

# SME BANKING & FINANCE

Capability  
Statement 2020

**GBRW**  
consulting



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**GBRW Limited**

Level 17, Dashwood House  
69 Old Broad Street  
London EC2M 1QS  
United Kingdom

**CONTACT US:**

[www.gbrw.com](http://www.gbrw.com)

[mail@gbrw.com](mailto:mail@gbrw.com)

Phone: ++44 (0) 20 7562 8390

# About GBRW

**GBRW** was established in London in 1995 and now has a management team of ten, all of whom are former senior commercial, investment, or development bankers. In addition to our London headquarters, we operate through regional subsidiary offices in Athens and Singapore.

**“ ... management team are all former senior commercial, investment, or development bankers. ”**

GBRW's aim has always been to provide emerging market clients with the same standard of high quality, specialised consulting on finance and banking as would be expected in developed markets.

Furthermore, we want to connect the banking, government, investment, and economic development sectors with industry best-practice in financial services and enterprise development, and to help develop and implement practical interventions and outcomes for emerging markets.

GBRW's team have completed contracts in more than 50 developing, transition and post-conflict countries. Our clients include governments and government agencies, International Financial Institutions, local and regional Development Finance Institutions (DFIs), commercial banks and other financial institutions, and other private sector companies. Regional experience includes the UK and Western Europe, the Middle East, Africa, Central and Eastern Europe, the Caribbean, and Asia.

We believe that the breadth of our experience is a major strength of our company. We can take the

lessons learned in many different approaches to finance and enterprise development in diverse industries, countries, and clients, and apply them to fresh challenges.

As former bankers and current financial sector consulting professionals, we have expertise in core commercial banking topics and products including:

- ✓ Governance & Compliance
- ✓ Strategy & Finance
- ✓ Organisational Design & Restructuring
- ✓ Credit, Market, & Operational Risk
- ✓ SME, Commercial, & Corporate Lending
- ✓ Retail Banking & Microfinance
- ✓ Project Finance
- ✓ Trade Finance
- ✓ Leasing, Asset & Receivables Finance
- ✓ Treasury & Balance Sheet Management
- ✓ HR & Performance Management
- ✓ Training & Development

We emphasise implementation, working shoulder-to-shoulder with counterparts to actually deliver change as well as planning for the future. Drawing on extensive practical experience at some of the world's leading banks and DFIs, GBRW has a deep pool of intellectual capital to share, including policies and procedures, models, methodologies, tools, and templates. While we bring best-practice and the benefits of tried and tested approaches, we also understand each client and market pose unique business challenges which merit a tailored solution.

In addition to our mainstream banking expertise, we have developed a specific proposition for SME & commercial financial services, a market which represents a major opportunity for financial while also presenting some unique challenges.

Small and Medium Sized Enterprises (SMEs) represent a huge proportion of economic activity, and represent a huge potential and profitable market for banks. They demonstrate high product holdings and share of wallet. This is combined with strong customer loyalty, and lucrative retail banking opportunities through connected High Net Worth owner/ managers.

However, they can be a challenge to bank effectively without the right business and operating model. The customer acquisition and credit appraisal process needs to be high quality but cost-effective, due to their relatively smaller contribution to revenue.

This means developing marketing and segmentation strategies which focus the attention of sales channels on target customers, and lending systems that maintain the quality and consistency of the portfolio while significantly reducing overheads. Customer retention and cross-sales are vital for ongoing revenue generation, and active portfolio management critical to reducing credit losses.

