

Breakout Session 3: Improving Customer Engagement by Meeting Them Where They Are

MEDA and UGAFODE

March 3rd, 2016

Accra, Ghana

"Improving Customer Engagement by Meeting Them Where They Are"



UGAFODE Microfinance Limited (MDI)

MEDA

Mennonite Economic Development Associates

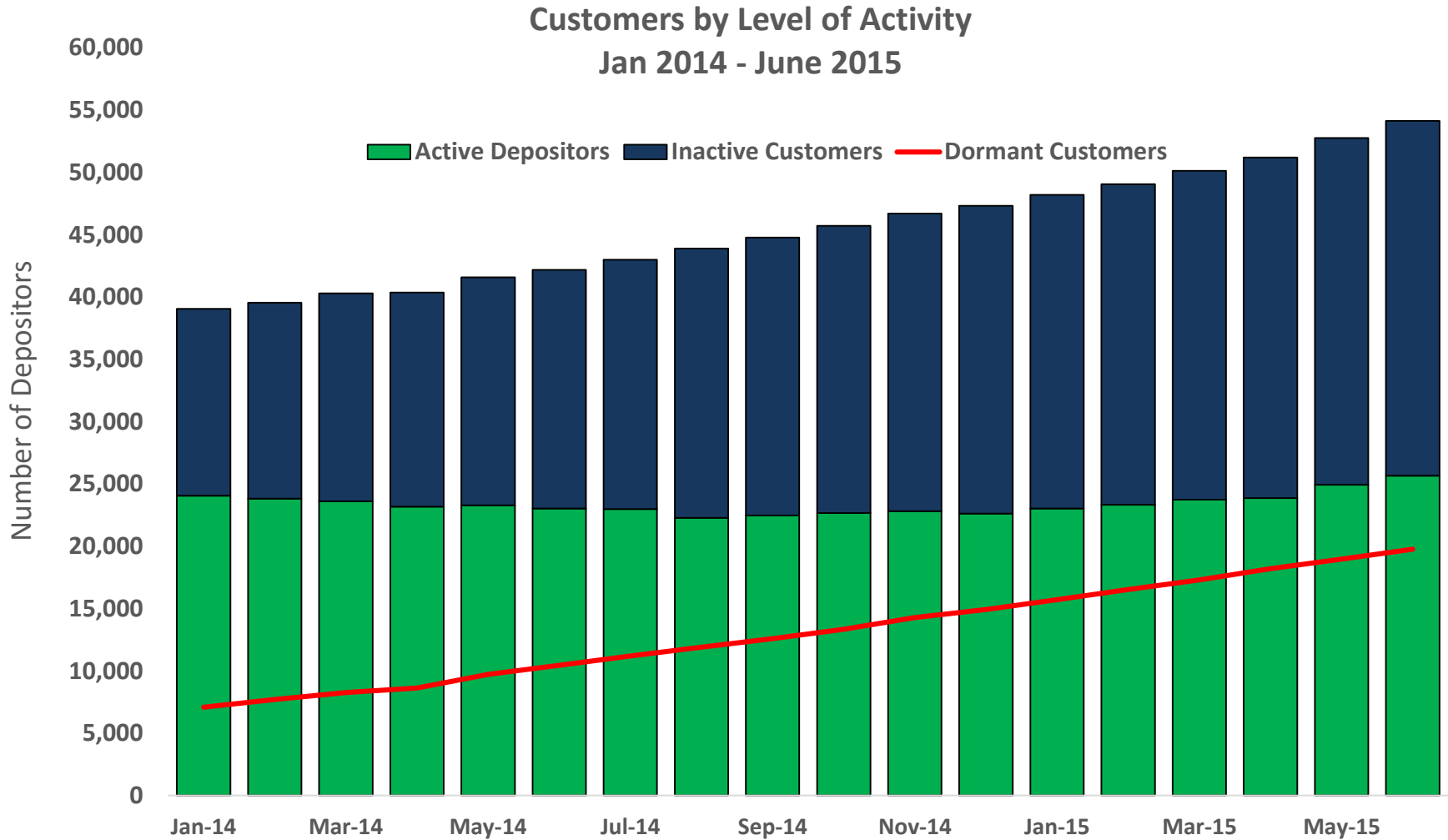
Current Savings Challenges: Keeping a Competitive Edge



- How do we encourage clients?
- What are our key strengths?
- What are our customers' key complaints?
- How can we keep our customers satisfied?
- How can we cross sell more?
- How can we maximize a limited marketing budget?
- How can we keep our edge when competing banks also have mobile money services?



