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## SIMsePAY AT YES BANK: CREATING VALUE THROUGH AN UN‘SMART’ INNOVATION

*“YES BANK is proud to pioneer this unique solution (SIMsePAY), which will empower all bank account holders and enhance efficient digital financial inclusion in the most efficient manner.”*

- Rana Kapoor, Managing Director and CEO of YES BANK

The SIM-sleeve technology patented by Taisys Corporation enabled mobile payments for feature phones without the need of any internet connection. The partnership between YES BANK and Taisys had culminated to a jointly developed mobile payments product called SIMsePAY. This frugal innovation for the bottom of the pyramid population of India was in sync with YES BANK’s vision to help improve financial inclusion within the country. A large section of that segment of the Indian population was currently unbanked or underbanked, and their lack of access to advanced technology like smartphones had restricted their access to the convenience of anywhere, anytime banking through mobile banking platforms. SIMsePAY had the potential to solve this problem as this platform was developed with a focus on an easy menu-based interface, support for multiple regional languages, non-dependency on data connection, and minimal cost to the consumer. Kapoor reflected:

*“Digital is pervasive in every domain of our social existence and economic activities. Banking is no exception to this New Normal. Rather banks have been pioneers in visualizing, strategizing and*

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*This case was written by Prof. Indranil Bose and Gaurav Gupta at the Indian Institute of Management Calcutta. The case was prepared solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation.*

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*actualizing digital technology to create value for their stakeholders.”*

However, several issues intrigued Kapoor. Did it make business sense for India’s fifth largest private bank to invest in a platform to serve feature phones which were being steadily replaced by smartphones? There was an enormous untapped base of customers that could be served with this technology. But the digital technology space was changing at lightning speed. While this technology made sense at this point of time could it face obsolescence any time soon? Did YES BANK pick the right technology to invest in?

Would the bottom of the pyramid customers that he was focused on find this new technology attractive and easy enough for adoption? He wondered whether there would be any concerns related to the security of SIMsePAY? There would be a need to raise the awareness of this section of customers about the capabilities and strengths of this technology but how could he go about doing that? How should he plan to roll out the initiative so as to ensure that this technology gathered maximum momentum and showed a strong return on investment? He looked thoughtfully outside the window of his office into the bustling and labyrinthine streets of Mumbai.