



The Prosperity Platform

A \$100 Billion Plus Opportunity

SECTIONS

**PLATFORM
REVOLUTION**

BIG PICTURE

**INNOVATORS
DILEMMA**

**INNOVATORS
SOLUTION**

**ENABLING
ECOSYSTEM**

**WHAT SBI GROUP
SHOULD THINK
ABOUT?**

PLATFORM REVOLUTION

01

Generation
platforms

Payment – Mastercard; Visa

Credit Bureaus – Experian; Equifax; Transunion

ATM / NACH

02

Generation
platforms

IMPS

PayPal

Move towards instant; Cleaner code

03

Generation
platforms

Robinhood; Venmo; Acorns

Move towards simplicity; Mobile

04

Generation
platforms

Simple integrated financial services

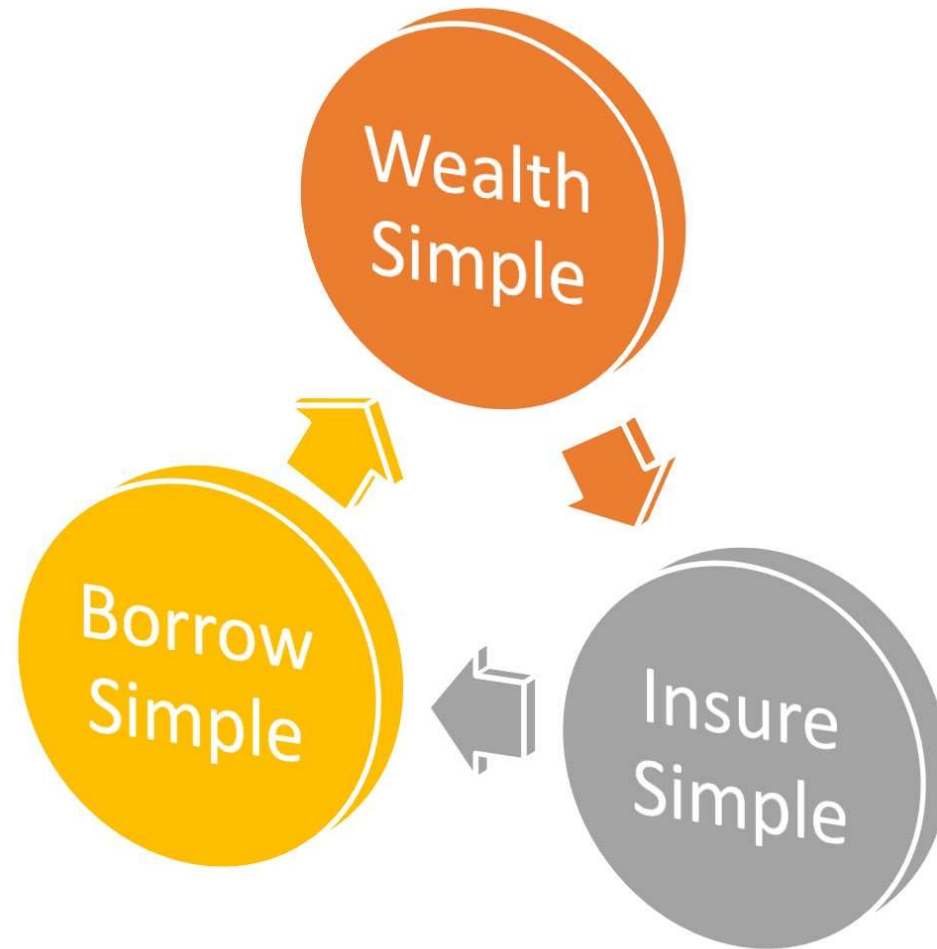
Deals for members. Every human a member

Infinity equation solved

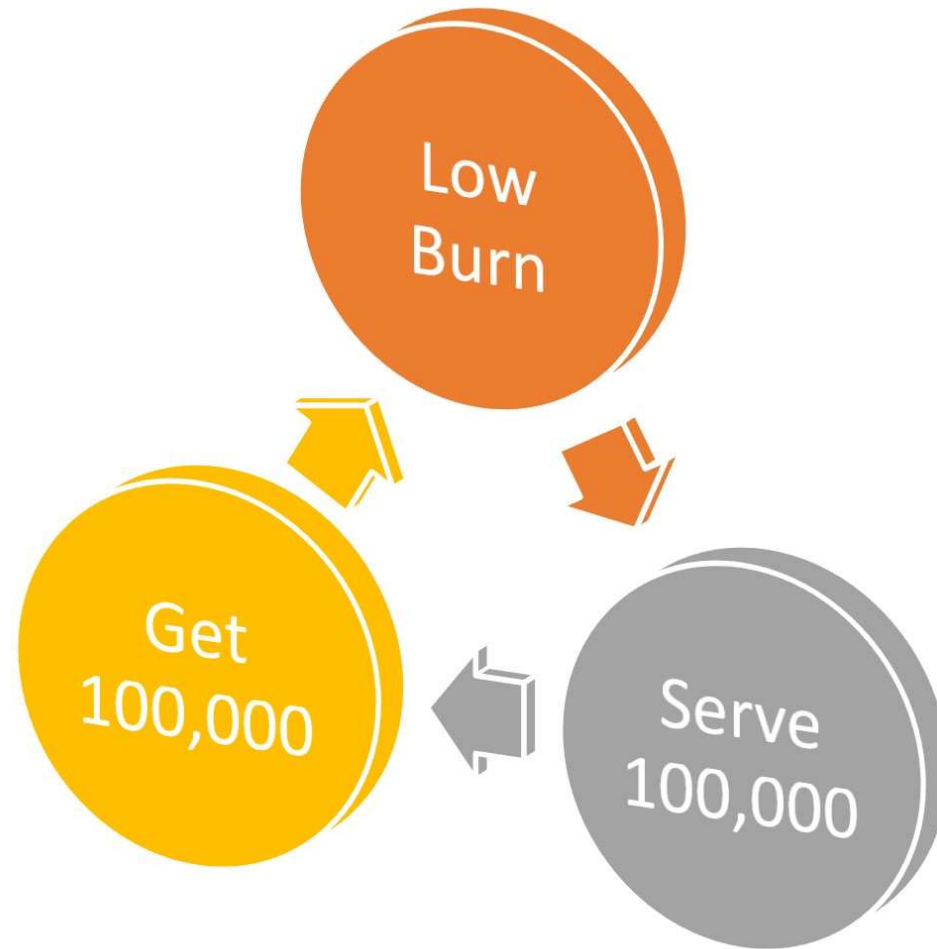
Anyone a facilitator

Gamechanger. Bharosa Club is a prototype

PROSPERITY SOLUTION



PROTOTYPE



THE BIG PICTURE

THE INFINITY SOLUTION

- As customers tend to infinity costs tend to zero
- PayPal is now a \$100 billion+ market cap company because it understood this equation and solved it
- Solving it is difficult but becoming easier with technology

ANYONE PARADIGM

- PayPal – anyone can accept online payments
- Uber – anyone can drive a taxi
