From **Ideas** To **Nationwide Rollout**

Kiki Ahmadi

Speakers Credentials

Kiki Ahmadi
AVP - Business Development at Amartha
Indonesia · 500+ connections

Join to Connect

Amartha
Alliance Manchester Business School
Personal Website

11-years experience in telco and digital industry in Indonesia.

Started as software engineer then corporate strategy to business development.

Msc in Innovation Management. Thesis on startup cluster in Indonesia.

Working in Amartha since 2017. From 25k borrower in West Java to 500k in 3 islands now

Agenda For Today

Overview on Business Development Role

From Ideas to Nationwide Rollout

Q & A

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Overview on Amartha
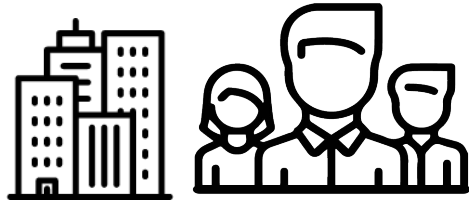
Urban Lenders
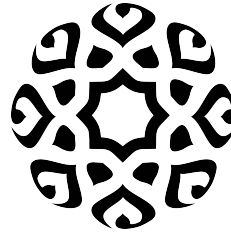
Amartha P2P Lending Platform
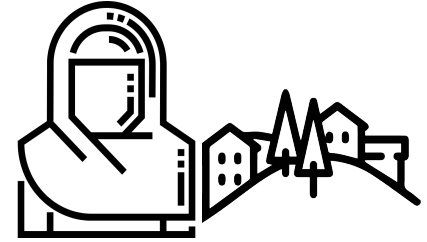
Rural Women Micro-entrepreneurs

>IDR 2.3 T
Disbursed fund

>490k
Empowered women micro-entrepreneur

Current
Planned

Operated in 400 branches in Java, Sulawesi and Sumatra

Business Development Role

BD scope of work is to expand business vertically (develop new services) and horizontally (expand into new markets)

