CUSTOMER EXPERIENCE PLAYBOOK

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About this Playbook

Businesses, world over, try to win the loyalty of their customers by offering them a delightful customer experience. In fact, it is now widely acknowledged that by understanding their customers' needs, companies can improve not only their customer experience, but also their bottom line.

But poor customers accessing financial services often don't have a good customer experience and they rarely hope to be treated well. Few financial service providers (FSPs) focus on a good customer experience for this segment. For those FSPs who have an interest in serving their poor customers well, there isn't enough guidance on how to begin. How do you understand what needs fixing? How can you convince senior executives at your organization that a good customer experience for the poor makes good business sense?

At CGAP, we believe that a positive customer experience is key for FSPs seeking to increase use, relevance and ultimately profit margins from this often underserved customer segment. By influencing FSPs world over to think about a good customer experience for their poor customers, we think we can influence the achievement of full financial inclusion for the poor. Today's massive gaps in active use of accounts by the poor, despite gains in access, points to a clear need to change the status quo.

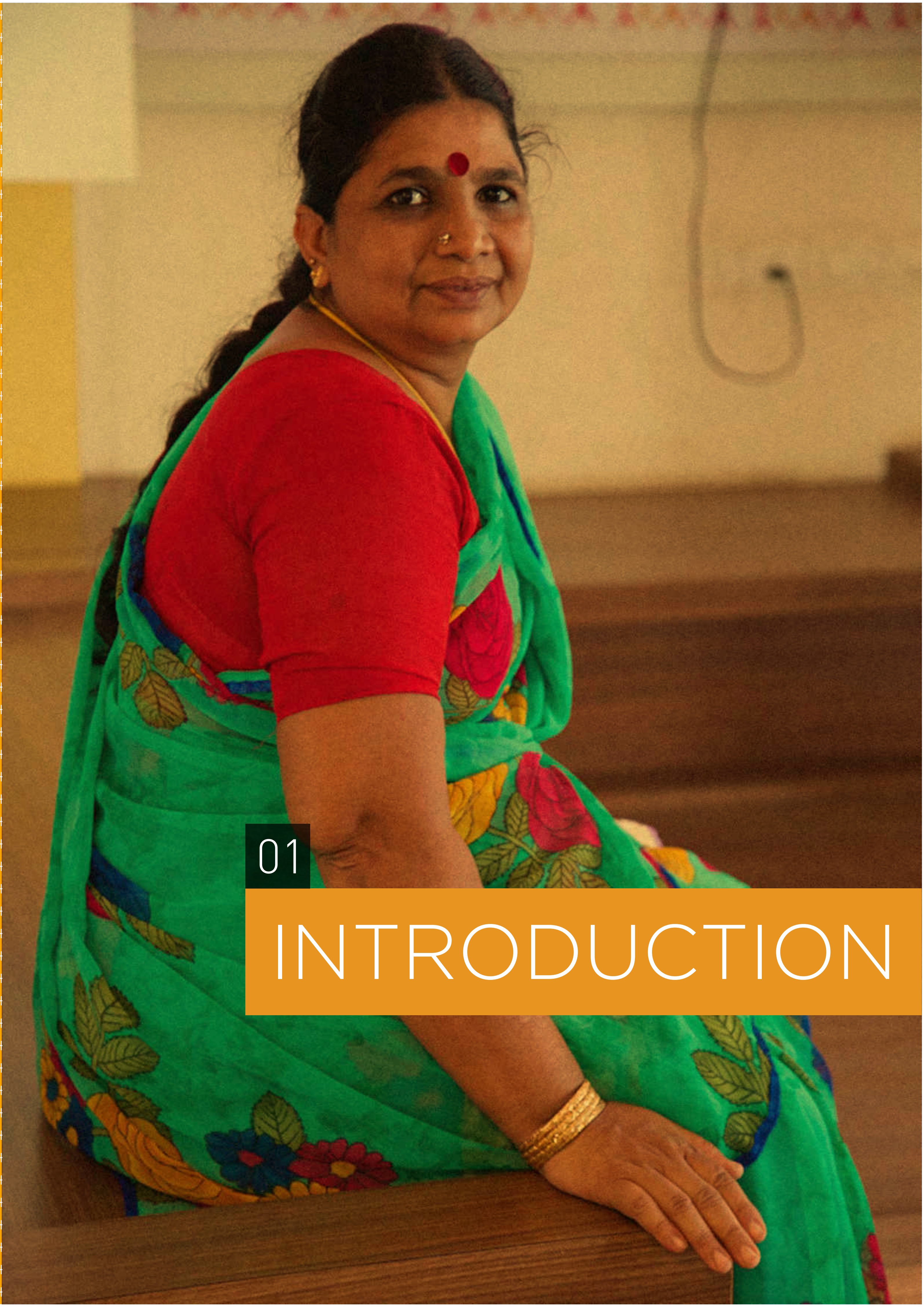
Partnering with Janalakshmi Financial Services in India and with Dalberg Global Development Advisors, we have created this Customer Experience Playbook, to help FSP staff serving poor customers, to implement customer experience improvements, and ultimately influence their organizations to build a culture of customer-centric innovation. This playbook was written for Janalakshmi staff spread across India, so each of them can improve customer experience, no matter where they are based. But we present it to you with the belief that it is a great resource for FSP staff anywhere in the world, who are thinking about understanding their customers better and improving their experience with financial services. We believe the set of strategic "plays" in this book will be a very useful guide to staff at the frontline or in boardroom and can help you take incremental steps towards building a customer-centric organization.

This playbook is the outcome of a project to better understand Janalakshmi (Jana) customers' journeys and thereby serve customers better. Over several months, a joint team made up of Jana, CGAP and Dalberg staff continuously conducted research with Jana customers, jointly developed ideas for improving their experience and prototyped some of these solutions. We saw early successes in the solutions we built, which led to plans for scaling up our solutions.

But we knew the main work lay ahead. Beyond this round of tests and prototypes, there would have to be more rounds, and more scaling, now led independently by Jana staff. We also learned that beyond the customer experience improvements themselves, Jana staff would need tools to drive a customer-focused transformation within the organization-- building space for innovation, allocating investments, generating customer insights and a willingness to transform business processes to achieve this goal. We saw the need for a guide that could help Jana staff, based all over the country, and indeed all FSP staff everywhere, to create customer experience improvements independently.

And so we built a guide that can help all FSP staff create powerful insights on their customers, build an offering that is beneficial to the customers and to the business, and ultimately, build an organization that puts their customers at the heart of all they do. We hope the playbook proves to be of value to you in promoting customer-centricity at scale in your organization and improving financial inclusion to poor customers everywhere in the world.

CGAP janalakshmi Dalberg



01

INTRODUCTION

01 BACKGROUND & CONTEXT

Beyond understanding our customers' lives, we at Janalakshmi recognize the importance of providing a good experience to our customers when they interact with our products and services. In April 2015, Janalakshmi and CGAP jointly commissioned Dalberg, a development consulting firm, to work with Janalakshmi to

- Chart the customer journey for different kinds of Janalakshmi customers.
- Understand what customers value and define key value drivers through an immersive human-centered design (HCD) approach.
- Work with cross-functional Janalakshmi teams to design and run customer experience (CX) improvement projects. A cross-functional customer experience working group (CWG) was assembled to work with Dalberg and drive Janalakshmi's journey to customer-centricity.
- Institutionalize customer-centricity through a CX Playbook that enables Janalakshmi teams to initiate and run CX projects independently.

This CX Playbook is meant to guide senior and middle managers at Janalakshmi to run CX improvement projects from start to finish, thus contributing to our journey of being a truly customer-centric organization.

OBJECTIVES & STRUCTURE OF THE CX PLAYBOOK

The objective of the CX Playbook is to help Janalakshmi senior and middle management conceive, design, and implement CX improvement projects on an ongoing basis. The CX Playbook is divided into eight sections detailing different stages of embedding customer-centricity within the organization. Each section contains operating principles and useful tools for each stage. The Playbook also describes typical challenges faced in implementing such projects along with suggested solutions.

The structure of the Playbook and how it is aligned to different stages of a CX Project.

	PLAYBOOK SECTION	VALUE FOR PLAYBOOK USERS
02	CUSTOMER EXPERIENCE 101	• Understand core concepts of CX such as customer lifecycle, pain points and challenges Understand importance of improved CX for Janalakshmi
03	MANAGING CX PROJECTS	• Understand goals, principles and stages of a CX project
04	CUSTOMER RESEARCH	• Conduct immersive field research to understand challenges in the current customer experience
05	DEVELOPING CX IDEAS	• Ideate and generate solutions to CX challenges identified through customer research
06	PROTOTYPING	• Based on the CX ideas generated, design and run small scale prototypes that improve different aspects of CX
07	MEASURING & SHARING RESULTS	• Measure success of CX prototypes and decide which ones to take forward at scale with or without modifications
08	SCALING UP	• Scaling up successful CX prototypes across Janalakshmi geographies and product lines
09	ADOPTING A CX CULTURE	• Understand how organizational structure, processes, incentives, & communications can help institutionalize a customer-centric culture within Janalakshmi

Table 1: CX Playbook Structure

TYPICAL USE CASES

Use the CX Playbook for either end-to-end CX projects or specific aspects such as user research or CX ideation. Table 2 suggests which sections are relevant for these different goals.

