Listening to Savings Group Members for Stronger Bank Linkages: Customer Journey Mapping

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SPEAKERS

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QUESTIONS

Camilla & Socheata's Presentations

Can headaches also be encountered and addressed during the first impression stage?

Camilla: Absolutely. The most common headache in the first impression stage is that customers have not heard of the product. Or the way they are hearing about it is not where a company is focusing their resources on. You can go deeper into the part of the journey you want to know more about as well.

How do we solve the problem of float with the customers using mobile money and my other issues is in Africa fintech would seem to be talking away the human interface out of banking to in as much as clients would get improvement in their lives it would as well come with some apathy?

Camilla: We tried a few things such as 1) agent-to-agent transfer (we made sure agents met and exchanged numbers so that they could request each other for float, there was the option of charging a small fee for helping each other out), we also tried 2) emergency e-loans through a third party, and organizing a 3) super-agent system which exists for several mobile money operators (where one person helps to balance float and cash for a group of agents). Some of these ideas worked better than others. For other projects we did get mixed reviews from customers about having a human interface. At least for Zambia, the user preference for now is still having an agent to do most of the work for them, especially for the lower literate or those who are intimidated by digital interfaces. We had a customer once say "The agent is a walking talking ATM who can help you sort out a problem if it's not working".

Who pays for this exercise? Does the fintech have any responsibility to resolve any of the headaches that are found?

Camilla: For 17 Triggers as a consulting agency, we usually have two scenarios. One is that a financial inclusion agency, such as UNCDF, hires us to partner with a fintech and they cover the bills, although the fintech will provide resources in-kind to help with logistics, mapping and as mentioned by Michael/Kweuku in the call, it's always good to bring senior management in as much as possible. We do have cases where an NGO or company will hire us directly to help them do mapping and testing solutions etc.

While there is no binding contract to adopt recommendations or resolve headaches, this is usually in the interest of fintechs to create a better product or service. Even if they are not interested in low-income users or being financially inclusive, headaches usually stand in the way of meeting business targets, profit margins and KPIs.

What is the value add of using the CJM as opposed to other tools? Would love to hear examples of new things/insights that they were gained via using the CJM that would otherwise been missed.

Camilla: The biggest value added of CJM is making the journey as concrete as possible and not missing out steps that could be important touchpoints or headaches. I cannot emphasize enough the importance of visualizing each step of the journey as this highlights different perspectives and makes sure that those developing the journey are on the same page. Sometimes it's as simple as drawing a toilet versus a latrine (in our work in Ghana for example, we realized that one of the key reasons people were not buying the product was because of the toilet lid!), and other times it's making things the number of steps more visible, e.g. our journey maps were really useful for mobile money software engineers who didn't realize how many times the phone was actually being passed over the counter between customer and agent until they saw the map and realized how cumbersome it was. The other important aspect is prioritizing. This is where talking to users can really add value, and they are best at pinpointing the area of the journey that is the biggest barrier when they can actually see the whole thing.

How is the CJM used for new product development, reaching new segments?

Camilla: If a product doesn't already exist and you would like to use CJM, something we would recommend is mapping a current journey of how they are currently solving a similar problem. For example if you want to create a savings product, you can map how someone is currently saving money. That allows you to identify pain points as well as opportunities which can be helpful for product development.

What is the staff reaction to using CJM?

Camilla: Generally excellent. Visualizing is extremely engaging for most people and it really helps makes everything come to life. It also validates things that field staff have also been saying before but was not necessarily heard by upper management, so it's a good team building exercise too.

How does the CJM create the desired impact?

Camilla: I think this is mostly answered by the above. Ultimately, CJM is to help you identify the right problem to focus resources on and hopefully increase uptake and usage of a product or service.

Nafisa. Plan Sudan. We formulated 325 VS&L groups but we cannot join these groups with financial institution, how can we link them with financial custom?

Camilla: What were the barriers to linking them with the financial institutions (requirements?), and how involved was the financial institution in negotiating possible entry points?

How are the customers frequency in terms of use of the services? And any feedback from customers on the cost associated to the service.

Camilla: frequency depends for different services. With mobile money in Africa, OTC transfers were definitely the most frequent, followed by buying airtime. This is largely because those are the well-known use cases of the products for mobile money. In terms of costs, charges were always seen as high but was very much based on comparison with competitors.

does the CJM replace or compliment typical quantitative market research?

Camilla: Complement. Quantative and Qualitative research is both important. CJM helps to highlight issues, give the reasons behind (the why?), but even for qualitative research, it is just one tool in the toolbox. There are many others we would use for any intervention.

Gerald's Presentation

Gerald – Delighted that the Airtel Director understands the importance of listening to customers. Do your team members administer the CJM? Other than that, how and how often do your team interact with Savings Groups and their members? Do you still have any problems fully understanding the issues and hurdles that worry SG members?

Gerald: In a way, I would say yes but half the time we produce and sales, hence the low uptake. However, we are looking at ways that we can have a department that is specifically meant for SGs that way we can interact with the customers more. Understanding the problem of the customer we knoe are. but the challenge is basically redesigning the current offering to meet the customer needs. maybe it's a resource issue, but yes, we understand their problems.

Did you try to make the Agents aware of savings groups saving using the phone?

Gerald: In our case we did but back then there was no motivation for them to sale the product. the agents were not incentivized so they would rather concentrate on cash in and cash out were they make their money.

How do you address the issue of illiteracy?

Gerald: My take is illiteracy issue should never be left to profit seeking business alone, from my experience it will never happen. There is need for a market led approach where the government, Private sector and NGOs come in to make sure that literacy programs can take off and yield the desired results. I personally believe financial literacy is the bridge between financial inclusion and sustainable financial inclusion. It's a critical area that needs a matrixed approach.

Resources

http://www.uncdf.org/article/2412/case-study-client-journey-mapping