New
Services

New
Markets

Core Business
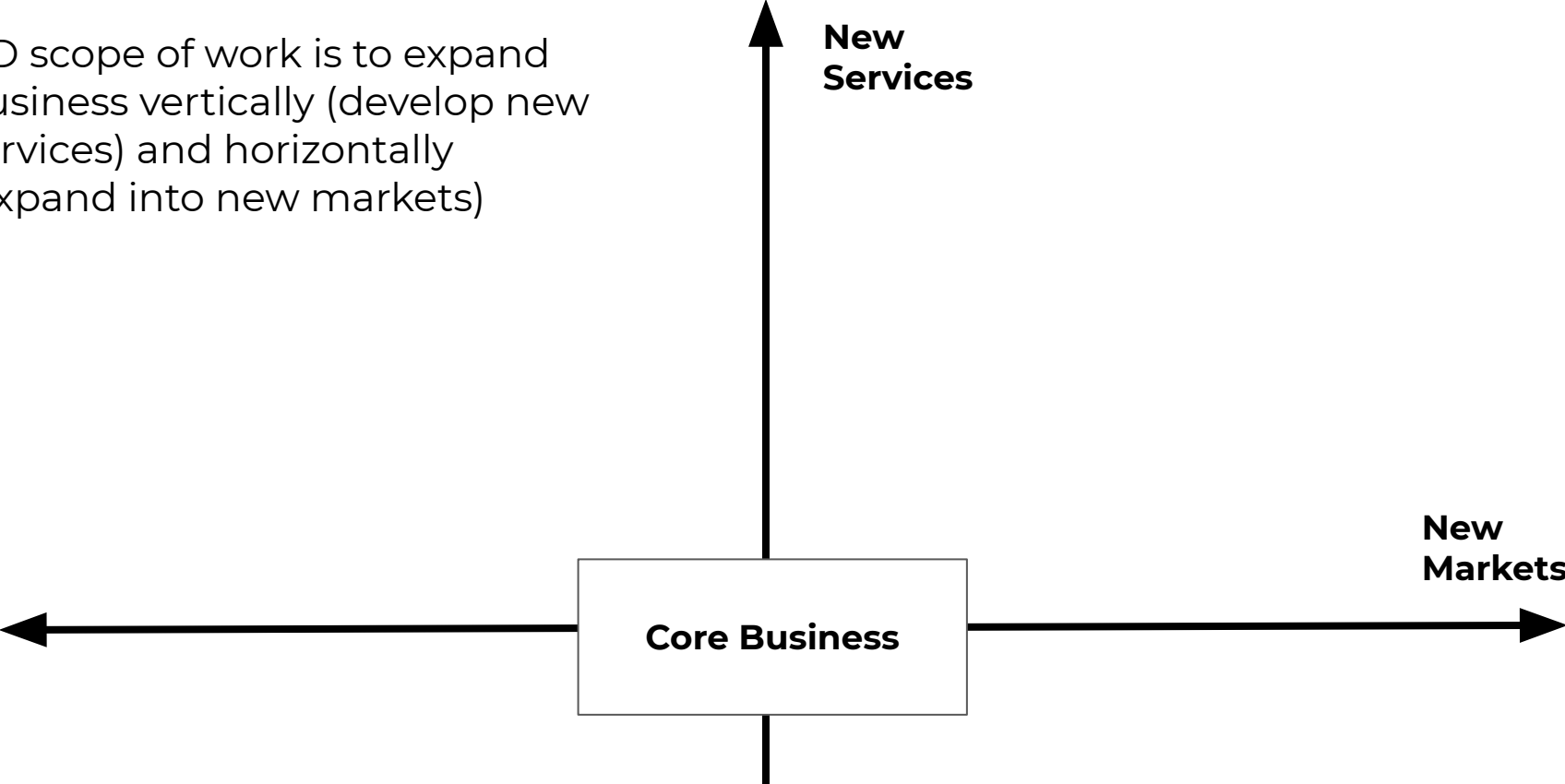
Some context on every tips going forward

Amatha serve bottom of pyramid segments
Exclusively served women. All of them in rural areas. Less than half use smartphone regularly. Most don't have bank accounts.

Amartha is an ops heavy company
Day to day operations relies on field officers.

Software development time is scarce
We no unicorns hence sprint slots needs to be deployed as effective as possible.

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Overview on Business Development Role

## From Ideas to Nationwide Rollout

Q & A

Business Development Process Framework

Ideas

Define the problem :
Brainstorming
Problem scoping

Initial hypothesis :
Data gathering
Field survey
Gap analysis
Cost benefit analysis
Business case

Formulate solutions :
Benchmarking
Design sprint

Concept

Develop concept :
Pitch deck
Options to pursue

Develop Prototype:
Customer survey
Low-fi prototype
Marketing and pricing test
Field validation

Partner engagement :
Partner selection criteria
Approach
MoU and PKS

Pilot

Develop MVP

Develop operation model

Develop dashboard:
Metric-that-matters

Validate learnings :
Checkpoints
Weekly reports
Key aspect

Go-no-Go Decisions

Rollout

Rollout Version 1.0

Make Process Official
SOPs
KPIs
Incentives

Replicate pilot teams
Recruit
Training / Coaching

Manage Profitability

Ideas Stage

Be very clear on the problem statement
Does this solve the problem ?

Design sprint can do wonders (if you have 3 days or more to spare)
If not, then brainstorm with your team and trust your gut

Look outside
Has this been done in this market ? China ? India ?
Browse through Producthunt, Crunchbase, CB Insights

Pick one and then work it

Ideas to Concept : 5 things to develop

Users
Who are the users ?

Value Propositions
What value does this bring to the users? Pain points to solve ?

Product Definition
Pricing ? Features ? Channels ?
Is this an app ? not-app ?

Operating Model
How to deliver product / services to the users ?
Who does what ?