How to use the CX Playbook

WHAT IS YOUR GOAL?	RELEVANT SECTION FROM THE PLAYBOOK								
	01	02	03	04	05	06	07	08	09
Launching new CX initiatives	●	●	●	●	●	●	●	●	●
Launching new Jana Centres			●	●	●	●			
Introducing staff members to CX at Jana	●	●							
Developing new products	●	●	●	●	●	●	●	●	●
Changing KPIs for customer facing roles						●	●	●	
Launching & embedding a CX culture throughout Janalakshmi									●

Table 2: How to use the CX Playbook

ICONOGRAPHY

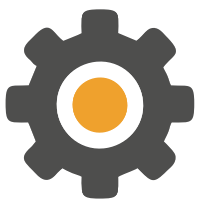
Throughout the playbook the following eight icons have been used to highlight content of different types.

GOALS

CHALLENGES

INITIATIVES

TOOLS



OPERATIONS

COMMUNICATION

STAGES

02

CUSTOMER EXPERIENCE 101

02 CUSTOMER EXPERIENCE 101

GOALS OF THIS SECTION

- **Understand the basics of customer experience (CX)**
- **Understand the customer lifecycle**
- **Identify customer value-drivers across this lifecycle**

What is Customer Experience (CX)?

Customer Experience (CX) encompasses every interaction the customer has with your organization throughout the customer lifecycle, whether they are in-person, over the phone, or online. At the center of good Customer Experience is a clear and compelling value proposition that is, a product or service that satisfies a customer's need or want, usually associated with a short or long-term goal; for example, a loan to buy a house. Delivering a positive customer experience generally requires coordination across different functions within an organization such as marketing, product development, customer care, operations, or retail branches.

What are the benefits of good Customer Experience?

For customers
Think of a young couple who dream of buying a family home, but struggle to save because of daily demands. If a savings product is designed to make small, short term deposits easy, they are more likely to meet their financial goal of purchasing a home. Customers benefit when products, services, and delivery experiences are designed with them in mind. This focus helps in greater usage and benefit to costumers since products now better fit their needs or are aligned to their natural behaviour. A focus on customer experience can drastically improve possibilities for customers' lives through increased relevance, convenience, and affordability.

For business
Think of the couple who went from being occasional users to regular savers, as they saved for their future home. An active account with less withdrawals means the business retains a valuable customer relationship and benefits as much as the customer from the growing savings balance. Businesses benefit when customers thrive. These benefits range from more active accounts, strengthened brand reputation, to deepened customer loyalty—all metrics that fuel an improved bottom line. A focus on customer experience throughout a product and service portfolio often translates into better market fit, more engagement, and increased retention.

For society
Think of people in poverty who now experience expanded economic opportunities. More families with the ability to invest in education, participate in the economy, and save for long term translates into value at the societal level. When the poor have more predictable income and expenditures, economies experience stability and growth.

At Janalakshmi we appreciate the potential value of a customer-centric business model and recognize the need for better tools to drive this transformation within our organization. The goal of this Playbook is to be one such tool for us. We hope that it will serve as a practical and useful guide as we move towards a greater customer-centric focus regardless of where one sits in the organization.

How is a CX approach different?

CX requires a shift in **STRATEGY** from a portfolio of products that drive growth based on identifying the best customers for your products to a portfolio of customers that drive growth based on meeting customer needs.

CX requires a shift from a **CULTURE** that rewards employees for simply increasing sales to a culture that rewards employees for solving customer problems and deepening customer relationships.

CX requires a shift from an **ORGANIZATIONAL STRUCTURE** in which employees operate in product silos, and interact with other functions only when they need to get product to market. A more favorable organizational structure is one in which business units are linked across functions by teams or task forces that rally diverse functions around customer needs and segments.

Why should Janalakshmi care about improving CX?

There are two distinct reasons why Janalakshmi is serious about becoming a customer-centric organization that is constantly improving customer experience.

Organizational Mission
It is Janalakshmi's founding ethos to support and protect poor customers. We firmly believe that we owe our success to our customers and not the other way around.

Improving CX can lead to income enhancements or prevent income losses for customers. For example, an hour saved in every interaction, such as a monthly collection meeting, can result in savings of atleast INR 600 per year for a customer. This over the lifecycle of a customer (5-7 years with Janalakshmi) can mean savings of ~ INR 3000–4200.[1]

Business Benefit
Create a differentiated service offering, distinct from our competition, who often do not treat customers with dignity and respect.

Improve customer retention and loyalty which in turn would improve the bottom line. For example, even if we retain 10% of the customers lost each year, it could result in additional profits of INR 20 million.

1. This calculation is indicative and is based on Janalakshmi customer base as of 2015. It assumes an hourly income of INR 50 or roughly INR 12000 per month for the average Janalakshmi customer and that 12 hours will be saved per customer annually.

CUSTOMER LIFECYCLE

Before a customer's relationship with Janalakshmi begins, there are a range of experiences and actions in their lives that relate to their financial needs. Similarly, throughout their relationship with Janalakshmi, they have certain goals, activities they undertake, and emotions they feel. These stages, put together, are called the “Customer Lifecycle”. The figure below gives details of this lifecycle for Janalakshmi customers and is based on previous research on customer experience carried out by Dalberg for Janalakshmi in 2015. We must develop a nuanced understanding of the worries and wants that customers experience and the solutions they value across this lifecycle in order to be truly customer-centric.

Customer Lifecycle Framework

01	02	03	04
LATENT NEED	**FEEL THE NEED**	**SEARCH**	**SELECT**
The potential customer has life situations, worries and wants that are potentially addressable by a financial offering, but the customer is not aware of these offerings.	The potential customer realizes that his/her need can be addressed through certain financial products such as loans and different savings instruments.	The potential customer searches for various financial service options that can adequately address his/her need. For new customers, this is where they might first come to know of Janalakshmi.	The potential customer decides to go ahead with Janalakshmi's service offering (for both new and existing customers). There are several prejudices that might lead them to feel that a certain FSP is not appropriate for them.

Table 3: Customer lifecycle framework

05

ONBOARD

The customer interacts with Janalakshmi through various onboarding processes such as filling forms, disbursements, trainings.

06

USE

The customer begins to engage with the Janalakshmi product on a periodic basis – monthly repayments of the Small Batch Loan or daily deposits in Badhti Bachat.

07

MIGRATE UP

The customer decides to upgrade his/her loan (L2 upwards), increase his/her savings rate, or buy multiple offerings from Jana: such as a loan and a savings account.

08

MIGRATE DOWN

The customer reduces or stagnates his/her portfolio with Jana either by not renewing a loan, taking an equivalent or smaller loan, stopping the savings service, or by leaving altogether.

CUSTOMER VALUE DRIVERS

At each of these stages in the customer lifecycle, customers have differing needs and expectations from Janalakshmi as an organization and from the financial services they use. When these expectations, which can also be considered as value drivers, are delivered by Janalakshmi, it increases customer satisfaction. When they are not, it increases customer pain points and reduces satisfaction.

Customer Value Drivers

CUSTOMER VALUE DRIVERS	DEFINITION
SPEED	The end-to-end lifecycle time and also process-step time needed by a customer to complete a certain transaction with Janalakshmi.
CONVENIENCE	The ability of customers to transact with Janalakshmi with minimal disruption to their personal and professional routines.
RISK	The risk of not getting a loan or the risk of losing savings for customers buying loan and savings products from Janalakshmi.
RELATIONSHIP	The ability of customers to engage with Janalakshmi staff, discuss their financial decisions, and receive information and guidance from trusted sources.
FLEXIBILITY	The ability of customers to transact with Janalakshmi through processes and norms that adapt to their financial and time-related references.
PRODUCTIVITY	The opportunity cost for customers of engaging with Janalakshmi due to lost time or earnings.
INFORMATION	Access to easy-to-understand, unbiased information that helps customers make better choices about financial products and services.
COST	The financial, psychological,[2] and opportunity cost of engaging with Janalakshmi.
EMOTION/COMFORT	The level of physical and emotional comfort customers experience while interacting with Janalakshmi across the lifecycle.

Table 4: Customer value drivers

2. Psychological Cost: The emotional discomfort experienced by the customer while engaging with financial service providers for a transaction.

Through previous research with our customers in 2015, nine types of benefits that customers and prospective customers tend to value across the lifecycle were identified. These are applicable to the different products, services and processes at Jana.

Table 4 defines and describes these value drivers. Table 5 captures details of which of value drivers were not being adequately addressed for Janalakshmi customers and were leading to pain points.

DETAILED FINDINGS
Janalakshmi customers value speed in their interactions with Janalakshmi, starting from filling application forms, to decisions, disbursements, interactions at the Jana Centre, and collections.
Janalakshmi customers value interacting with Janalakshmi in a manner that is convenient and doesn't involve rigid rules, time slots, complex paperwork, or payment schedules.
Janalakshmi customers value reduction of the risk of not getting a loan and the uncertainty surrounding different steps of the loan process.
Janalakshmi customers value advisors with whom they can share a trusted relationship around key financial decisions.
Janalakshmi customers often face variance and uncertainty in their periodic incomes and schedules. They value flexibility in the design of financial products and processes, especially around disbursement timings.
Many Janalakshmi customers lose a day's work and the consequent income if they have to spend time engaging with Janalakshmi's services because they are paid by the day or own a small business. They therefore value services that minimize their loss of productivity.
Janalakshmi customers want unbiased Information about suitable financial products, (Janalakshmi products or others). They often have lesser access to credible financial information and have to take financial decisions based on very little objective information. Inconsistency of information is also an issue. Their interactions with Janalakshmi might offer only differing levels of information based on who they interact with.
Customers seek to minimize the actual cost, the time spent, and the psychological cost of engaging with a financial service provider. Financial costs, in addition to interest charges, also includes hidden charges or unexpected fees. Psychological costs include factors such as the uncertainty surrounding a loan approval or being made to feel “inferior” while transacting with Janalakshmi.
Customers value physical and emotional comfort in their interactions with Janalakshmi across the lifecycle. This means having comfortable physical spaces, relationship managers who address individuals with respect and consideration.