GBRW is a leading specialist in SME banking, with extensive credentials in both developed and emerging markets in Eastern Europe, the Middle East, Asia, Africa, and the Caribbean. We have up-to-date experience of SME financial services across multiple emerging economies, which gives us a clear perspective on the challenges and constraints that SMEs face when seeking to access finance

Some of the areas in which we can assist are:

- **Portfolio Review:** Risk analysis of existing portfolio; tactical solutions to Non-Performing Loans and stressed assets
- **SME Banking Strategy:** Economic analysis and forecasting; market and competitor analysis; segmentation strategy and credit appetite
- **Credit Strategy:** Sector and segment caps and limits; credit policy and procedure development; effectiveness of credit committee
- **Risk Management:** Credit risk policies and procedures; development of credit risk scoring and rating tools and models
- **Marketing and Distribution Strategy:** Pricing strategy; product and service development; distribution channel strategy
- **Sales Management:** Sales targeting and salesforce management
- **Training and Development:** Training in credit assessment, sales and service, products and marketing, strategy and organisation and many other topics through face-to-face training or e-Learning
- **Financial Inclusion:** Enhancing access to SME finance for women, youth, and minority-owned businesses
- **Development Finance:** Focus on green and climate finance, rural and agricultural development, pandemic resilience



## GROWTH STREET

**Banking Consultant to P2P SME Lender (United Kingdom)**

GBRW provided technical banking support and advice to the client who was in the process of establishing a new finance company. The business model proposed to enable lenders (private individuals and companies) to lend directly to Small- and Medium-sized Enterprises (SMEs) for working capital purposes using a P2P model. Services included the development of a SME credit rating tool based on similar risk rating models operating in mainline UK financial institutions.

This also included support portfolio hedging strategies and approaches to loan recovery. GBRW also proposed an organisation structure for the SME marketing, credit analysis, risk management and compliance functions, and job descriptions and recruitment policy for senior staff. The marketing strategy for building the client base was also considered.

CENTRAL BANK OF EGYPT  
Egyptian Banking Institute**SME Customer Relationship Management Training for the Egyptian Banking Institute**

GBRW is a trusted training vendor to the Egyptian Banking Institute (EBI), Egypt's leading bank training institute founded in 1991 as an arm of the Central Bank of Egypt. The course is intended for those interested in how to develop and deliver a Customer Relationship Management based approach for SME banking customers. It is geared for senior and middle management and is relevant to the fields of strategy and planning, marketing and product development, sales management and business analysis, risk management, and human resources. It serves as an introduction to the key concepts of CRM, as well as including practical detail on their application to improving sales and marketing to SME banking customers by Relationship Managers, particularly by using real-life examples, case studies and a strong focus on participative group work as well as tutorial instruction.

International  
Finance Corporation  
World Bank Group**Evaluation of Technical Assistance Advisory Services on SME Banking**

GBRW was engaged to assess the impact of IFC's technical assistance (TA) in its SME banking programmes and to identify approaches that were most effective in building the capacity of financial institutions in IFC's client countries. There were six participating commercial banks in four countries, namely Egypt, Saudi Arabia, Bangladesh, and Papua New Guinea. The TA programmes from the IFC covered topics such as SME banking, microfinance, and consumer lending. The GBRW team was responsible for evaluating the effectiveness of these TA programmes in expanding the outreach of financial services to the under-banked. This included assessing the amount of finance provided, the number and type of SME customers reached, and the impact on economic and employment growth contributed by the loans.



TRADE &amp; DEVELOPMENT BANK

**SME Operations Guidelines for Trade and Development Bank (East Africa)**

The Trade and Development Bank (TDB), formerly the PTA Bank, is a trade and development financial institution in Africa. GBRW was engaged by TDB to develop a set of SME Operations Guidelines to support their nascent SME lending operations. The SME Operations Guidelines are intended to provide a framework within which the pilot TDB SME Programme can provide finance and support to its target market while observing sound SME finance credit standards, preserving and growing the programme funds by prudently investing in quality and impactful SME opportunities whilst maintaining a low ratio of Non-Performing Loans. These Operations Guidelines are for use by officers of the SME Programme in day to day execution of the Programme's operations and the members of the Special Operations Committee in their oversight role of the Programme.



