

# Case Study

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# Industry Overview ⚙️

## Market Size (Based on Revenue Data)

- **Total Addressable Market** (based on Global Payment Revenue)
  - Increased **11%** globally in 2021
    - **\$2.1 trillion dollar** globally and **\$1.1 trillion dollar** for Asia-Pacific region (over half of global payments revenues)
- **For aspire, the Served Available Market is at Commercial side (~\$580 million dollar)**
- **Digital payments continue to increase** between 2018 and 2021
  - Non-cash retail payment transactions **increased** with CAGRs of **13%** globally, **25%** in emerging markets (Asia-Pacific included)
- **Strong growth is expected to continue** in some emerging markets over the next few years
  - projected CAGRs of **15%** between 2021 and 2026

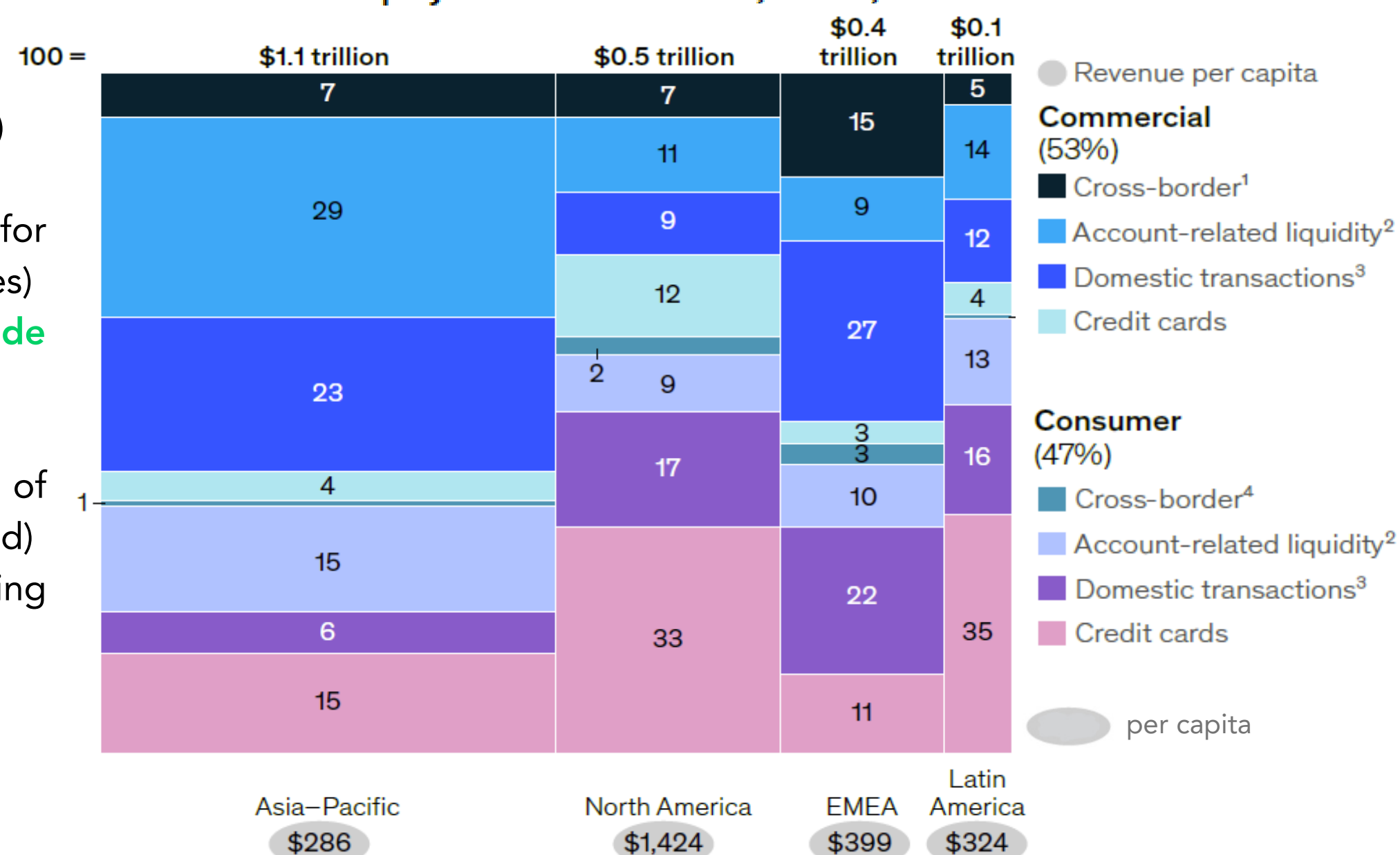
Source: McKinsey Global Payments Report 2022

\*CAGR: Compound annual growth rate

## Key Drivers

- **Technology Innovation.** Technological advancements can improve the productivity of the FinTech field, which leads to improved performance
- **Customer Preferences.** Industry should be able to adapt to the changing needs and preferences of its customers

Global payments revenues, 2021, %



- **Regulatory Support.** Regulatory environments that are supportive of innovation and competition can be a significant driver of growth in the fintech industry
- **Demography.** Population growth, aging populations, urbanization, and cultural shifts, can shape industry opportunities and target markets

