



Case Study

Leveraging informal financial services with “Tigo-Save”

Challenge

Tigo Cash launched its mobile money service in Ghana in 2010. However, by 2012, only a fraction of its over 1 million registered subscribers were actively using the offering. Tigo Cash was struggling to gain momentum in the country, therefore in 2013, CGAP, Tigo Cash, and IDEO.org set out to better understand how to improve the customer value proposition of TIGO Cash and the larger issue of customer engagement with mobile money among low-income Ghanaians.

Questions

How can we engage registered TIGO Cash customers who aren't actively using the platform?

How can we position mobile money and other digital financial services in new cultural contexts and take into account the needs and aspirations of low-income Ghanaians?

The need for safety in financial services is often context specific, such is the case in Ghana where susu collectors and microfinance institution loan officers walk through poor communities with hundreds of dollars in cash. This physical presence is important. Mobile money providers such as Tigo Cash, talk about the safety of their services but struggle to gain trust in the market.

Overview

Over four months the team investigated the important factors in making and receiving payments in Ghana through over 40 in-depth interviews. Information about customers' desires and fears were synthesized into insights and guided the ideation phase. The team developed three experience principles to help Tigo Cash position in a new market and leverage informal behaviors and systems (eg. Susu collectors):



The principles were:

- Create a visible Tigo Cash community (wherever I am, it's there!)
- Offer expanded potential (creating value beyond convenience, having Tigo Cash offer growth opportunities)
- Provide continuous support and make customers feel valued.

Prototyping “TIGO SAVE”:

Once new ideas were generated, the team developed 3 simple prototypes, one of them was the Tigo-Save service.

Tigo-Save was modeled on the role that susus played in Ghanaian savings behaviors. Therefore, the prototype was aimed at making an informal savings system feel more official. Tigo Cash put physical agents out in the community to explain the benefits of Tigo Save

over informal means. This conferred more gravity on the product and used a known convention, real representatives and word of mouth, to gain trust.

Initially, Tigo expected that customers would be loyal to the susu collectors who currently visit them daily in their home or workplace. Surprisingly, the exercise showed that the majority of people interviewed actually preferred a new mobile money agent over their current susu collector. Perhaps because they have either heard about susu collectors running away with people's money or they have experienced it themselves. The Tigo Save service is currently present in 27 communities in Ghana.



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<http://www.cgap.org/publications/designing-customer-centric-branchless-banking-offerings>