MANAGING TRADEOFFS

An important component of CX design is choosing trade-offs between these value drivers. For instance, a process improvement designed to maximize customer handling capacity at a Jana-Center might reduce Jana Center staffing needs (and hence costs) but might simultaneously lead to weaker relationships with customers or lowered comfort levels for them. Similarly, there might be a conflict between trying to maximize speed for customers and managing financial risk for Janalakshmi due to fewer due-diligence checks. In such situations, Janalakshmi leadership along with CX managers should take decisions after carefully evaluating the trade-off. **Additionally, it is useful to develop a list of CX "non-negotiables" that serve as the baseline for how Janalakshmi treats its customers and incorporates these processes into the basic "cost of doing business" calculation.**

Customer Pain Points

Customers feel pain when a certain value-driver important to them is not a part of their customer experience at any stage of the lifecycle. These pain points might be latent or expressed clearly but they arise from two fundamental categories of reasons within Janalakshmi:

- **Sub-optimal Design:** Situations in which Jana policies, processes, spaces, or products are not designed to deliver on the value-driver important to the customer. Many of these design failures may result from underlying information gaps about the customer. This can be addressed through adequate customer research and information gathering processes.

- **Sub-optimal Implementation:** Situations in which well-designed policies, processes, spaces, or products are not implemented well, leading to a loss in customer satisfaction and value. Many of these implementation failures may result from inadequate organizational structure, training, incentives, or technology enablement of processes.

Research done in partnership with Dalberg in April 2015, revealed customer pain points that ran across the customer lifecycle. This is shown in Table 5 and covers insights from customers of the SBL, Badhti Bachat and Nano Loan product categories.

Customer Pain Points

Some examples of these customer pain points were

1. Low speed & productivity during 'Onboarding' and 'Use'
Customers complain about spending a lot of time at the Jana Centres or meeting centres for disbursements or collections. Most of them perceive this is due to paperwork and schedules of Jana staffers.

2. High perceived risk of rejection during 'Onboarding'
Most customers do not understand the loan process and approval guidelines clearly. This uncertainty creates frustration and a feeling of deep unease in customers.

3. Low flexibility and convenience during 'Select', 'Onboarding' and 'Use'
Customers can get frustrated with the lack of flexibility in locations and timings for collections or disbursements since this might interfere with their working hours and lead to income loss. They also get frustrated about the lack of flexibility in products such as Badhti Bachat which don't allow deposits of varying amounts.

4. Low levels of trusted relationships through the customer lifecycle
In important financial matters, customers value trusted relationships and people who can provide advice on key decisions. Many customers interviewed by Dalberg said that they did not

	LATENT NEED	FEEL THE NEED	SEARCH	SELECT
SPEED				
CONVENIENCE				
RISK				
RELATIONSHIP				
FLEXIBILITY				
PRODUCTIVITY				
INFORMATION				
COST				
EMOTION/ COMFORT				

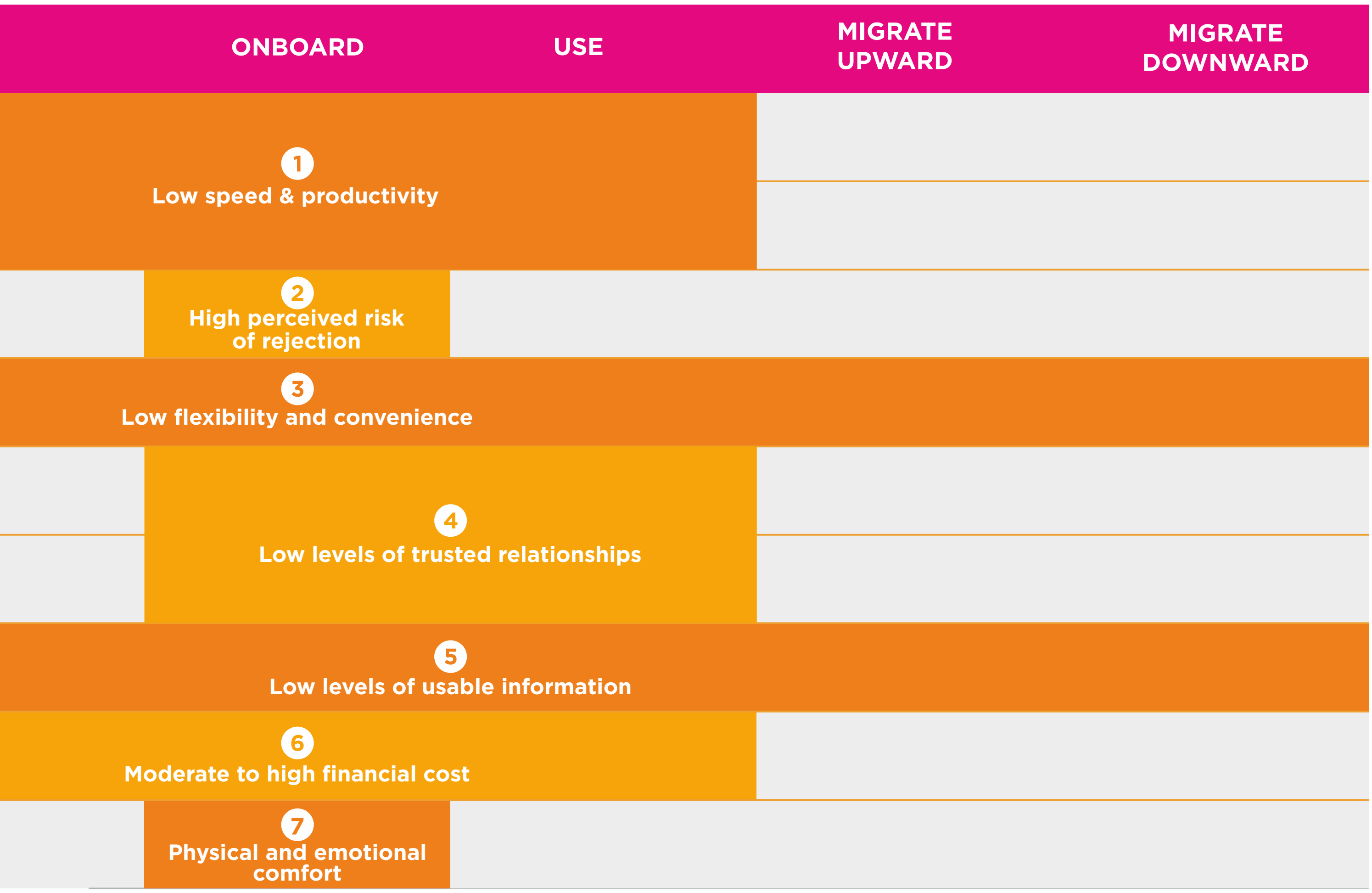
Table 5: Customer pain points

have a special relationship with Jana employees they met regularly such as the Customer Relations Executive, Collections (CRECs).

5. Low levels of usable information through the customer lifecycle
Most customers wanted better or clearer instructions or product information through the entire lifecycle with Jana and felt they did not understand product features or loan processes well. For insurance products, this was particularly pronounced since rejected insurance claims lead to severe impact for customers and also reputational risk for Janalakshmi.

6. Moderate to high financial cost during 'Select', 'Onboarding', & 'Use'
Many customers reported spending money on transport, and by way of foregone income to come to the Jana Centre or wait at the local meeting points during the selection, onboarding, and use stages.

7. Physical and emotional comfort during 'Onboarding'
Many customers at busy Jana Centres experience physical discomfort if they are made to wait outside, if there aren't sufficient chairs, or if they have infants. Similarly, some Jana Centres do not have facilities such as drinking water and toilets leading to extreme discomfort for customers.



03

MANAGING CX PROJECTS

03 MANAGING CX PROJECTS

GOALS OF THIS SECTION

- **Help Janalakshmi teams develop a good understanding of the five stages within a CX project**
- **Enable robust upfront planning and highlight important design principles to maximise effectiveness of CX projects**

STAGES

There are 5 stages in a CX project that occur iteratively.

