

- The establishment of “reverse factoring” on the platform, supported with an appropriate e-commerce legal framework, has revitalized a traditional paper-based financial practice.
- By placing multiple banks on the same platform, bidding for the same asset, the platform has created choice of financial partners to the SMEs (something which is quite rare as the traditional banking relationship involves one bank providing all the financial services to an SME client).
- For both buyers and suppliers, the platform has served as a means for cross-border trade promotion and cross border fulfillment.

Arguably, this platform might also be considered to embody a Stage 3, value sustaining, innovation since firms have to be “invited” onto the platform, a process which constitutes somewhat of a barrier to those not already on the inside, and by the same token, sustains value for those that are already in. At the same time, it must be noted that from the government’s perspective this platform was intended to break down barriers to participation by SMEs, and it has achieved precisely that objective¹⁶.

One measure of the success of Nafinsa’s platform is that it has since been launched in selected Central American economies by the Central American Bank for Economic Integration (Cabei). Currently a number of major buyers on the Mexican platform are using the platform as a means to extend their payable obligations to suppliers in these newly adopting economies. It would appear that the Nafinsa platform has the potential to become a standard within this region.

One appeal of the Nafinsa model is that it is not dependent on GVCs. It can be based initially on domestic supply chains and then extended outward to support regional supply chains, facilitating its application in developing economies.

¹⁶ More generally, technological innovation can break down barriers (or allows them to be broken down) and changes business models (e.g., GHX e-marketplace), even if at an individual enterprise level, which is the perspective for which Applegate’s “stage” approach to innovation was developed, the intent is to sustain the ability to capture value.