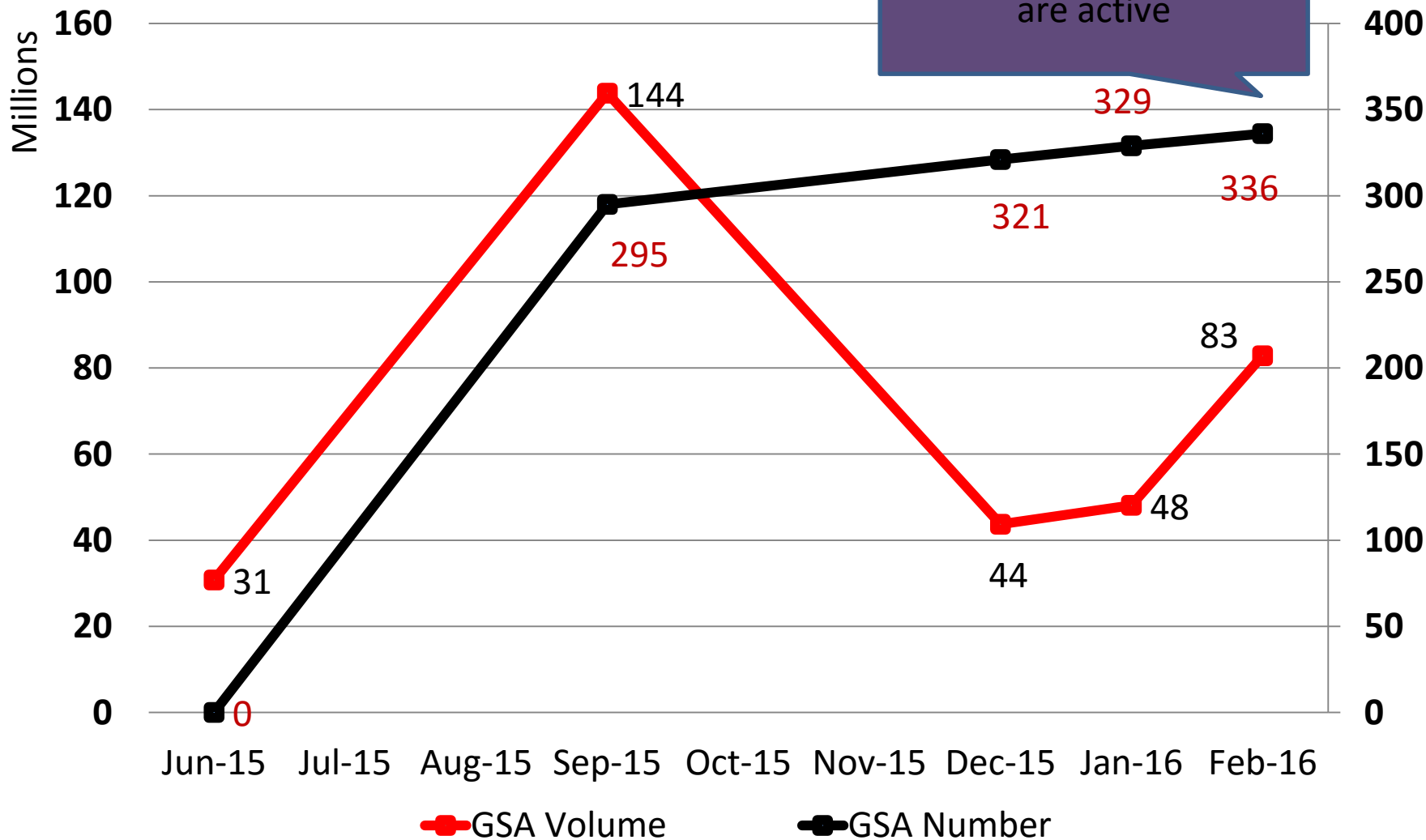
High Dormancy Rates Were Not Going Down



Low Level of Activity in GroupSave Accounts



Trend analysis



GroupSave Customer Challenges

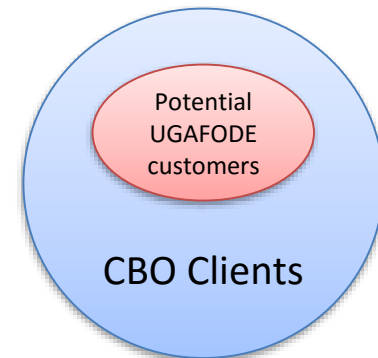


- **Main customer complaint is distance**
 - 64% of GroupSave clients responding said they had only been visited once by branch staff
- **Desire or dissatisfaction with loans**
- **Need to target more mature groups**