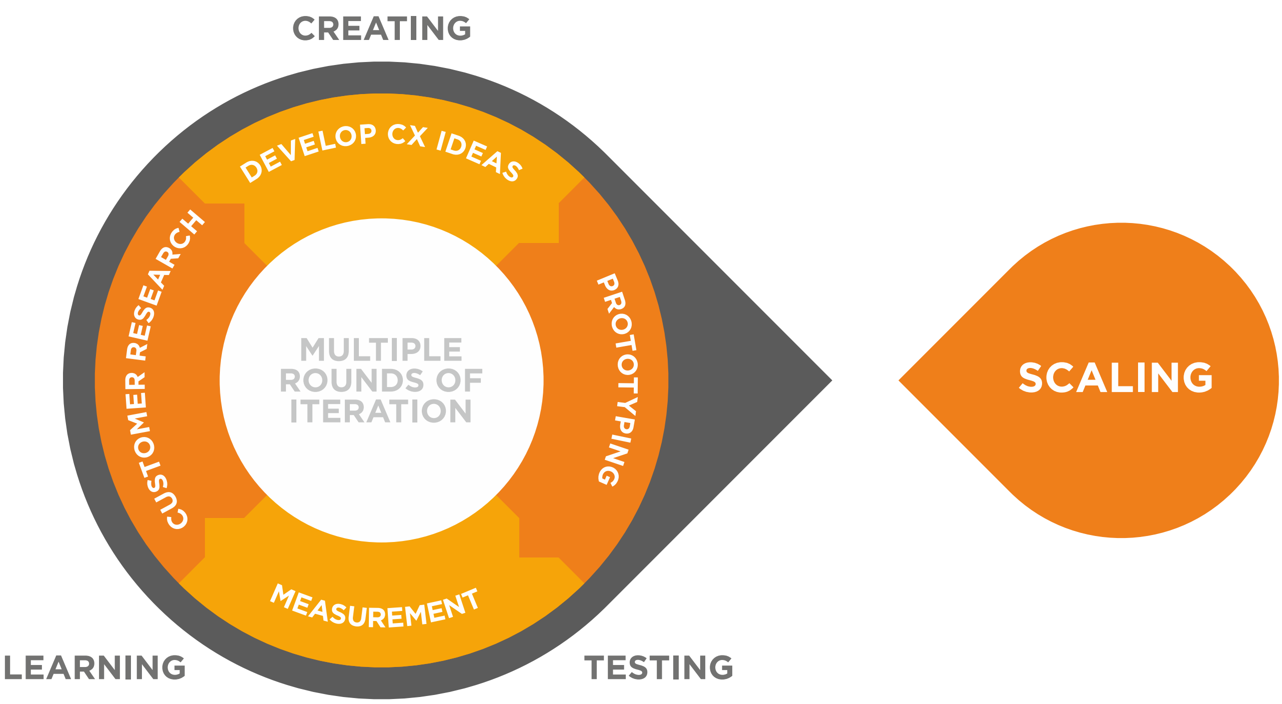


Figure 1: Stages in a CX project

LEARNING	1. **Customer Research:** The objective of customer research is to develop a nuanced understanding of the needs, the financial life, and the macro environment within which customers operate. Human-centred design methods are used for this research within (i) In-depth (one-on-one) household research settings and (ii) Field research methods such as Fly-On-The-Wall (FOTW).
CREATING	2. **Develop CX Ideas:** Next, these research insights are translated into ideas for CX Improvements through cross functional co-design workshops. Ideas are generated, prioritized, and then converted into plans for implementable prototypes. These cross-functional teams will need to comprise people from both customer facing functions such as sales, recovery, Jana centers as well as "backend" functions such as product development, operations, HR and customer insights.
TESTING	3. **Prototype:** High potential ideas are then tested with actual customers through low and medium fidelity prototypes[3]. This involves creating low cost solutions for specific parts of large problems and seeing whether customers respond positively to these changes. Co-design workshops, where cross functional teams come together to create solutions, are often used in prototyping. External experts such as hardware fabricators who are experienced in making physical interfaces made out of wood, paper, or plastic, might also be involved based on what is getting prototyped. Small customer samples are usually sufficient to get good feedback.
LEARNING AGAIN	4. **Measurement:** The impact of all prototypes must be measured through customer feedback surveys to assess whether the CX improvement prototypes added value (based on starting hypotheses). In some cases, it might be possible to carry out a cost-benefit analysis and determine whether the ROI is positive. Customer satisfaction measurement surveys can be implemented with small samples of customers but must, usually, be done by independent persons with no stake in the outcome. Measurement then leads to either scaleup or the need for more research and iterations.
SCALING	5. **Scale Up:** Successful prototypes that have performed well on their measurement parameters are then scaled up across Janalakshmi locations and products.

3. Fidelity of prototypes refers to the level of "exactness" with which they represent the final product or service. Low fidelity prototypes don't have too much detail but cost very little and usually are able to communicate salient aspects of the product or service well.

Each of these stages is explained in detail in the next section. Keep in mind that not all of these stages will be needed for every CX project. Certain projects might only need customer research whereas others might just need prototyping.

OPERATING PRINCIPLES

CX Projects require a few key enablers for sustained success. These operating principles, that are extremely critical to CX success, are:

OPERATING PRINCIPLE	DESCRIPTION
CX NEEDS LEADERSHIP SUPPORT	CX projects require strong and consistent top management support for Janalakshmi to remain true to its mission and to ensure that CX remains a priority when faced with difficult tradeoffs.
CROSS-FUNCTIONAL INVOLVEMENT	CX projects will cut across different functions - product, sales, operations - and will need the formation of cross-functional teams for success. **These projects will need to have a full-time CX manager at the very least.**
BUDGETS	CX projects need separate budget heads especially in cases where the benefit does not accrue to any single business function. A dedicated budget is also needed for the CX team.
PERFORMANCE MANAGEMENT	CX projects need to be linked to KPIs, both at an organizational as well as an individual performance management level. Without this, it is difficult to achieve large-scale success and proper institutionalization of CX projects.

Table 6: Operating principles for success of CX projects

04

CUSTOMER RESEARCH

04 CUSTOMER RESEARCH

GOALS OF THIS SECTION

- **Understand the importance of basing key processes and product improvements on a deep understanding of customers**
- **Understand the approach of carrying out user-centered research and developing relevant insights based on customer pain points and opportunities for improving CX**
- **Develop familiarity with user-research tools that can be used to generate insight**

STAGES

Customer research through human-centered design methods is carried out in four stages:

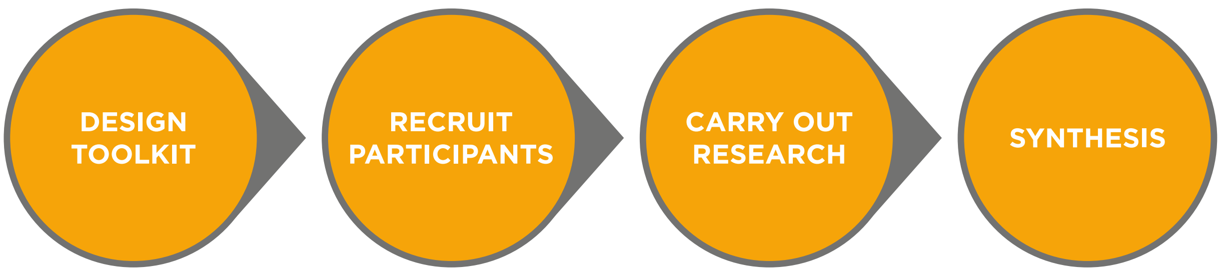


Figure 2: Stages in customer research

1. **Research Toolkit Design:**
   Pick from a set of existing HCD tools or design a custom research methodology based on research objectives. This CX Playbook provides a compendium of HCD research tools[4] that were used by Dalberg in the first phase of CX improvements within Janalakshmi. These are listed later in the Tools sub-section. The research design should have separate activities for individual and group research and should take care to ensure that research sessions don't run beyond 150 minutes each.[5]

2. **Participant Recruitment:**
   Recruiting an appropriate number and type of customers and potential customers to carry out the user research. Depending on the scope of the research, between 15-50 customers are usually a good number of participants to generate deep insight. Participants must be recruited for either individual or group research sessions that take about 2.5 hours each. Providing a small honorarium can greatly increase participant willingness to take part in this research. Sampling can be based on customer characteristics - SEC, gender, income, Jana product type – that are relevant to the research question and care must be taken not to repeat customers in research.

4.Please see the section on tools below to understand how different research tools get used across the customer research process.
5.Please refer to www.servicedesigntools.org or the CX Toolkit for more details on user research tools you can use.

3. Carrying Out Research:

Research teams made up of 2-3 people should carry out research sessions over a period of 2-4 weeks. Care should be taken to not schedule more than two research sessions daily. It is important to have someone who can speak the local language in the research team. Having middle and senior management participate in these research sessions is always a good idea. The research team must have some participation from mid-level managers who have undergone training in research methods. If needed, a specialized agency may be hired for important projects. Please see www.servicedesigntools.org for more details of user research tools.

4. Synthesis:

The research team should carry out regular synthesis and discussion in which all field data is analysed and coded into categories to garner key insights on customer pain points, CX improvement opportunities, and constraints that customers face. Co-design workshops are a very effective mechanism for such synthesis.

OPERATING PRINCIPLES

Effective customer research requires a few overarching principles to be followed.

OPERATING PRINCIPLE	DESCRIPTION
GO TO CUSTOMERS	User research as far as possible should happen within the natural context of customers - their homes and workplaces - rather than in Janalakshmi offices. Observational research that focuses on user experience at key touch points should take place at Jana Centers.
STUDY THE ENTIRE LIFECYCLE	The customer interaction with Janalakshmi represents a very small fraction of their financial lives. It is important to ask them about their whole lifecycle of financial needs & flows rather than focusing on just these interactions.
REFINE THE TOOLKIT	The research toolkit should be continuously refined based on how it performs in field research and whether it addresses critical questions well or not. Please see the section on research tools below.
RICH INTERACTION > QUESTIONS	User research should be designed to create rich interactions with customers that reveal much deeper insight than simply asking questions can.
EASY COLLABORATION	Setting up user research requires interaction across functions within Jana. Setting up an internal directory of contacts useful for different phases of CX could be very useful. This would need to be updated every month or so.