## SME Banking Capacity Building for Bank of Industry (Nigeria)

Bank of Industry is Nigeria's oldest and largest Development Finance Institution. In consortium with BDO (UK and Nigeria), GBRW was contracted to provide Bank of Industry with a comprehensive three-year programme of support in SME Banking. This support encompasses capacity building within the Bank itself, including SME Banking strategy, strategic marketing and segmentation strategy, product and channel management, and credit risk management. GBRW also supported Bank of Industry with an approach to building the Customer Value Proposition through Non-Financial Services, particularly enterprise development support to their SME franchise. A key feature of the revised approach to risk management was the introduction of an SME credit rating toolkit which included industry sector risk assessment, financial statement analysis and a business risk review methodology, all tailored to the needs of the local business environment.



## Capacity Building in SME Banking for National Bank of Kuwait-Egypt

GBRW partnered with Business and Finance Consulting to deliver this EBRD-funded programme supporting the development of the SME banking proposition within NBK-E. GBRW developed and delivered two customised training programmes specifically for NBK-E: an SME credit training programme focused on the enhanced credit appraisal of SMEs; and an SME customer relationship management training programme designed to assist relationship managers in the most effective approach to sales and marketing for SME customers. GBRW also developed as well as a roadmap for the future development of the Bank's SME customer relationship processes and supporting technology. The roadmap also outlined an effective approach to strategic segmentation and deepening customer understanding, to ensure the bank developed the most optimal product and channel mix.



## Retail and SME Lending Policies & Procedures

GBRW was contracted to support the development of retail and Small- and Medium-sized Enterprise (SME) credit policies and procedures for the MENA subsidiaries of the Bank. The assignment involved a programme of diagnostic visits, discussions with management of each subsidiary and the bank's Head Office and seminars for staff involved in SME and retail lending. The outcome was a complete and comprehensive credit manual and related scoring and rating methodologies. The assignment involved a programme of diagnostic visits, discussions with management of each subsidiary and the bank's Head Office and seminars for staff involved in SME and retail lending. The assignment included fact finding missions to each subsidiary and a seminar in Tunisia for subsidiary and Head Office staff to compare and contrast experiences across the four subsidiaries.



## SME Credit Training for the Egyptian Banking Institute

GBRW is a regular provider of training services to the Egyptian Banking Institute (EBI). This intensive three-day course is designed to provide lending and credit risk management professionals from Egyptian banks with a thorough understanding of the essential principles of commercial and SME credit analysis. Tailored to address the needs and demands of lenders operating in emerging and fast-growing markets (that must cope with additional challenges stemming from a rapidly changing business and information environment) the course provided the delegates with a comprehensive understanding of the credit process, including gathering relevant information from customers, evaluating loan requests, assessing a company's ability to service debt, and structuring loans.



#### Report on Banking Services to SMEs for Office of Fair Trading

GBRW provided assistance to the OFT in the formulation of the terms of reference of studies involving changes in the supply of banking services to Small and Medium-sized Enterprises (SMEs) by the 8 major British Clearing Banks. GBRW also provided advice to the OFT on specialised banking issues and questions related to 'technical difficulties' raised by the banks during the development of the undertakings related to the behavioural and transitional remedies. This included acting as an 'intelligent customer' in respect of the studies that are conducted by the banks – to comment on the robustness of the analysis and whether recommendations are sound and practicable and meet the intended objectives of the study.



#### SME Development Finance Consulting for China Development Bank

The China Development Bank (CDB) was established in March 1994 to provide development-oriented financing for high-priority government projects. CDB had a contract with the International Finance Corporation and the KfW who provide term funding to CDB for on-lending to participating banks (in this case City Commercial Banks) for the purposes of funding micro and small businesses in their area of operation. The GBRW contract was to build up the capacity of CDB in evaluating and monitoring partner City Commercial banks (the Participating Bank or PBs) through training and consulting to CDB staff, both before, during and after the Due Diligence on two provincial City Commercial banks.



