



Starting and Growing a Technology Venture

- System Access Experience

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Who Are We?

- **Vertical Industry Focus - Banking**
- **8 Distribution and Support Offices - Singapore, London, Geneva, Dubai, Bratislava, Prague, Bangkok, Manila**
- **Customers in more than 20 countries across Asia Pacific, Middle East, Africa and Europe.**
- **100 staff in Singapore office out of 400 world-wide**
- **Revenue outside of Asia exceeded 70 percent every year since 1991**



Our Accolades & Recognition

- Ranked amongst top 10 banking software product globally 4 out of last 6 years
- 1999 Singapore's National IT Product of the Year
- 1998, 1999, 2000 Singapore's E50 Enterprise
- 1998 Founder awarded Entrepreneur of the Year
- 1999 Founder awarded National Youth Award



How We Grow?





“Committed” Founder with “Big” Dream

- ↓ **Founder totally “Committed” to be an entrepreneur**
- ↓ **Founder is absolutely “passionate” about his/her vision and dream**
- ↓ **Must have a big “dream” that drive & motivate**
- ↓ **Able to enjoy the journey, not just the end-goal**



SA’s Vision

To be amongst the global leading developer and provider of mission critical software solution for the international banking sector



Funding For Optimised Growth

- **Funding by company development stages**
- **Build “value” that can be substantiated at each stage of the company development to support the subsequent stage of growth**
- **Demonstrate and substantiate “High Growth” potential & value creation for the company and the investor**
- **Time it right**



SA Funding Strategy

- ↓ **1983 - Startup with \$ 5,000 from Grandmother**
- ↓ **1983 to 1992 - Overdraft, credit lines, credit cards, government, business**
- ↓ **1993 - Successfully raised from \$2m from Singapore-based VCs**
- ↓ **1998 - Successfully raised \$70m from one of US Based Global private equity firm**



Focus on doing one thing well

- ↓ **Cannot be everything to everybody**
- ↓ **Only need to do one thing extremely well**
- ↓ **You must be able to build an entire business behind the one thing that you do really well**



SA Focus On One Industry One Product

- ↓ **Focus exclusively on Banking industry**
- ↓ **Develop one product that can compete with the world's best for specific customers/market segment**
- ↓ **Must have something distinctively different to compete as smaller player**



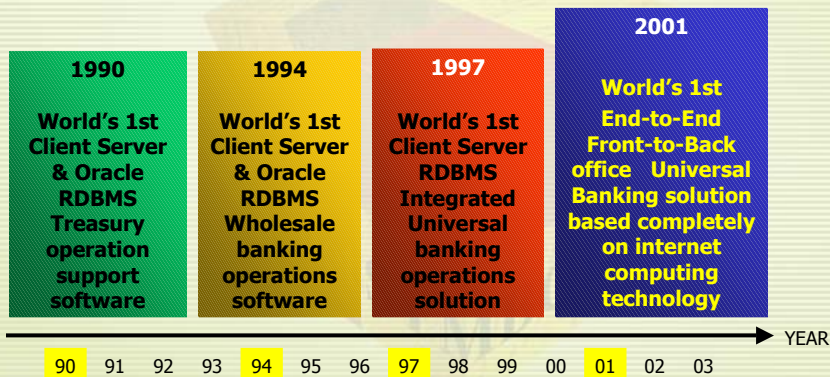
A Globally Competitive Product

- Focus on developing one product that can compete on an international scale
- Must have some unique differentiation that enabled us to compete favorably as a smaller player



Product Differentiation

Extensive R&D (800 Man-years) since 1987





Leverage on Alliances & Target the Right Customers

- **Target customers segment that best appreciate our value & differentiation**
- **Leverage complementary alliances and across geographical boundaries to locate our ideal customers**



Our Challenges In Internationalisation

- **Limited resources (About 10 people)**
- **Small revenue (Below S\$500k in 1990)**
- **Without cash (Overdraft frequently)**
- **No brand name**
- **Target high value customer**
(Multi-millions contract value per customer)
- **Compete with large international vendors**
(Most competitors were multi-nationals)



Global Partnerships

- **Technology Partner**
 - ✓ Database, Middle-ware, Hardware, ORACLE, BEA, IBM, HP, COMPAQ
- **Solution Partner**
 - ✓ CTI/IVR solution, ATM systems
- **Service Partner**
 - ✓ BIG - 5, Large SI etc.
- **Distributors**
 - ✓ Korea, Russia, Japan etc.



International Acceptance

- **Target market : medium-sized banks in developing and emerging economies**
- **International market acceptance across 20 countries since 1990**

Asia Pacific

Malaysia, Thailand, Philippines, Indonesia, Singapore, Hong Kong, Australia

Middle East/Africa

Kuwait, Saudi Arabia, Kenya, Tanzania, Mauritius, Zimbabwe, Egypt, South Africa

Europe

Hungary, Russia, Latvia, Slovenia, Czech Republic





SA Global Resources for Global Business

- ↓ **SA attractive job attributes for professional talents**
 - ↩ **Banking industry specialist**
 - ↩ **Rapid knowledge and experience acquisition**
 - ↩ **Travelling for some**

- ↓ **SA attractive job attributes for management talents**
 - ↩ **Company vision**
 - ↩ **Potential reward as stake holder**

- ↓ **Talents development without geographical boundaries**
 - ↩ **Resource pool that support services globalization**



World Class Processes for Scalable Business Growth

- **"Appropriate" processes must be in place to support scalable business growth**

- **"Processes" must be able to support each stage of the company's development**

- **Processes must be "balanced" to deliver the best in "entrepreneur" and "corporate" ways of doing things**



SA Corporate Process that Support Scalable Growth

↓ **World-class processes & best practices for scalable virtual organization**

- ↖ **Product development**
- ↖ **Sales management**
- ↖ **Services delivery**
- ↖ **People development**
- ↖ **Performance management**
- ↖ **Financial management**
- ↖ **Strategic Planning**



SA - 6 Ps' Philosophies

- **Passion**
- **People**
- **Product**
- **Partners**
- **Process**
- **Profit**

System
Access



Thank You

www.systemaccess.com