Table 7: Operating principles for customer research

KEY CHALLENGES

Carrying out good customer research is not easy and runs against a few challenges that are given below, but can be easily addressed.

CHALLENGE	DESCRIPTION	SOLUTION
RECRUITMENT	User research requires a carefully curated set of participants. Recruiting such participants for individual and group research sessions can sometimes be a challenge given the 2-3 hour commitment that is sought.	Planning to recruit at least a week in advance and offering small cash incentives (about INR 500) for attending a research session.
LANGUAGE	In several geographies, especially metros, research participants may speak a language not spoken by the research team. User-centered research relies heavily on observations of subtle cues and this language barrier tends to be a challenge.	Ensuring that the Janalakshmi research team has at least one person fluent in the language that the participant speaks. In places like Bangalore, fluency in two languages might be needed.
SYNTHESIS	Getting deep insight from research observations requires dedicated brainstorming and synthesis time. Insufficient attention to synthesis brainstorms leads to shallow insights that are not very useful in shaping CX projects.	Budget enough time for synthesis: Janalakshmi research teams should spend at least as much time in synthesizing sessions as is spent in conducting actual research sessions.
INTERNAL INVOLVEMENT & ALIGNMENT	If key stakeholders do not attend at least some user-research sessions they are less likely to believe research findings especially if they are controversial. This could lead to important issues going unaddressed.	Ensure that senior stakeholders from different Janalakshmi teams are part of at least 2-3 research sessions each and ensure that they listen deeply and not provide too many explanations or coaching tips to customers.
INTIMIDATING CUSTOMERS	Getting deep insight from research sessions requires establishing comfortable rapport with participants. However, due to economic and language-fluency differences, research participants tend to get intimidated leading to poor research results.	Dress for the context and avoid extremely formal attire. Speak slowly, softly, and as far as possible in the local language. Non-threatening body language and a lot of smiling, go a long way in making the customers feel comfortable.
NOT LISTENING ENOUGH	Research teams may often talk more in research sessions and try to “teach” optimal financial behaviour to users as opposed to truly understanding how and why they enact certain financial behaviour. This prevents the gathering of high quality insights.	As a thumb rule, pose open-ended questions, that allow the user to talk at least three times as much as the researcher does. Don't lecture or attempt to “set something right”. Focus on non-judgmental listening and observing.

Table 8: Key challenges in customer research

CUSTOMER RESEARCH TOOLS

You can carry out customer research using HCD methods with customers through three primary methods: household research sessions, field observation sessions and customer workshops. The CX Manual lists nine different research tools that you can use across three research settings. The figure below describes the how and when of each of these research tools. You can use most of them at the start of any CX project.

Below we describe the basics (How, What and Why) of these tools:

RESEARCH SETTING	TOOLS	DESCRIPTION (WHAT)
HOUSEHOLD RESEARCH SESSIONS	**1.1 Household Profile**	**Tool: Household Profile:** People take financial decisions and have preferences based on the broader context of their lives. This tool can help develop a good understanding of the broader context of a customer's life.
	1.2 Income & Spending Map **1.3 Formal & Informal Touch points**	**Tool: Income & Spending Map/Formal & Informal Touchpoints** This tool can help develop a good understanding of the patterns of income and expenses in customers' lives as well as the formal and informal financial institutions and individuals they interact with.
	1.4 Jana Touchpoints	**Tool: Jana Touchpoints** This tool helps in developing a holistic understanding of how customers interact with Janalakshmi across the lifecycle and what their experience feels like.

Table 9: Customer research tools

WHY & WHEN TO USE	HOW
• To develop a nuanced understanding of the key worries and wants in customers' lives and their money flow. • To understand who customers rely on (household, networks) to find financial information, make a decision on choosing financial services. • To develop a nuanced understanding of a customer's interaction with Janalakshmi, identify pain points and determine what CX Improvements are valuable to them.	• 2-3 hour long sessions at the customer's house. It is important to take permission from the customer in advance. • Print out interactive paper and pen templates given in this manual to help the customer visualise certain aspects (such their financial lifecycle or lifecycle with Jana). • No more than 2-3 interviewers to avoiding crowding and intimidating the customer. • Allow their families to participate in the interview, if needed. • Ensure a diverse set of customer profiles across product, lifecycle and demographic features.

RESEARCH SETTING	TOOLS	DESCRIPTION (WHAT)
FIELD OBSERVATION SESSIONS	**2.1** **Field Interactions: Shadowing**	Shadowing is a method that involves following someone and silently observing them as they go about their daily work. This is typically done with Janalakshmi field staff and helps to understand the environment they work in along with their motivations and constraints.
	2.2 **Field Observation: Fly on the Wall (FOTW)**	FOTW is a method that involves observing one location, process, or person over a period of time in an unobtrusive manner. This helps in understanding the contextual factors and motivations behind how people behave in certain situations. It involves observing: People (who are involved), Objects (tools involved), Environment (context), Messages (visual information), Services (what systems enable activity).
CUSTOMER WORKSHOPS	**3.1** **Synthesis Workshops**	Synthesis workshops are a method that bring a range of stakeholders who collectively synthesize the diverse research findings into meaningful hypotheses and opportunities for improving CX.

Table 10: Customer research tools

WHY & WHEN TO USE	HOW
To understand the direct and hidden experiences and motivations of Jana field staff that they may not be able to articulate clearly.	• Shadow field staff over 3–4 hours as they conduct typical day to day activities (collection, sourcing, disbursements, verifications etc). • No more than 1 or 2 shadows to avoid crowding. • Take permission before hand, and put the staff at ease, so that he/she is able to go about his/her work naturally. • Do not participate or intrude in their work, but only observe silently.
To understand the direct and hidden motivations of behaviours of customers and staff in different settings (at a Jana Centre vs. at the meeting centre).	• FOTW is to be conducted at a Jana Centre for 3–4 hours. • No more than 1 or 2 observers ('flies') to avoid being conspicuous. • It is important to take permission before hand without priming the customers to behave differently. • Do not participate or intrude in their work, but only observe silently.
To synthesize research observations into actionable ideas and project opportunities.	• Over the entire customer research process which could span 6-8 weeks, plan on conducting no more than 2 synthesis workshops with 5-7 Janalakshmi stakeholders each. • 2 hours per workshop. • 3 to 4 people are needed to conduct this (1 -2 facilitators, plus moderators, observers/note takers).

Tool 1.1 Household Profile

CATEGORY	QUESTION		
HH PROFILE 5 MINS	**Name**	**Gender**	**Age**
	Family: Significant other	Elder	Children
	Level of Education	**Written language**	**Spoken language**
EVOLUTION	How did you and your family come to live in this house? Where were you living before this? How many of your extended and immediate family live in this city/in this neighborhood? How would you describe your relationships with people in this neighborhood? Do you know them really well? Do people in this community form different groups or networks? What factors are these groups based on?		
AMBITION & GOALS 15 MINS	If you were to describe your life trajectory, would you say it's been a lot of twists/turns or has it been a steady increase/decrease? How has your pattern of work changed over the years? Who are some of your role models? People in your community/family etc. Please describe all the things you'd like to have in your life 5 years from now. Break this into things you wouldn't want and things that you would want. What are you doing right now to achieve your goals for the future? What are the types of things that worry you the most?		

Template 1: Household profile

Tool 1.2. Income & Spending Map

CATEGORY	QUESTION	PROP
OVERVIEW 5 MINS	What do you think money is?/What does money mean for you?	Income Map
INCOME MAP 10 MINS	On a timeline, please put up your and your income patterns - What have been the different sources of income for you and your family over the last 2 to 3 years?	Spending Map
SPENDING MAP	• On a timeline, please describe your families spending patterns – What have the main expenditures been for you and your family over the last 2 to 3 years? • Which of these are Planned (regular and big plans) vs. Unplanned (Emergencies) • In the last 1-2 years, have you ever faced challenges managing cash flow on a day-to-day basis? Please tell us about it. How frequently does this happen? • Please tell us how you addressed it: What people and organizations helped you? Who wasn't able to help you? What do you think the best source for you to borrow money in these cases? • In the last 3-4 years, what kind of big spending requirements have you faced ? What problem did that lead to? How did you manage it? What kind of problems did you face with that? How will you manage such a situation going forward? What solutions did not work for you or what kind of trouble did you have? What kind of solutions do people around you seem to deploy for this type of situation? • In the last 3-4 years, what kind of emergencies have you faced which led to a huge need for money? What problem did that lead to? How did you manage it? What kind of problems did you face with that? • How will you manage such an emergency going forward? • In the next 1-2 years, what are the big spending requirements that you anticipate ? How will you fund these expenses ?	