 - Only 27 of 190 GroupSave customers have a balance greater than 100,000 UGX
 - Majority of VSLA groups targeted were in the 1st or 2nd loan cycles (58%)

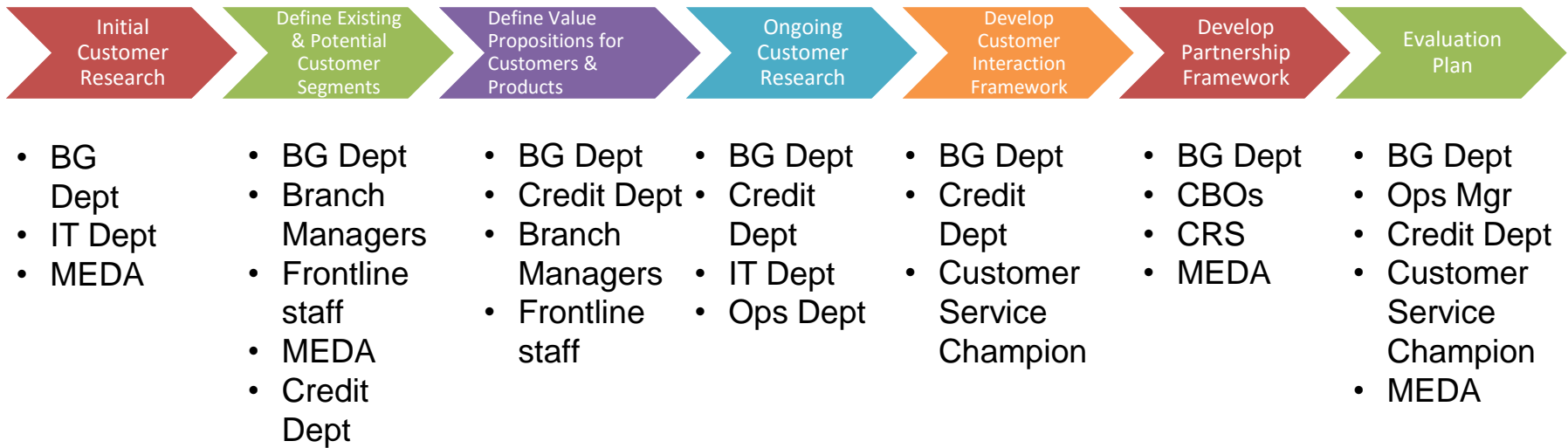


Better Customer Engagement Strategy

- ✓ Increase account usage
- ✓ Increase Customer referrals
- ✓ Reduce dormancy
- ✓ Keep & Grow with customers
- ✓ Strengthen brand loyalty
- ✓ Target most likely customers
- ✓ Distinguish UGAFODE from competitors