Unit Economics
Growth, Revenue and Cost drivers

Ideas to Concept

	Warung Kelontong	Ikan Cupang Fisheries	Selling Home-made Doormat
Plafond	Multiples of their weekly sales / gmv	Minimum amount of capital to produce a batch of fishes	Production cost is very cheap. Plafond can start from a very low amount.
Tenor	Short-term loan, 1 - 2 weeks	3 months loan	Longer term (6 months to 2 years)
Installment	Pay at the end	Pay at harvest	Weekly repayment
Rate	Standard annual unsecured loan rate but made weekly	Higher due to risk	Standard unsecured loan

https://kikiahmadi.com/2019/11/24/how-to-develop-loan-product/

Concept / Prototype Testing

If you ask user whether they pay for certain services or not they will lie to your face. Test concept by asking real money or commitment.

Design brochures

Cold-calling
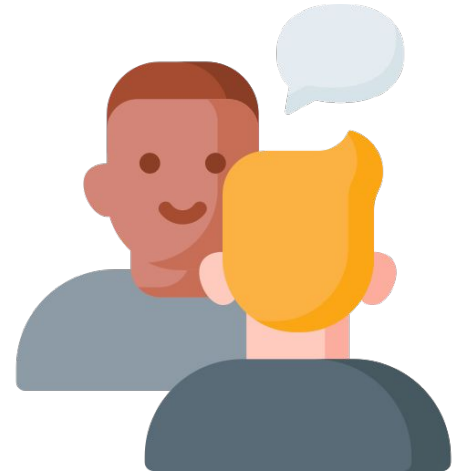
Offer them directly

Concept to Pilot

Develop the concept
From slides to MVP

Set a success criteria
User acquisition ? Number of Trx ? loan disbursed ? GMV ?

Set a budget

Pick areas to pilot
Should be more than 1. Pick multiple varieties.

Use small team

Launch immediately
Everything is an assumption until customer starts giving money. Improvise, adapt, overcome.