Template 2: Finance and money guide

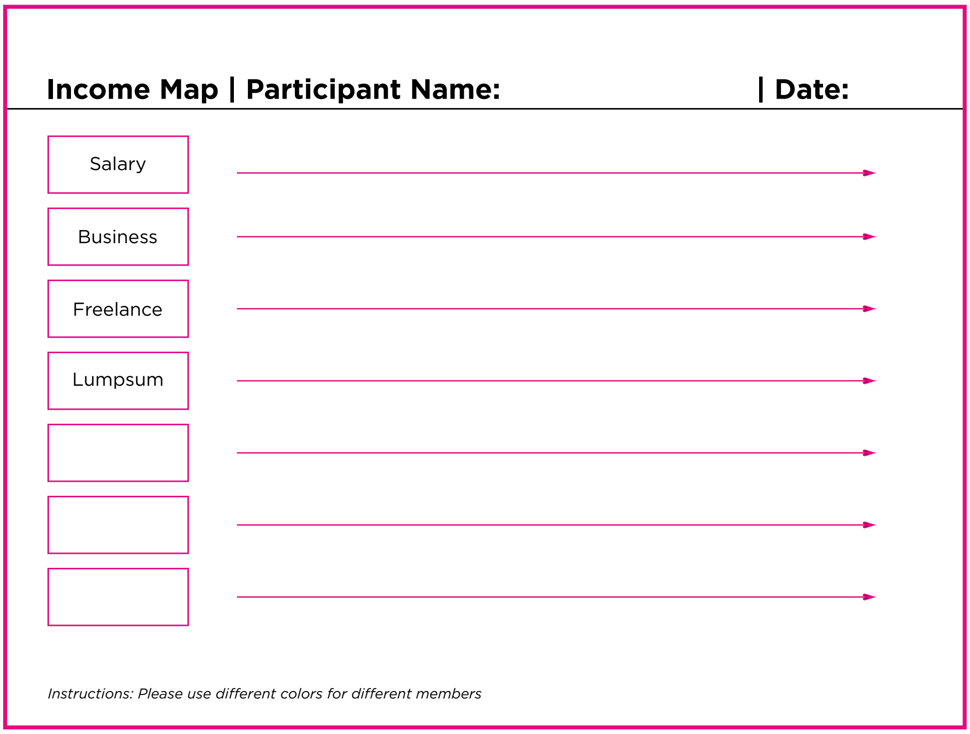


Image 1: Income map

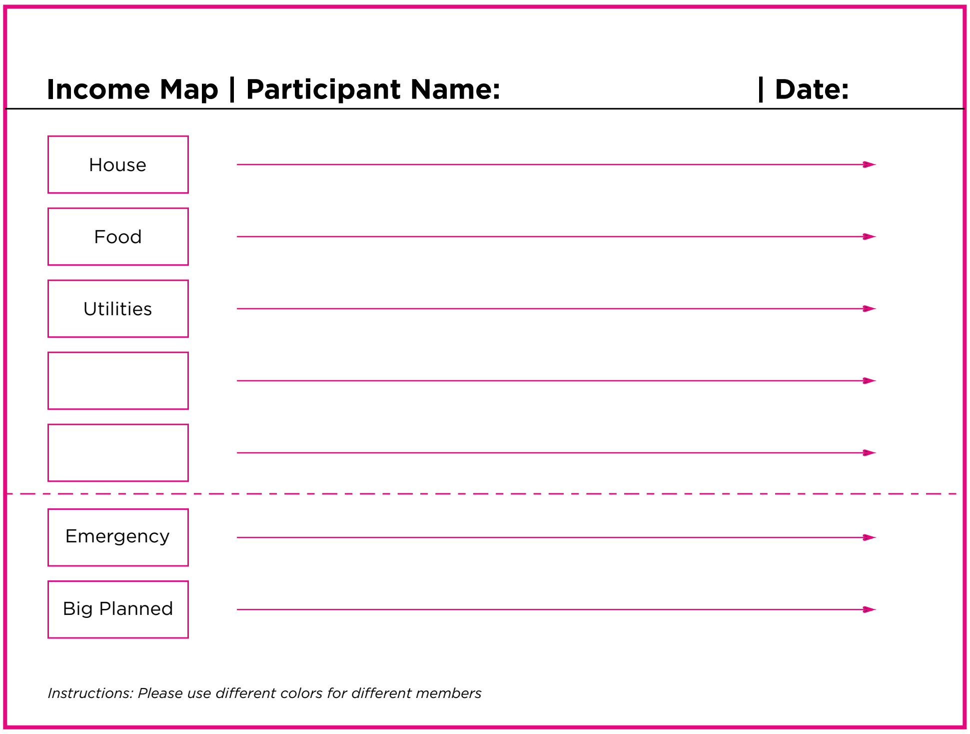


Image 2: Spending map

Tool 1.3. Formal & Informal Finance Map

CATEGORY	QUESTION	PROP
FORMAL & INFORMAL FINANCE MAP 10 MINS	• Please talk about all the formal banks, insurance companies, MFIs etc. that you have a relationship with. How did you find out about them? • Please talk about all the moneylenders / local SHGs that you have a relationship with. How do you feel about this way of obtaining funds?	Formal & Informal Finance Maps
SCENARIO 1: DAY TO DAY CASH MANAGEMENT 5-7 MINS	• In the last 1-2 years, have you ever faced challenges managing cash flow on a day-to-day basis? Please tell us about it. How frequently does this happen? • Please tell us how you addressed it: What people and organizations helped you? Who wasn't able to help you? What do you think the best source for you to borrow money in these cases?	Cash Management Sheet

Template 3: Formal and informal finance map

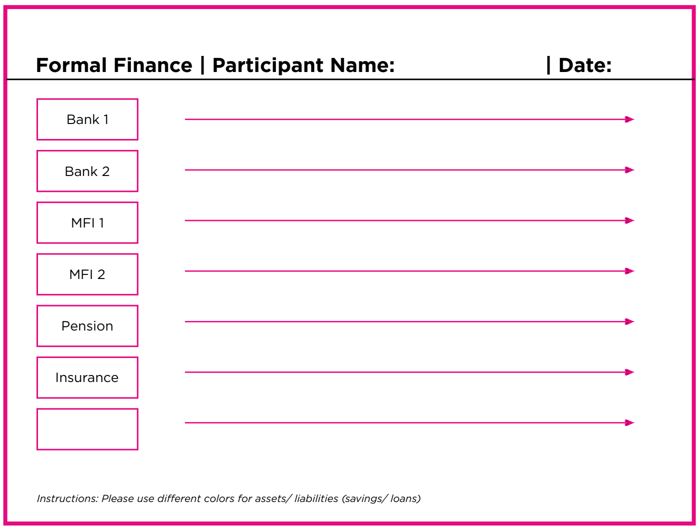


Image 3: Formal finance

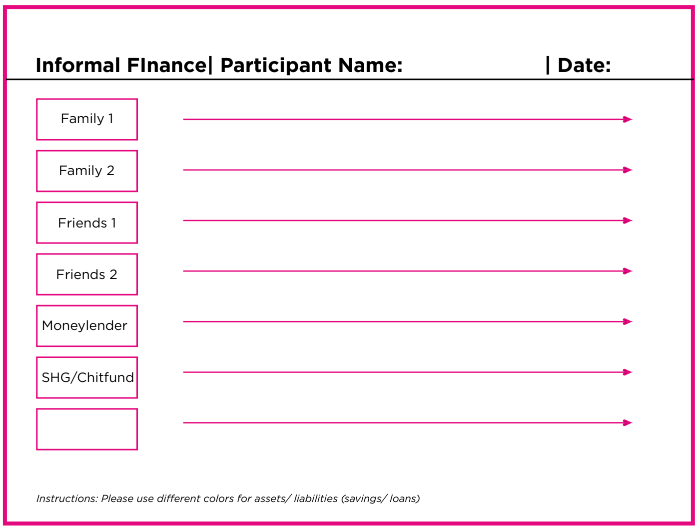


Image 4: Informal finance

Tool 1.4. Jana Touchpoints

CATEGORY	QUESTION	PROP
OVERVIEW 5 MINS	What do you think Janalakshmi is?	Logos of JL and of services such as banks etc.
	What do you think Janalakshmi offers?	Icons for things such as information, advice, loans, savings, insurance.
HISTORY 10 MINUTES	Describe your journey with Janalakshmi (evolutionary map) (from the time that they came to know of them to current state) # of touch points (break these into people, processes, places)	Jana History Template
	How would you describe your relationship with Janalakshmi?	Friends / family / transaction / bank?
	How did you end up choosing Janalakshmi? How does banking with them matter?	
TOUCH POINT MAP 40 MINUTES	Touch point matrix – During your Jana journey, tell us about experiences with 1. People - who did you speak to? How did they make you feel? 2. Processes – How did you find the processes? 3. Places – How did you feel in the space?	Touch Point Matrix: Chart with a timeline, and 3 section: Process, People and Places (on A3 or larger sheet)
	Overlay emotions onto the touch point matrix. What are parts of this process that make you feel: (Show the customer the sheet with the emoticons and ask them to select what emotion they felt- Happy/angry/frustrated/confused/embarras sed/respected.)	Icons of these emotions

