

- The major manufacturers and buyers in the supply chains appeared to be setting their IT priorities elsewhere than on the payments processing function. Paper checks still remain the norm.
- The program was launched in an economy that has significant financial liquidity, such that this particular facility was in competition with other sources of funds. It would appear that although the program has provided value, the “uniqueness” of the program may have been overestimated.
- Financial institutions were re-evaluating their commitment to the program in light of their strategic interests. This had led in some cases to the institution providing continued support but perhaps not “championing” the program. In at least one case, the financial institution involved withdrew from the program because the facility simply did not meet the strategic interests (product profile, branding) that the firm wished to promote.

Project C was, and probably still is, a clear example of where integration of the goods, information and financial aspects of GTM did lead to innovative practices. Two Stage 2 examples of these practices are identified below:

1. The real innovation of Project C was not the improvement associated with automation of the existing processes, but rather the use of third parties’ SCM systems originated by projects A and B to provide banks transparent, timely and accurate information. The provision by the lead manufacturers, the core clients of the disbursing financial institution, of the underlying information gave sufficient comfort to the banks that the suppliers would meet their repayment obligations that they were willing to extend credit without requiring guarantees, collateral or security as previously had been the case.
2. New developments included the extension of new credit, the provision of funds earlier (e.g., pre-purchase orders) than is the normal practice of financial institutions in this sector, and the apparent changes in the security/collateral requirements of the participating financial institutions.