#### SME Franchise Finance Capacity Building for Egyptian Social Fund for Development

GBRW was selected to support the Franchising Sector Support Program (FSPP) Loan Agreement between the African Development Bank (AfDB) and the Government of Egypt through the Social Fund for Development (SFD). It comprises a US\$ 40million line of credit with the objective of creating 375 franchise outlets directly employing over 7,000 staff. The aim of the technical assistance was to develop a detailed Training Needs Analysis (TNA) for the Programme – identifying gaps in the skills and expertise of the bankers, legal professionals, accountants, consultants and advisors, and other professional services vendors required to support the franchise sector. In addition, a comprehensive credit assessment process manual was developed specifically for the needs of the franchise sector.



#### SME Banking Strategy and Customer/ Product Toolkits for Techcombank (Vietnam)

Techcombank was looking for support in implementing the development of customer and product 'toolkits'. These toolkits constitute a holistic Customer Value Proposition (CVP), geared towards winning and retaining market share in target segments. Following the execution of a portfolio review and strategic segmentation exercise, we developed a detailed strategic roadmap for Techcombank including detailed recommendations on risk appetite and acceptance criteria. In addition, we developed a series of templates which supported the swift, concise and specific identification and description of customer segments, and the development and specification of new products.

# Indicative Personnel



**Paul Rex**

Managing Director, GBRW



**Martin Edwards**

Director, GBRW Asia

**SME BANKING & FINANCE EXPERT**

Paul Rex is an experienced banker with unusually wide exposure to both developed and emerging markets, having spent 18 years in management positions with two major banks (Chemical Bank, now JP Morgan Chase, and Crédit Agricole) followed by 25 years consulting on banking and financial sector assignments in the UK and overseas. Paul’s areas of specialisation include banking strategy; development banks; enterprise risk management (including capital adequacy); credit and specialised lending across a wide range of sectors; investment; and Non-Performing Loans and enterprise restructuring across a number of industries. Paul has an MA from The Queen’s College Oxford, is a Fellow of the Academy of Experts and an accredited Mediator.

**SME BANKING & FINANCE EXPERT**

Martin Edwards has a 45-year banking / financing track record spanning Asia, Europe and the Middle East. He has extensive Senior Level Banking Management, Strategic and Trade Finance experience and was Head of Corporate Business Development for Asia for Credit Agricole and Regional VP Asia for JP Morgan Chase. Martin’s product specialisation is Commodity and Structured Trade Finance. He has 23 years of hands-on experience in this area and ran the Commodity and Structured Trade Finance business line in Asia for both JP Morgan Chase and Credit Agricole. Martin Edwards is currently based in Singapore and is a Director of GBRW Consulting, Learning, and Expert Witness. Martin has a BSc (Hons) in Management Sciences from Manchester University where he specialised in Finance.



**Johnny Rizq**

GBRW Director, Strategy



**Nate Dickerson**

GBRW Director, Credit Risk

**SME BANKING & FINANCE EXPERT**

Johnny is a senior level financial services strategist with a 35-year career as a strategy consultant and trainer, banker, economist and financial journalist. Prior to joining GBRW in 2010, he was for 14 years the head of Lloyds Banking Group’s International Advisory Services business, directing and leading financial sector consulting and training assignments across the globe, with a focus on transitional markets. He was also the head of Strategy & Innovation for Lloyds Bank’s Corporate Transaction Services unit, a business with a turnover of more than \$500 million. Johnny’s main strengths and interests lie in strategy development and implementation, organisational development, business planning, financial inclusion, and addressing the financing needs of SMEs.

**SME BANKING & FINANCE EXPERT**

Joining in 2012, Nate Dickerson is the Director of Credit Risk Management at GBRW. Nate’s banking career started with Chase Manhattan, where he enjoyed a 13-year career. Responsibilities included domestic and international debt restructuring, credit administration, and relationship management. While at Chase, Nate also developed and delivered credit risk management training for Chase’s Credit Training Program. Nate has been engaged as a consultant for over twenty-five years providing consulting and training in more than 20 countries in Asia, Latin America and the Caribbean, Europe, Africa, and the Middle East. Nate holds a Master of Business Administration from the Wharton School.