Template 4: Touchpoints

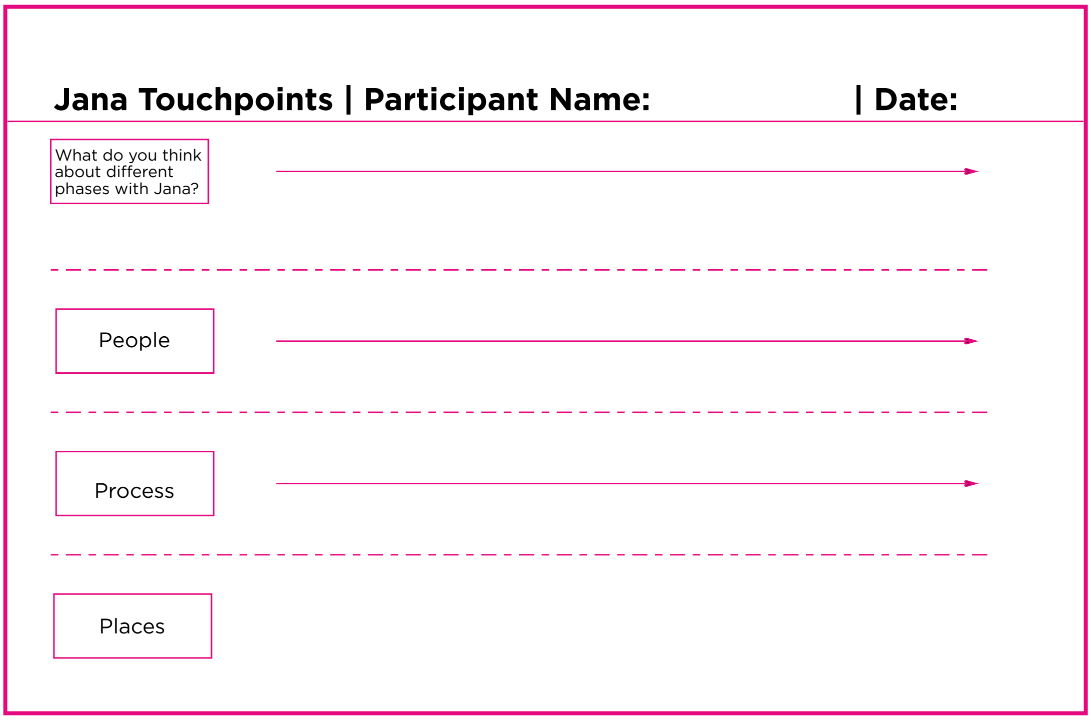


Image 5: Jana touchpoints

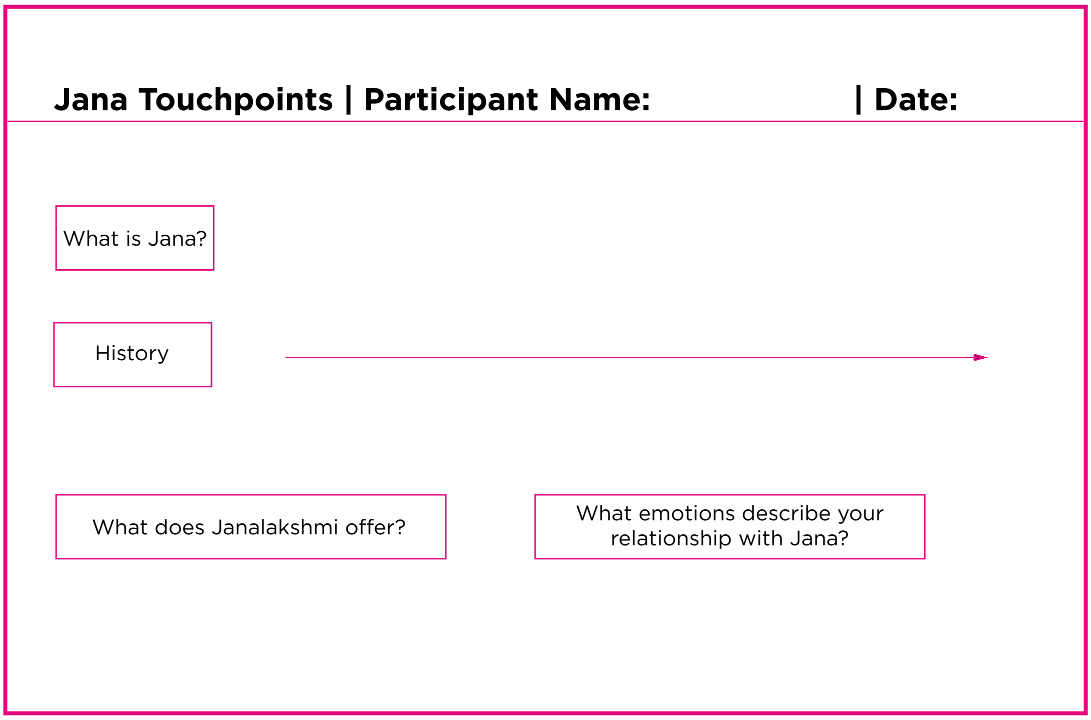


Image 6: Jana touchpoints

Tool 1.5 Customer Research Insights Sheet

Observations from these customer research sessions should be discussed in an internal research synthesis sessions and then populated into a Customer Research Insights Sheet. The image below is an illustration of how this sheet can be structured to map customer research observations against lifecycle stage and value drivers to allow for easy analysis.

	Latent Need	Search	Onboard	Use
The Neelasandra office is very male dominated in both how the staff behave in the office and in its subtle messaging for customers on the ground floor.		x	x	x
Many CREMS/CRECs/CRESs are men		x	x	x
Almost all Badhti Bachat handlers and collectors are women		x	x	x
Women CRECs only work part time and most don't come to the office				
Training at the Jana centre seems to be going through the motions			x	x
Significant period of time waiting at branch/JC and at BVR			x	x
Customers don't pay attention in trainings or absorb vital info			x	
Customers don't really know the different products that Jana has				x
Customers know Jana for low interest rates			x	
Comparisons between JL and Ujjivan don't yield anything and usually for planned expenses, not emergencies			x	
JL is only one of many sources of finance for households and usually for planned expenses, not emergencies	x	x	x	

Image 7: Customer research observation

Migrate up	Migrate down	Speed	Convenience	Simplicity	Risk	Emotion	Relationship	Cost	Image
						x	x		
						x	x		
						x	x		
									x
		x	x	x		x		x	
				x					
x	x								
								x	
		x	x						

Illustrative/Existing Customer Research Insights

CUSTOMER OBSERVATION	LIFECYCLE STAGE	CUSTOMER VALUE DRIVER
Jana Centres tend to be male dominated in staffing, staff interactions with customers, and also contextual messaging for customers.	Onboarding, Use	Relationship, Comfort
Jana is only one of various sources of finance for households and usually only for planned expenses, not emergencies.	Feel The Need, Search, Select	Speed, Convenience, Flexibility
Training during onboarding at Jana Centre sometimes feels like its going through the motions without any real exchange of knowledge or curiosity.	Onboarding	Simplicity, Information
Some group members don't show up or come 15-20 minutes late or send a representative for them, delaying the whole process.	Onboarding, Use	Productivity, Convenience
Contrary to common perception, sometimes all that binds SBL group members are the loans and there is very little social cohesion.	Search, Select	Relationship, Comfort
Despite being Jana customers for a long time, many individuals didn't have higher financial literacy or know Jana products really well.	Use	Information, Relationship

Table 11: Customer research insights

Useful Contacts

The most relevant functions to contact for the customer research stage of a CX project are given below.

NATURE OF QUERY/REQUIREMENT	RELEVANT FUNCTION AT JANALAKSHMI
Customer selection	Data & Analytics (IBM)
Participant recruitment	Jana Centre staff

05

DEVELOP CX IDEAS

05 DEVELOP CX IDEAS

GOALS OF THIS SECTION

- **Learn how to translate research insights into a large number of ideas to improve CX**
- **Prioritize effective CX ideas and develop idea briefs that can be the basis for prototyping**

OPERATING PRINCIPLES

Developing effective ideas for CX improvement based on research insights is best executed using a few key operating principles.

OPERATING PRINCIPLE	DESCRIPTION
ENGAGEMENT ACROSS FUNCTIONS	Janalakshmi has people with deep experience in different aspects of customer management - analytics, marketing, operations, sales, collections. CX ideas should be developed in a manner that engages this cross-functional expertise.
PREVENT PREMATURE CRITIQUE	Many CX ideas will run counter to prevailing wisdom and it's important that they be given thoughtful attention rather than premature criticism. Having senior management support for this is critical.
CLEAR METRICS	While ranking CX Ideas, it's important that every idea gets rated on a well-defined set of parameters rather than some being chosen or dropped subjectively.
STORIES COMMUNICATE BETTER	Writing down CX ideas as short stories, with a picture and a 100-150 word description, is a better way to encourage thoughtful debate rather than short blurbs which tend to get interpreted differently by different people. Please see pictures of "Solution Cards" below for an example of how these stories can be told.

Table 12: Operating principles for developing CX ideas

KEY CHALLENGES

A few challenges are quite common in generating good CX improvement ideas but are easily addressed with appropriate participation and mindsets.

CHALLENGE	DESCRIPTION	SOLUTION
BEING TRANSFORMATIONAL ENOUGH	While developing CX improvement ideas, often the truly disruptive ideas get dismissed without getting due consideration because they are perceived as being too risky or too complex. This leads to a large number of incremental ideas but no game changers.	Ensuring that CX idea generation sessions create and track truly transformational ideas so that they remain on the radar for future consideration. For instance, the Jana Din Bhar project started with the radically innovative idea of eliminating the need for customers to come to the Jana Centre for loan disbursements.
SEEING THE WHOLE SYSTEM	In many CX idea generation sessions, participants come up with small piecemeal suggestions that do not take into account larger Janalakshmi level realities, processes, & concerns.	Making sure that CX idea generation sessions have broad participation with stakeholders across different functions that are involved in delivering products and services to customers. At least one person with a view of the entire system should be present.
PITCHING TO SENIOR MANAGEMENT	The research and ideation teams are unable to clearly articulate an idea and its value proposition to senior management even though their idea is based on real customer insight. And because of unclear articulation, the idea does not get buy-in from senior management.	Teams should use the Idea Pitch template provided in the manual and practice communicating their ideas in a well-rehearsed effective manner. Platforms such as Channel J and the newsletter can be used for this.