# Company Profile

**aspire**, a Singapore-based B2B fintech company founded by **Andrea Baronchelli** (current CEO), along with Giacomo Ficari, Giovanni Casinelli, Joel Leong, Stefano Pellegrino in 2018. It is already operated in Singapore, Indonesia, and Vietnam. Its **product offerings range from corporate cards, multi-currency business accounts and FX payments to payroll and expense management.**

## Traction

### • Funding and Investment

Funding	Value (USD)	Investors
Seed	\$9,000,000	Y Combinator, VentureSouq, Hummingbird Ventures, etc
Series A	\$32,500,000	MassMutual Ventures Southeast Asia, Arc Labs, and Y Combinator, etc.
Series B	\$58,000,000	DST Global Partners, CE Innovation Fund, B Capital Partners, Picus Capital, etc
Series B	\$100,000,000 (debt)	Fasanara Capital
Series C	\$100,000,000	Lightspeed, Sequoia Capital SEA, PayPal, Tencent, LGT Capital Partners, etc

### • Partnerships

- Serves over **15K+** business
  - Over **5K+** businesses in Indonesia
  - **Thousands** across the rest of Southeast Asia and APAC.
- Some of the clients included:
  - Air Asia, Carousell, Love Bonito, Endowus, and Tech In Asia

### • Revenue

- Tripled its yearly revenues 3 months after closing series funding C
- **US\$15 billion** in annualized **total payment volumes**
- Healthy growth for a start-up if the total payment volumes keeps consistent or rising up

## Unique Selling Proposition (USP)

### • Send and receive money in multiple currencies

- All funds are safeguarded with DBS and other Tier-1 banks
- Customer has own local and international account numbers to receive money in multiple currencies
- Funds will always be available to customer

### • Fast and transparent international payments

- market-leading FX rates, up to **3x cheaper than banks**
- Send and receive international payments in 30+ currencies with low, transparent fees

### • Free domestic transfers & multi-currency cards

### • Centralized payables and receivables

- Streamline bill payments across the organization, assigned to budgets and with approval flows
- All invoices are synced with accounting software, making it easy to manage and plan your cashflow

### • Accounting integrations & automations feature

### • Create enforceable budgets and spend policies

# Competitor Analysis

## Head to Head Comparison with Other Companies

 HQ: Singapore  
Reach: SG, INA, VNM  
**Products/Services**

- Digital Wallet, Local/Cross Border Payment, Virtual Business Account, Corporate Cards, Bulk Payments, Spend Management, Employee Management

### Market Positioning

- Target: All business sizes, mainly SMEs
- Manages global business operations and scale company spend

### Strengths

- Lots of benefits (cashbacks, Low FX cost)
- 30 currencies worldwide available
- Numerous perks over IDR 1 billion in total

### Weaknesses


- Limited geographic reach

### Opportunities

- Market expansion
- Partnership collaboration

### Threats

- Rigorous competition & regulatory issues

 HQ: Singapore (2007)  
Reach: 10 countries (SEA, Europe, US)  
**Products/Services**

- Digital Wallet, Local/Cross Border Payment, Virtual Business Account, Corporate Cards, Bulk Payments, E-commerce Solutions

### Market Positioning

- Target: All business sizes
- Payment solution for every business need

### Strengths

- Extensive network of partners globally
- 45 currencies worldwide available
- Suitable for various services

### Weaknesses

- Limited product offering

### Opportunities

- Product offering expansion
- Partnership collaboration

### Threats

- Rigorous competition & regulatory issues

 HQ: Singapore  
Reach: SG, INA, PHL  
**Products/Services**

- Digital Wallet, Local/Cross Border Payment, Virtual Business Account, Corporate Cards

### Market Positioning

- Target: Small Medium Enterprises
- Account payable software, integrated spend management platform for business users

### Strengths

- Account Payable automation. Businesses gain control and visibility over spending
- 2 currencies worldwide available

