

SPTF Annual Meeting 2016: Plenary Day 1 Notes

Breakout Workshop 1: Customer Experience Design

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The session focused on how to improve the customer experience (related to Dimension 3 of the Universal Standards). Financial Service Providers (FSPs) face huge challenges in terms of uptake and use. There are large degrees of dormant accounts. If customers are not using the services, they can't benefit from them and we can not achieve the goals of financial inclusion that we set for them. CGAP believes that FSPs have to re-think their business model, how they interact with customers, and the role they play in the life of the customer. This shift is already happening in other sectors. The financial sector is one of the last ones that continues to think more in silos. A more customer-centric model will help us be better at achieving our goals.

What is an empowered customer?

- **Choice** - Has choice and freedom to make an informed choice
- **Respect** – Is treated with respect throughout the customer journey despite the low deposit amount, for example. Showing respect is having active patience. Support customers to learn by doing and being patient in that process
- **Voice** – Listen to customers in the process of learning what they need. Be there to help them.
- **Control** – Can exercise control over his/her financials and financial life.

The low income customers that we care about are often not empowered in this way. An empowered customer improves loyalty and satisfaction, which helps the business.

What components make a great customer experience?

- Enjoyable
- Genuine
- Kindness
- Anticipation
- Empathy
- Caring
- Smile
- Fast service
- Skills
- Listening

While these seem common sense, we are still having lots of issues in the sector in providing a great customer experience. The issue is that it's not considered mission-critical. The challenge is to quantify/make concrete some of these concepts into actions.

Functional is not enough -- we need to bring emotion to clients
We need to look at customers in their life span

The customer experience encompasses every interaction the customer has with the organization through the lifespan of the customer. At the heart of the customer experience, the organization has to have a compelling value proposition – ensure that the product/service really satisfies what the customer needs/wants.

CGAP is developing a Customer Experience Toolkit to give FSPs something they can implement themselves. The key components of the toolkit are:

- Make the case
- Start with the customer
- Plan and take action
- Make it work
- Share the results

Benefits of providing a good customer experience – ensures the products/services speak to the challenges faces by customers, are well designed and delivered. Customers will be empowered to access and use them. In this case uptake and use are more likely.

Case example: TigoCash –how did they benefit from good customer experience?
They had 1,000,000 registered customers, but only 10% were active. They could not change their product. So what else could they do? CGAP helped them learn about the customer experience. One of the findings was that they did not have the right value proposition. Speed in money transfer for example, was not what the customer wanted, even if it had worked in other countries. The main draw for them was presence/feeling cared about and having constant service available. As a result, they installed Kiosks in the communities where they were present and were there every Thursday. As a result, activity increased 30%.

Customer experience does not necessarily have to involve a major overhaul of what the organization is doing.

Finding the starting point – this is an iterative process. It is influenced by human centered design, innovation techniques and agile product management approaches.

Which customers to target – segmentation helps see the nuances in customer demographics, attitudes and behaviors that allow you to identify where the offering fits unmet needs and provides the most value to the organization and the customer. CGAP has also developed a segmentation guidebook (available on their website)

Customer Journey Map – tool to help understand the customer journey and needs

How to operationalize customer experience

- Use process to address short and long-term opportunities for testing tweaks.
- Think of internal structure – project versus structure versus unit

Rapid testing - A key element of customer experience projects is rapid prototyping. By quickly building in just enough resolution to make an idea real, you can get in front of customers and solicit their feedback.

Participants broke up in small groups to discuss two case studies: Zoono & Janalakshmi

Takeaways from the activity

- All staff is important at different stages of the process
- Cards from toolkit very helpful
- Everybody in the organization must embrace a customer-centric culture