- Airbnb – anyone can become a host
- Prosperity platform – anyone can become a facilitator

MAKING BILLIONS BY SERVING MILLIONS

- \$10 billion in annual revenue
- 10000 users ARPU \$1 mill
- 1 million users ARPU \$10000
- 100 million users ARPU \$100
- 1 Billion users ARPU \$10

THE INNOVATORS DILEMMA

INCUMBENT THINKING

- Fight disruption
- Preserve status quo
- Late mover advantage (why be the lead innovator)

CITIBANK & PAYPAL - A \$100 BILLION MISTAKE

- 1998 Citibank board looked at email payments
- Saw the innovation but passed
 - No R&D structure
 - Cannibalization
- 2001 launched C2IT as a response to PayPal traction
 - Failed due to DNA problem
- 2002 bid to acquire PayPal but let eBay buy for \$1.5 billion
- 15th Jan 2019 market caps:
Paypal \$107 billion Citigroup \$150 billion

THE INNOVATORS SOLUTION

HEDGE YOUR BETS

- R&D effort to build fourth generation platform
- Low burn, limited geography pilot
- Ready to explode with right DNA
- Encourage cannibalization in limited geography

WHAT SHOULD SBI GROUP THINK ABOUT?

- Resist the storm or encourage it?
- Build fourth generation platform or not?
- Allow limited geography cannibalization or not?
- DIY? Acquire? Incubate?