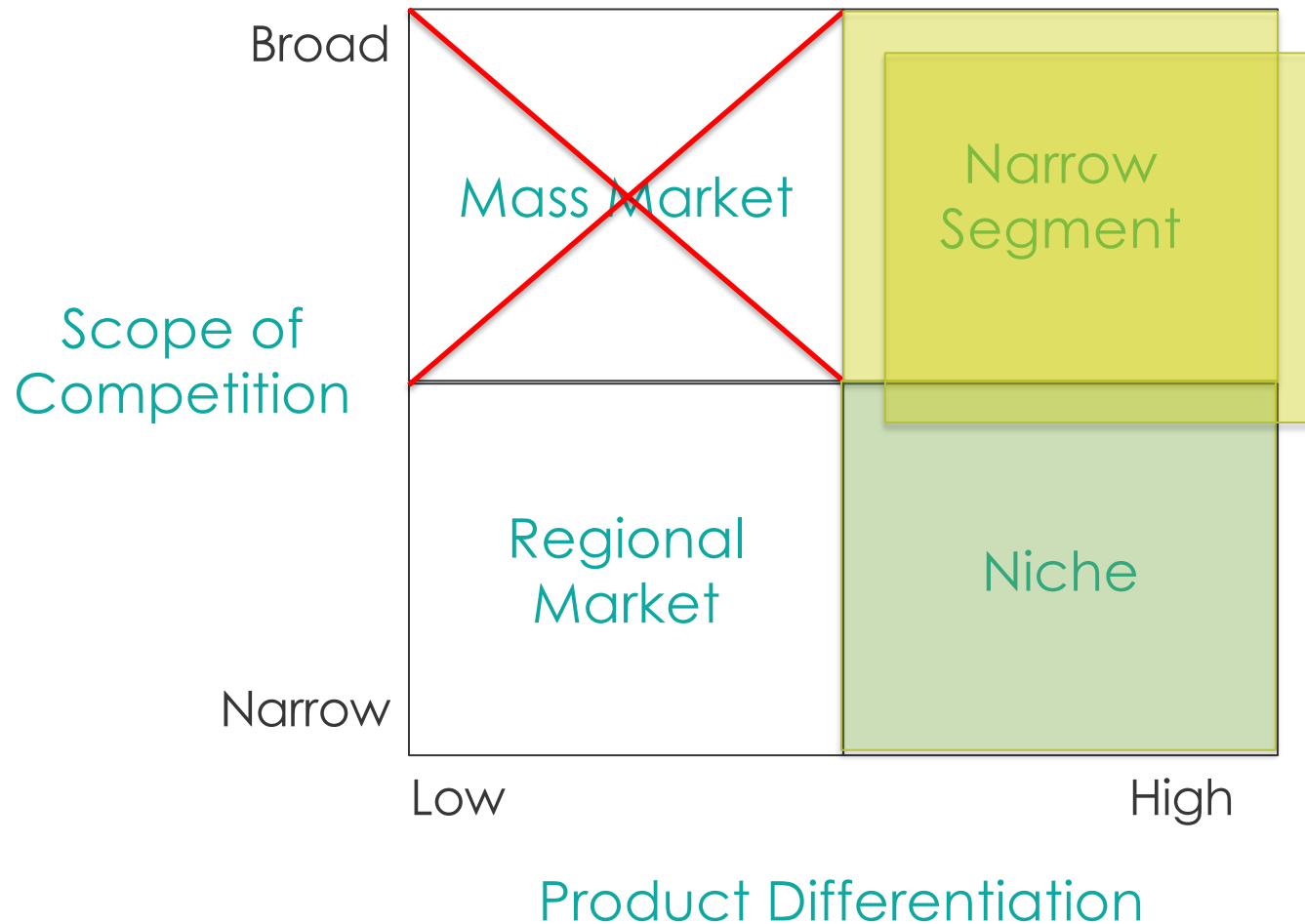
- Race to scale is a losing strategy
- Can't scale fast enough
- Can't integrate fast enough
- "Putting together several strategies that didn't work doesn't add up to a winner"
Jim Marous