Concept to Pilot : Developing the concept


```
Concept Slides
    ├── PRD                          Product & Dev Team
    ├── Marketing & Sales Materials  Sales & Marketing Team
    ├── SOP & Ops Model              Ops & Back Office Team
    └── Training Materials           Field & Frontliners Team
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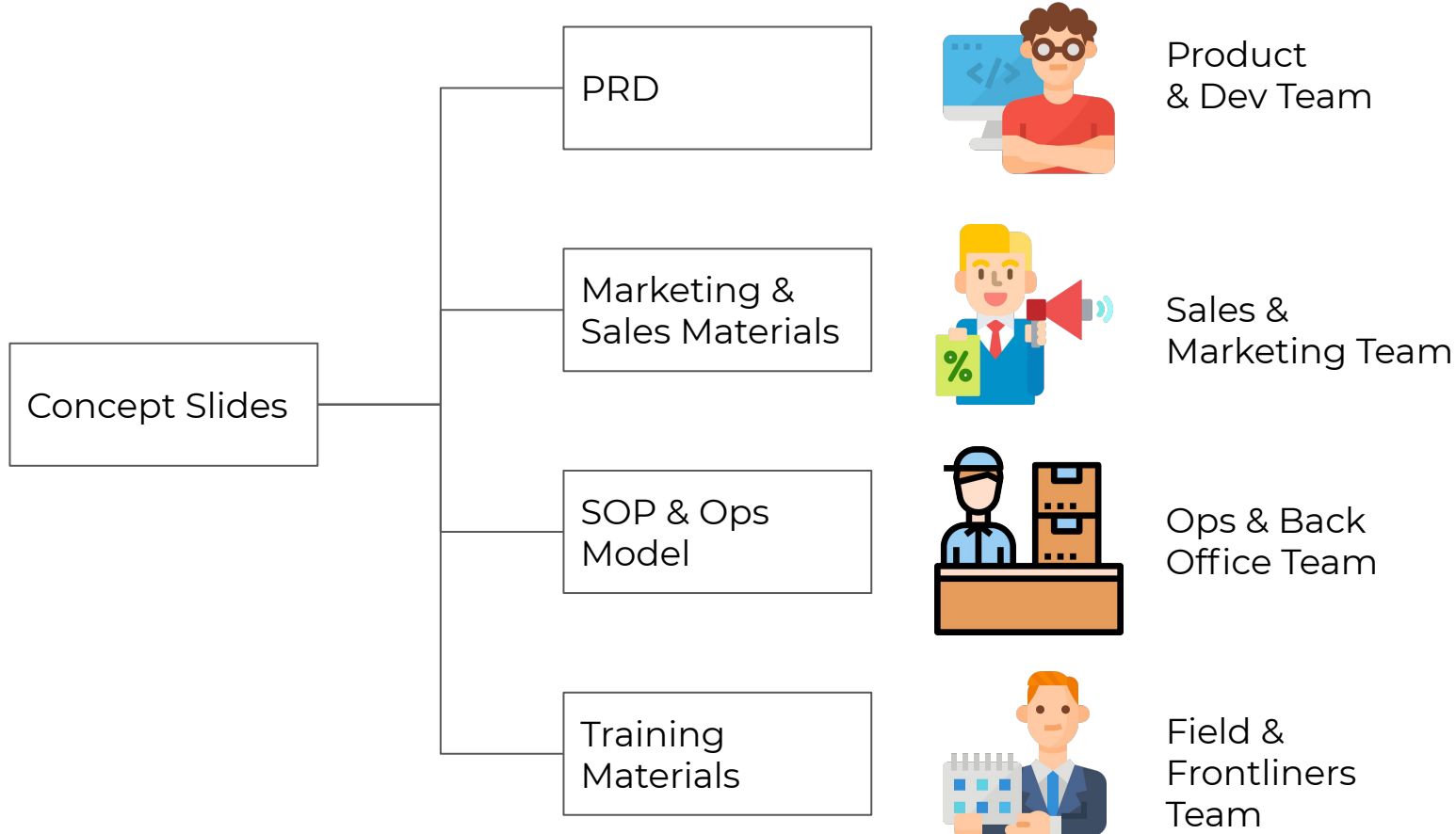
Do Things That Don't Scale

Deliver / sell / install them yourself

Make use of other apps

Be Customer Service

Sheets & Form all the way

Integrate manually

" *Solving problems manually builds muscle memory . When you do finally automate, you'll know exactly what to build*"
- Paul Graham

Pilot Monitoring Tools

Need to have dashboard
As simple as Google Sheets. Better if using tools such as Metabase or Shiny.

Daily support
Be there for your ops team / frontliners. Respond and decide quickly.

Weekly check-ins
Review metric, any hurdles, best practice. Take quick decision for next week.
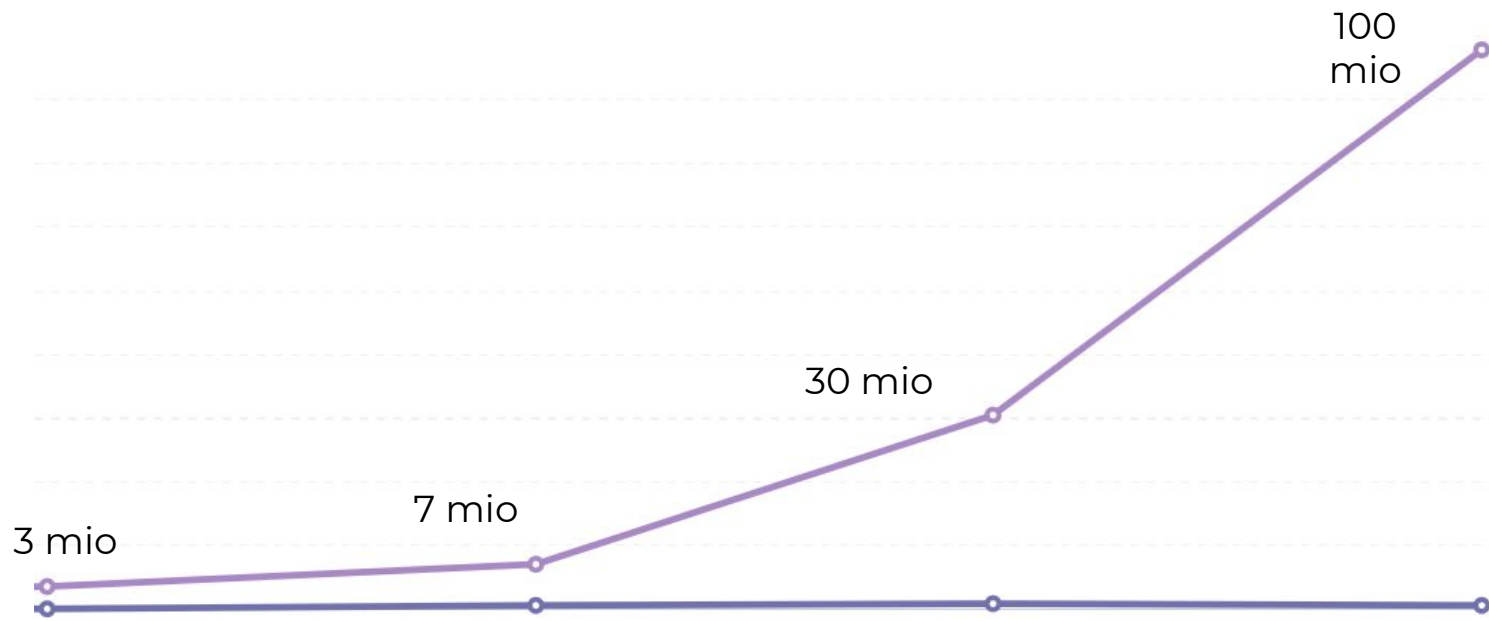
Be on Customer Service Duty
Get a direct feedback from customers

Be as close to the problem
If something don't work, just go there

Decide when to scale-up

Look at your metric and judge if it reach product-market fit

100 mio

30 mio

7 mio

3 mio

" *7% growth per week or 30% growth per month*"
- Moses Lo, Xendit