### Weaknesses

- Limited geographic reach & product offering

### Opportunities

- Market & product offering expansion
- Partnership collaboration

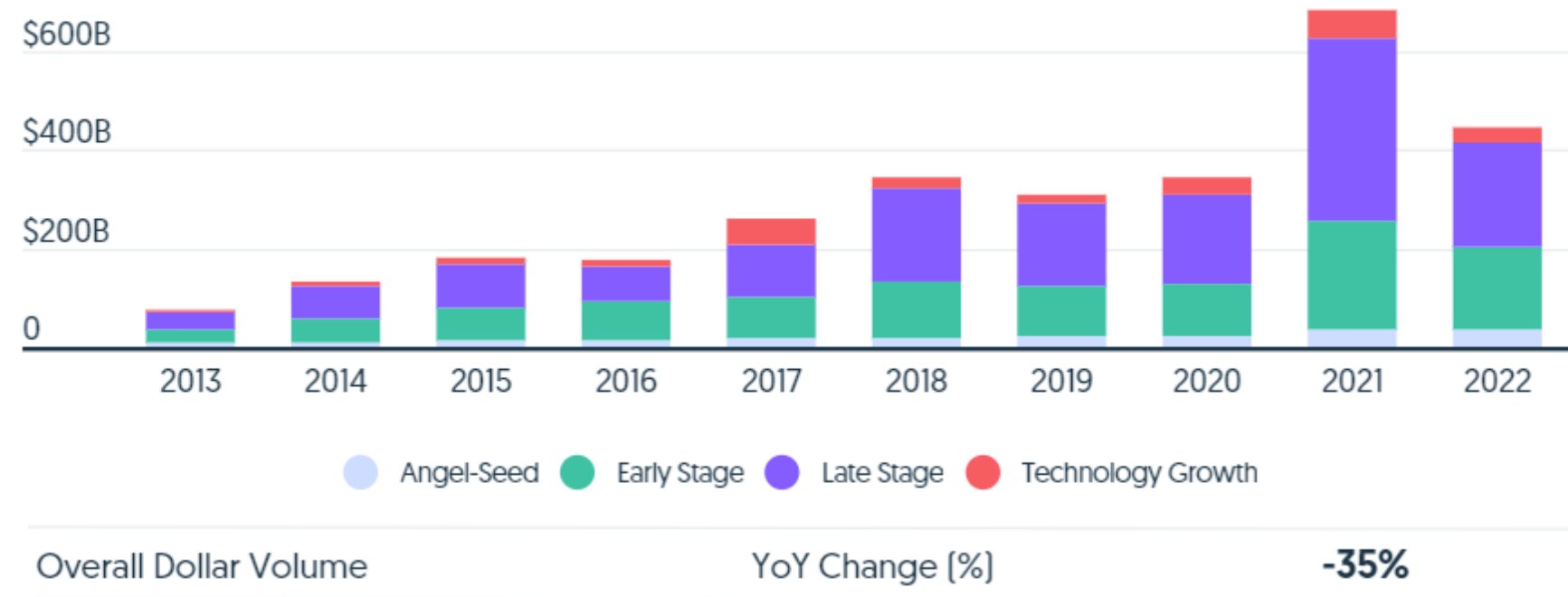
### Threats

- Rigorous competition & regulatory issues



# Success Factors

## Global Venture Dollar Volume 2013 To 2022



Source: Crunchbase

## Market Opportunity and Timing

- **aspire's impeccable timing** has played a pivotal role in its success, as it entered the market precisely during a period of remarkable growth in startup funding
- Since its founding in 2018 and extending until at least 2021, the startup funding landscape experienced a substantial upswing
- **aspire** capitalized on this trend by providing innovative fintech solutions tailored to the financing needs of businesses, thereby positioning itself as a trusted partner during this dynamic growth phase

## Distinguished Products, Features & Perks

- **aspire** distinguishes itself through its **exceptional unique selling points**, encompassing low transaction fees, an extensive selection of perks, and a suite of automated products
- **aspire's** commitment to offering competitive transaction fees sets it apart, ensuring that businesses can optimize their financial transactions while keeping costs to a minimum

## Technology Utilization

- **aspire** suite of **automated products** harnesses the power of cutting-edge technology, streamlining various financial processes and enhancing operational efficiency for businesses
- By leveraging automation, **aspire** empowers its customers to save time and resources, enabling them to focus on core business activities and drive growth

# Recommendations

## Product/Services Expansion

- **Recommendation:** Invest in research and development to introduce new features, functionalities, and value-added services to the existing product lines. Ex: Adding more available currency
- **aspire** should proactively seek customer feedback, monitor market trends, and invest in product enhancements to meet evolving customer needs
- **Possible Features:** Real-time payments, enhanced data analytics, etc.

## Marketing Campaign

- **Recommendation:** Develop a content marketing strategy focused on providing valuable and educational content related to small business finance, payment solutions, and financial management by using strategic partnerships, referral programs & influencer partnerships
- By implementing this strategy, **aspire** can establish a **strong presence** within the society and media.

## Network & Geographic Expansion

- **Recommendation:** Expand into new geographic markets and establish partnerships with local and international financial institutions or payment processors
- **aspire** can tap into new customer segments and increase its potential customer base. Collaborating with local partners will help overcome entry barriers and facilitate access to established networks in those markets

## Market Expansion and Penetration

- **Recommendation:** Develop targeted marketing and sales strategies to penetrate existing markets further and capture a larger share of each segment
- With a target market of all business sizes **aspire** should aim to strengthen its position within the SME segment first, then expand to a broader scope

## Other metrics to be considered:

- **CSAT:** Implement customer satisfaction surveys to measure how satisfied customers are with **aspire's** services, products, and overall experience
- **ARPC:** Average revenue generated per customer to assess the value of each customer and identify opportunities for upselling or cross-selling additional products or services
- **CLTV:** Total value a customer brings to **aspire** over their lifetime as a customer
- **Cost-to-Income Ratio:** Efficiency of **aspire's** operations by calculating the ratio of operating costs to income generated

\*CSAT: Customer Satisfaction Score \*APRC: Average Revenue per Customer \*CLTV: Customer Lifetime Value