Zoona, a money transfer and payment service, wanted to use focus groups to gain greater insights from current and potential customers. Given time and budgetary constraints, they engaged a local market research firm for several reasons:

1. **Recruitment**: With a short timeline, it was more efficient to have recruitment experts find focus group attendees.

2. **Moderation**: Good moderators make focus groups look easy. In reality, however, it takes someone with a lot of skill and experience to successfully navigate a group and extract insights.

3. **Cultural context / translation**: Even if Zoona had a great moderator, the local market research firm understood cultural context and was able to translate languages of attendees from various regions and backgrounds.

Zoona still wanted to conduct part of the process in-house so they could control some outputs and save money. They used the following process:

**Lessons Learned: Zoona, Zambia**

**SETTING UP FOCUS GROUPS WITH AN EXTERNAL MARKET RESEARCH FIRM**

Zoona, a money transfer and payment service, wanted to use focus groups to gain greater insights from current and potential customers. Given time and budgetary constraints, they engaged a local market research firm for several reasons:

1. **Recruitment**: With a short timeline, it was more efficient to have recruitment experts find focus group attendees.

2. **Moderation**: Good moderators make focus groups look easy. In reality, however, it takes someone with a lot of skill and experience to successfully navigate a group and extract insights.

3. **Cultural context / translation**: Even if Zoona had a great moderator, the local market research firm understood cultural context and was able to translate languages of attendees from various regions and backgrounds.

Zoona still wanted to conduct part of the process in-house so they could control some outputs and save money. They used the following process:

**MARKET RESEARCH FIRM SELECTION**

- Identify list of potential firms from trusted recommendations
- Conduct brief interviews with short list of firms (see sample questions on following page)

**RESEARCH PARTICIPANT RECRUITMENT**

- Decide on relevant customer population to research and number of focus groups budget allows
- Develop screening criteria based upon hypothesis segmentation exercises
- External firm starts recruitment based upon criteria

**DISCUSSION GUIDE DEVELOPMENT**

- Create initial set of questions based on previous questionnaires
- Pre-test questions on customers at Zoona booths (as well as with internal staff); adjust
- Refine and finalize discussion guide with market research firm

**Conduct focus groups**