# Indicative Personnel



**Jeremy Denton Clark**

Director, GBRW

## SME BANKING & FINANCE EXPERT

Jeremy joined the GBRW group of companies in 2000 after 32 years of experience as a professional commercial banker in the City of London, the last 8 years of which he was the Chief Executive Officer of a merchant bank.

Jeremy has been a banking consultant for over 20 years and resident in Moscow, Bucharest and Zagreb on bank restructuring projects. He has delivered 52 consultancies in more than 20 countries. He is a specialist in corporate governance and organisation structure; development of a bank's strategy and objectives; capital adequacy, funding and liquidity; risk management as well as lending to SMEs and mid-cap corporations including recovery of portfolios of NPLs and individual loans in default.



**Manolis Skourtis**

Director, GBRW Greece & Cyprus

## SME BANKING & FINANCE EXPERT

Emmanuel is the Director of GBRW in Greece and Cyprus. Following over twenty-five years of corporate finance experience, including a sizeable number of projects/transactions in the areas of corporate finance, restructuring, valuations, crisis management and liquidations, he joined the GBRW group of companies in 2016.

During his 7 years at KPMG in Greece as Head of M&A and Restructuring Practice, he conducted a number of projects with systemic banks, involving financial analysis, reviews of internal policy, strategy planning, valuations and devising training. It was also in this period that he became Monitoring Trustee of Piraeus Bank reporting directly to the EU DG Competition and the Board of Directors.



**Philippe Belot**

Principal Consultant, GBRW

## SME BANKING & FINANCE EXPERT

Philippe Belot has more than 30 years of banking experience, financing the corporate sector. In his last position in 2014-2017, he put in place and led as Managing Director the corporate lending activity of B&C PLC, a newly created merchant bank supervised by the Bank of England and focused on privately-owned SMEs.

Prior to B&C, Philippe was for 18 years Portfolio Manager and Senior Banker at the European Bank for Reconstruction and Development (EBRD). There, he carried out complex financing transactions and designed programmes destined to foster the development of SMEs and the private sector in Eastern Europe.



**Mike Coates**

Director, GBRW

## SME BANKING & FINANCE EXPERT

Following over 14 years' experience as a professional banker and financial services consultant, he joined the GBRW group of companies in 2011.

During his 10 years with Lloyds Banking Group in London, Mike worked in retail and corporate banking, finance, and risk management. Mike also spent five years with the International Advisory Services department, a specialist unit within the Financial Institutions Group focused on delivering Lloyds Bank branded consulting and training for banks in emerging markets. On leaving Lloyds Bank, he then spent three years as head of financial sector consulting at a leading economic development consulting firm.

GBRW is headquartered in London with representative offices in Athens and Singapore. Please don't hesitate to contact us via our website, or by connecting with us personally.



## LONDON

Dashwood House, Level 17  
69 Old Broad Street  
London EC2M 1QS

P: +44 (0)20 7562 8390  
E: [contact@gbrw.com](mailto:contact@gbrw.com)  
W: [www.gbrw.com](http://www.gbrw.com)

### How to get to Dashwood House

**AIRPORT:** 45 minutes to Heathrow Airport on the M4 by Taxi, or 45 minutes to Stansted Airport on the Stansted Express train.

**TRAINS:** Located directly above Liverpool Street tube station providing direct access to four central train lines, including the Central, Hammersmith and City, Circle, and District lines.

**BUS:** Various bus services available from Liverpool Street Station

**TAXI:** Taxis are available outside the building entrance of Dashwood House

## SINGAPORE

583 Orchard Road  
#06-01 Forum Galleria  
Singapore 238884

P: +65 9623 1657  
E: [martin.edwards@gbrw.com](mailto:martin.edwards@gbrw.com)  
W: [www.gbrw.com](http://www.gbrw.com)

## ATHENS

3 Irinis  
Nea Filothei  
Athens 15123

P: +30 693 680 2792  
E: [emmanouil.skourtis@gbrw.com](mailto:emmanouil.skourtis@gbrw.com)  
W: [www.gbrw.com](http://www.gbrw.com)