Building Blocks for Customer Engagement





Key areas of focus

1. Geographical scope; Gain a better understanding of customer outreach and why it is important. *How far do we go to mobilise deposits? (customer profiling and product/market segmentation)*

- Not more than **50 kms radius**
- Create 3 segments i.e. Near, Far and Too far away to branch

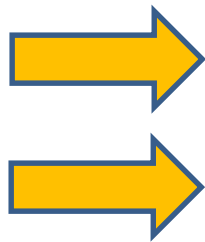
2. Customer interaction touch points; *How many times do we stay in contact with the customer? (relationship management)*

- **7 touch points** with customers at introduction, account opening, cross selling, and financial education

3. Segmentation & product value proposition; *Who are our most likely segments? What do we want to offer to specific segments? (product refinement and differentiation)*

- Product research, Review & Refinement
- Product pack for uniformity
- Benefit statement per product
- Product marketing

Optimal Customer Engagement



	Focus	Visit	Messages Sent	Email	Mobile
Day 1	Welcome & Activation	Welcome Kit Preapproved Offer Email Capture Mobile Capture			
Day 2	Thank You			Welcome Email	Welcome Text
Day 5	Utilization		New Account Follow-Up 'Go With' Service Discussion	Alert Notification Sign-Up	Alert Notification Text
Days 7-30	Utilization & Engagement		Branch Phone Check-In Engagement Letter	Engagement Email (Direct Deposit/Online BillPay)	Engagement Text (Direct Deposit)
Days 30-60	Utilization & Engagement		Branch Engagement Call	Day 30 Engagement Email Day 45 Utilization Email	Engagement Text (Mobile Deposit)
Days 60-90	Engagement & Cross-Sell		Call Center Relationship Expansion	Modeled Engagement Service Email	Engagement Text Rewards Offer
Days 90-180	Cross-Sell		Call Center Relationship Expansions	Modeled Service Cross-Sell	Modeled Service Cross-Sell

A New Customer Interaction Framework



Can we create guidelines for what the customer experience should look like?



How can we provide the best service to all of our customers and maximize return on staff engagement?



Customer Touch Points



Touch	Process	Focus	Visit	Email	Mobile
1	Attract and Identify	Welcome promotion & Activation	Welcome Kit Pre-approved Offer	Email Capture	Mobile Capture
2, 3 & 4		Activation	Activation and/or Follow up Q&A	Welcome Email	Thank You SMS or a Welcome Text
		Utilization	New Account Follow Up Service Discussion	Alert Notification Sign-Up email	Alert Notification Text
5	Interact	Utilization & Financial education	Engagement Letter Financial education kit	Engagement Email (Direct Deposit)	Branch Phone Check-In Engagement Text
6 & 7	Support and Retain	Utilization & Engagement		Day 30 Engagement Email Day 45 Utilization Email	Branch Engagement Call Engagement Text (Mobile Deposit)
		Engagement & Cross-Sell	Call Center Relationship Expansion	Modeled Engagement Service Email	Engagement Text Rewards Offer Service Cross-Sell

Customer Segmentation & Value Proposition



Current



Offer



Basic Value Propositions

- Easy Access
- Assurance
- Safety
- Interest
- Literacy
- Credit
- Linkage
- Savings

Challenges To Implementation



- ✓ How do we implement next steps -creating customer experience standards for each interaction?
- ✓ Can we find the budget to help facilitate this new strategy?
- ✓ How will we enforce that these standards are being met?
- ✓ Who will enforce it?
- ✓ How can we incentivize branches to comply?
- ✓ What happens if they don't?



Measuring Compliance and Success



Policy/ Activity	Who will Monitor?	How often?	Consequences/Rewards for Non-Compliance? What>	What will success look like?	How we will measure it?	Who will measure it?
Customer Visits meet guidelines						
Branches are staying within geographic parameters						
Agent engagement visits						
Agent engagement rankings						



THANK YOU!!!



Lessons



Women guard the box



1 man : 10 women



Mobile VAN for outreach



Men sit on chairs and women down



MICROLEAD

THANK YOU