

Incremental Change

Requires a shift in strategy, mostly around research methods, and integration of new skills and roles

Transformational Change

Requires formal changes in organizational structure, allowing people to organize by teams or task forces around specific customer needs

INCREASE PRODUCT, SERVICE, OR BRAND AWARENESS TO IMPROVE UPTAKE

A lighter approach to customer centricity is identifying how to reach customers more effectively. Your team may seek to understand primary channels, locations, and interactions used to gain awareness of products, services, and brands. Use these insights to prioritize marketing toward certain channels and locations, create more compelling and targeted messages, and identify creative ways to reach end users.

Potential actions to take internally

- To better understand which products/segments are the best starting points, review which marketing efforts lack effectiveness.
- Equip teams to conduct lightweight quantitative and qualitative customer research methods around these efforts.
- Appoint a customer insights team leader to ensure that research and prototyping are prioritized in the marketing process.

Go-to-Market Lessons from Centenary Bank, Uganda. CGAP Customer Experience Toolkit.

ADAPT EXISTING INCENTIVES TO REDUCE DORMANCY (e.g., a period of no deposits or withdrawals in savings accounts)

Dormancy, or non-use, often exists because of very human reasons – required transaction amount or distance to the bank branch, for example. Customer experience research can help identify the human story behind dormancy challenges. Your team can conduct qualitative research to identify potential reasons for non-use, and employ this information to adapt incentives and basic product features accordingly.

Potential actions to take internally

- Map the customer journey to identify points for intervention.
- Use a mix of qualitative and quantitative customer research methods to better understand barriers to use.

Rethinking Mobile Money: Tigo Cash, Ghana. Insights Into Action, page 67.

REDUCE THE COST TO SERVE YOUR CUSTOMERS

Help reduce costs by training sales and support teams to anticipate potential areas of friction for customers, and redesign your channel strategy to improve your portfolio of offerings to be more cost efficient.

Potential actions to take internally

- Establish a formalized feedback loop. Set processes for how and when employees should share insights – and with whom.
- Establish insights sharing practices through internal social events or social media forums that are visible to top management and employees.

myAgro: CGAP Smallholder Finance Report. Applied product Innovation for Smallholder Finance.

LAUNCH A NEW PRODUCT OR SERVICE

At its best, a customer-focused perspective shapes your culture and your offerings. A more intensive customer experience project may also shape new offerings. Organizations use customer research to identify challenges to solve with financial products and services. Insights shape messaging and features, which are then quickly tested in the field before rollout.

Potential actions to take internally

- Place customer insights team members directly in product development teams to ensure insights are translated into product features and design.
- Form a startup team and allow them to work outside existing legacy processes.
- Dedicate budget and resources so the team has the flexibility to test and quickly prototype new product and service ideas.

Designing a New Mobile Wallet: Bradesco, Brazil. Insights Into Action, page 57.

PRO TIP – Tackle an initial project that yields quick wins. This will demonstrate the benefits of customer experience prior to a huge organizational undertaking to become more customer-centric.