Pilot to Scale-up

Find a success and makes it best practice
Killer features
Marketing materials that works
Star salesman

Make process official
SOP
KPI
Incentives

Delegate to other teams
Make your team the ambassador for this services

Pick easy market first

Pilot to Scale-up : Tracking Traction

branch	gmvw1	gmvw2	gmvw3	gmvw4	gmvw5	gmv_all
A	1,907,000	1,654,738	634,500	1,144,200		5,340,438
B						
C			831,000	562,000		1,393,000
D						
E	670,000	1,095,504	9,895,000	19,612,750	2,820,712	34,093,966
F	170,500		2,503,000	5,952,000		8,625,500
G	553,320	2,106,000	266,000			2,925,320
H	4,134,500	4,245,000	5,923,516	2,023,500	2,145,000	18,471,516
I		552,100	4,024,650	2,853,000	4,205,000	10,969,750
J	2,314,500	1,377,000	1,121,500	357,000		5,170,000
K		865,400	2,368,400	286,500		3,520,300
L		537,620		1,170,280		1,707,900
M						
N			1,464,000	531,000		1,995,000

Pilot to Scale-up : Mind Your Profitability

Replicate your pilot team
Delegate responsibilities
Training and coaching

Outsource everything at first, if possible
Sampingan.com

Track profitability per branch / unit

Mind your acquisition cost
CAC : LTV should be 3 times or more

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Thank You!

- Blog : kikiahmadi.com

- Twitter : kikiahmadi

- Linkedin : Kiki Ahmadi

References

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