Narrow Segment



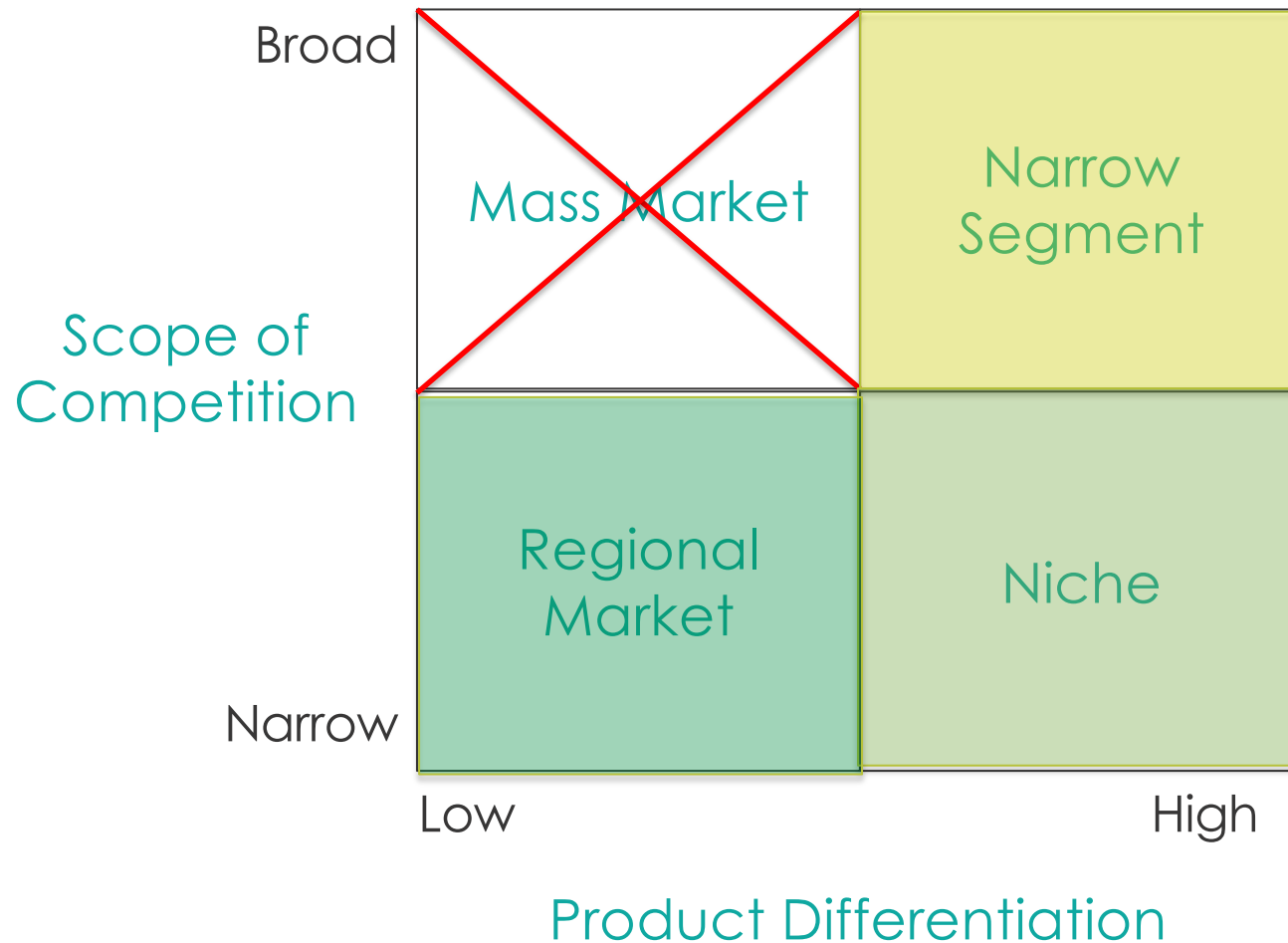
- Pick a part of the value chain and excel
 - Square
 - Stripe
- Requires putting much of existing business / competencies on hold while building new competencies
- High risk / high reward

Niche



- Pick a segment and excel
 - SVB = startup
 - Novo / Rho = gig
 - TeamPay = procurement
- Features only those in the segment value
- Easy to incubate within existing bank

"Regional"



- Rethink community
 - What drives geographical affiliation?
 - Non-geographical affiliation?
- Features only those in the segment value
- Easy to incubate within existing bank

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