

Session 3: A Framework for Financial Inclusion of Refugees



When FSPs Strategize

- **Who are our strategic clients?**
- **Where do we serve?**
- **What product/services to deliver to satisfy our clients?**

- **Who are our competitors?**
- **How to respond to competition?**

- **What are our strengths?**
- **Which strengths are unique and hard to copy?**

Choice of market and scope

Strategy towards competition

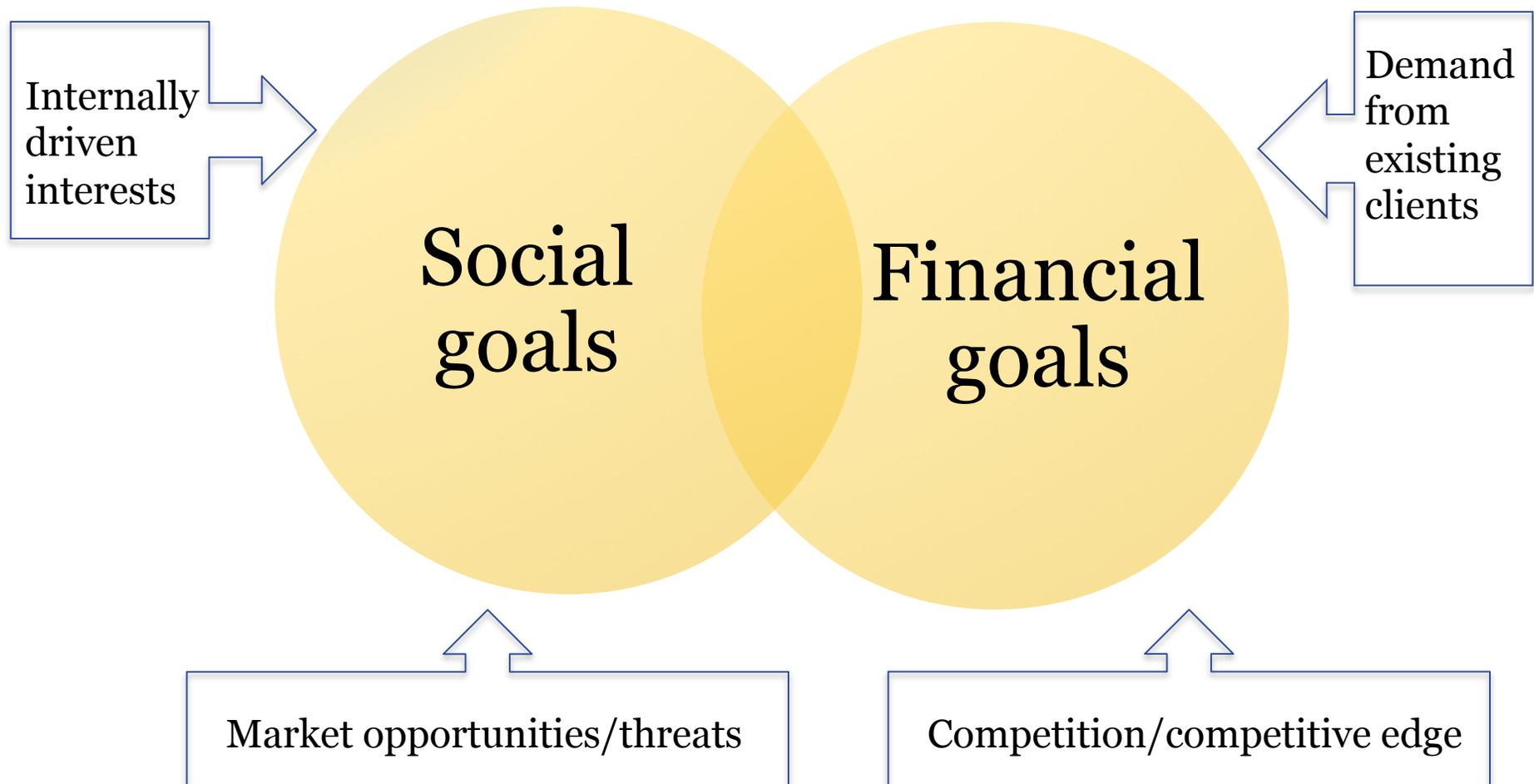
Competitive advantage development

While making strategic choices, analyze trends in the sector and macro-environment, which can influence activities – **Opportunities and Threats**

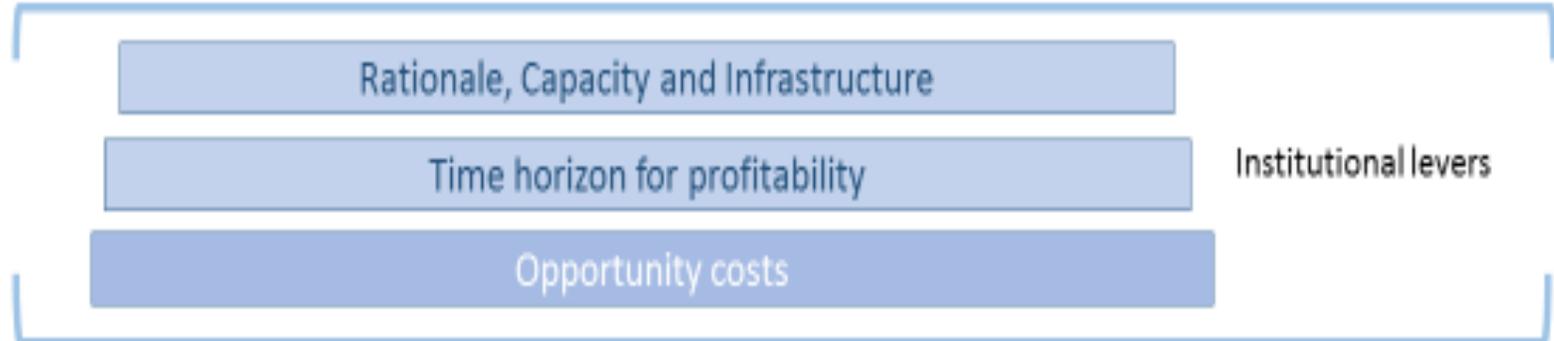
Deciding on Market Expansion

	Products (Scope)		
Markets	Existing	Modified	New
Existing	Provide more of existing products to existing clients <i>(Market penetration)</i>	Modify products and provide more of them to existing clients <i>(Product modification)</i>	Design new products that appeal to existing clients <i>(New product develop't)</i>
Modified	Enter and provide products in other geographic areas <i>(Geographic expansion)</i>	Provide modified products to new geographical markets.	Design new products for prospects in new geographic areas.
New	Provide our existing products to new types of customers <i>(Segment invasion)</i>	Provide modified products to new types of customers	Design new products to sell to new customers <i>(Diversification)</i>

Discussion: What motivates FSPs to expand services to include refugees?



**Scoping/
feasibility
phase**



**Strategic
planning,
pilot phase**



Six Preparatory Steps for FSPs to Include Refugee Clients

1. Conduct a scoping/feasibility study
2. Generate the strategy/concept
3. Contact refugees & conduct market research
4. Segment potential clients
5. Adjust eligibility and appraisal criteria
6. Conduct a pilot test

Group Exercise: Working with FSPs

- Finclude Bank has asked you to help them expand their portfolio to include refugees
- Read [Hand-out 2](#)
- What else would you want to know about Finclude before responding to Mrs. Femme?
- Discuss in Group and list 5 issues on flip chart

20 minutes