Table 13: Key Challenges in developing CX ideas

TOOLS FOR DEVELOPING CX IDEAS

Generating good CX improvement ideas from user research insights can be done through individual and group ideation and then shortlisting ideas generation through internal pitches and rating processes.

The CX Playbook describes a two-stage process for generating good CX ideas and describes four tools that were used in 2015 by the Dalberg-Janalakshmi-CGAP team to identify high impact CX improvement Ideas.

	IDEA GENERATION	IDEA PITCH
OBJECTIVES	Generate ideas with a large cross functional group	Pitch top 4-5 ideas to narrow down on prototypes
TEMPLATES	Solution cards/Ideation templates	Idea pitch templates/Rating templaes

Figure 3: Idea generation and pitching

TOOLS FOR DEVELOPING CX IDEAS

TOOL NAME	DESCRIPTION (WHAT)	WHY & WHEN TO USE	HOW TO USE?
1. GROUP IDEATION TOOLS	This method involves brainstorming about customer experience solutions with a cross functional group. The purpose of this exercise is to get everyone's opinion and use that to narrow a larger list of solutions. From this, the most critical and easy to implement prototypes will be identified. This requires 2 key tools: 1. Solution cards 2. Ideation templates	To collectively brainstorm within a diverse group on pre-existing set of solutions.	• Form smaller groups of 4-5 people ensuring multi-functional representation in each group. • Provide 2 mediators/facilitators for each group (1 for facilitating group think and 1 for observation and note taking). These facilitators will be responsible for ensuring that the group stays focused on a few themes and that the energy levels within the group remain high. • 60 minutes for group exercise + 30 minutes for presenting Divide the solution cards into broad themes.
A. SOLUTION CARDS	Solution cards are a tool to provide an initial, broad set of options to kick off the ideation. Each card will have the description of the solution on one side, and a set of brainstorming ideas / questions on the other side to help facilitate the discussion.	Prioritise and select from a large set of options.	• Discuss the pros/cons of each solution one by one; try to combine ideas if possible. • Note observations or ideas on solutions on post-its, and stick them on the cards. • In the end, vote and select the three or four most important ideas (one from each theme).
B. IDEATION TEMPLATES	The Ideation template is used to create a solution and brainstorm about the basic working mechanics of it – such as resources required, actions to be taken, and team formation etc.	Ideate on important details of each solution. Collate the broad list of ideas, so as to come up with working prototypes. Help create ownership of solutions and ideas.	• Based on the solution cards, select the most relevant ideas through voting or consensus. • Try to draw/sketch out parts of the solution – to visualise better. • Brainstorm on key features, structure and details of the solution/idea. • After all the groups have presented – the broader group votes on what seem like the most interesting and feasible ideas (through the use of voting dots or show of hands).

Table 14: Tools for developing CX ideas

A. SOLUTION CARDS

Soft Skills & Gender Sensitization For Janalakshmi Staff Interacting With Customers

Think about:

1. How can Janalakshmi select staff members with better soft skills in customer interfacing roles?
2. Given that many staff members come from a variety of backgrounds and have a varying sense of social mission, how can a culture that treats a customer with respect be inculcated and scaled up?
3. What kind of training might be needed in making this shift?

Image 8: Soft skills

Soft Skills & Gender Sensitization For Janalakshmi Staff Interfacing With Customers

A very large part of the customer experience depends on the nature of interactions they have with Janalakshmi Staff - In their communities and the Jana centers. Staff members can be trained in better relationship skills, communications skills, and in gender sensitivity when they interface with customers.

CE 1.0 | Comfort During Onboarding | Skills, Staff

Image 9: Soft skills

B. IDEATION TEMPLATE

1 **BRING YOUR CONCEPT TO LIFE**
A tool to illustrate your prototype components

TEAM MEMBERS:

OVERALL CONCEPT
Illustrate and describe the concept you want to explore

RESOURCES AND SUPPORT
Detail the core resources and audiences for your prototypes

PEOPLE

RESOURCES

CONTEXT

COMPONENTS TO PROTOTYPE
Break your concept down into smaller components to prototype
Define the question each piece aims to explore or clarify

PROTOTYPE	KEY QUESTIONS

FEEDBACK PLAN
Define how you want to capture the feedback through the process

CGAP

Image 10: Concept card

TOOL NAME	DESCRIPTION (WHAT)	WHY & WHEN TO USE	HOW TO USE ?	RESOURCES
Idea Pitch Tools				
a) Idea pitch template	The idea pitch templates are used to present finalised prototyping ideas to the management. These help in putting down the basics of a prototype such as the hypothesis, roles, capabilities required, measurement and definition of success etc.	To help move from thinking of ideas to prototypes. Create ownership of prototypes with the right people.	Based on ideas prioritised in the ideation exercise, teams come up with 1 -2 key ideas to pitch to the management as working prototypes. Each prototype has 1 or 2 owners within the teams. Ideation teams are in charge of deciding on the working details of the prototypes and explaining their boundaries and tasks clearly.	See templates below
b) Idea rating template	Rating team are tools to help the management or judges rate the ideas (prototypes) pitched on 1 -2 key parameters, such as: Value to customer vs. uncertainty/complexity of implementation.	Help management pick the right prototypes objectively. Balance resources available with probability of success and impact.	Templates are filled with observation and ratings.	See templates below

Table 15: Idea pitch tools

A. IDEA PITCH TEMPLATE

SHARE YOUR IDEA

A tool to illustrate your idea and its implications

TITLE

FOCUS AREA

CONCEPT SKETCH

Illustrate your concept visually

VALUE PROPOSITION

Explain why your concept matters internally and externally

FOR YOUR CUSTOMERS

FOR JANALAKSHMI

ILLUSTRATE NEEDS

Define the ways in which your organization may need to evolve to support this idea

Process

How do you need to change the daily activities & procedures in which staff members engage?

What's the first thing you would do?

Organizational Structure

How do you need to shift the way the organization is structured?

What's the first thing you would do?

Staff

How might this affect exisiting employees or call for new capabilities or roles?

What's the first thing you would do?

Skills

How might you need to boost the skills and competition of employees?

What's the first thing you would do?

Image 11: Sharing ideas

B. IDEA RATING TEMPLATE

IDEA ONE
Jana Basics: Welcome Home

VALUE TO CUSTOMER

1 low — 2 — 3 — 4 — 5 high

Ensuring that Jana Centres have the basic comforts of home: water, cool air, things for children to do, comfortable waiting areas. Frontline staff treating customers like they would treat guests at their homes. The ideal format could be evolved through local prototyping.

- Prototypes executed at a few Jana centres (water stations, cooling/fans, child care) to determine optimal combination
- Ensuring all JCs all have basic services operational
- Training and tools for front-end staff & support staff
- A blueprint for standardization and rollout (allowing for local variations)

COMMENTS
Key considerations? Function areas involved? Dependencies? Resources? Questions?

UNCERTAINITY
low *medium* *high*

COMPLEXITY
low *medium* *high*

TIMELINE
☐ *short term* ☐ *long term*
☐ *no thanks, let's pass on this idea.*

Image 12: Idea rating template

EXISTING CX IDEA PIPELINE

Work done by Dalberg and Janalakshmi in 2015 has led to 30 unique ideas for improving CX. A few of these ideas are being currently prototyped whereas others in this CX Idea Pipeline can be evaluated by Jana teams and taken up if considered important.

	IDEA
1	Field-staff training should include modules on respectful customer service and communication, especially during collections. For e.g., when a CREC, who is responsible for periodic collections, visits customers at meeting centres, he should begin by greeting the customers, identifying himself, and stating that he/she represents Janalakshmi, and then begin collections.
2	Customer training, especially on products and their features should be done periodically, to improve retention and understanding of products. Product information to customers and especially group leaders should be provided as often as every 3 to 6 months. This could be delivered through the CREC.
3	A communication and escalation matrix can help customers identify the right complaint mechanisms. For example, communicating to the customer that for simple issues with redemption of micro pension, they can complain to Mr X (OAC or BIC), but for successive non-responsiveness, say more than 2 weeks, they can reach out to Mr. Y (Jana Centre Head), and post that to Mr. Z (Zonal Head) etc.
4	The 'Badhti Bachat' savings product could be more flexible, consistent and transparent in terms of collection timings and frequency, as well as the amount collected.
5	A token system should be installed at the Jana Centre, where all customers who enter are provided an electronic token with a time stamp. Tokens can be different (e.g. colour codes) based on whether they have come for disbursement, or queries or complaints.
6	Reducing perceived risk and improving client communication for 'Badhti Bachat' product.
7	The guards at the Jana Centre should be adequately trained on how to interact and communicate with the customers. They should also know basic details, processes and relevant people within the Jana Centre to be able to direct the customers.
8	Upfront communication about importance and responsibilities of a loan group leader can help the group decide on the right person, and improve coordination. For example, before group formation, the CRES should talk about the importance of a group leader, and how she should be selected.
9	There should be a rewards systems for customers who have regular attendance during collection. This can be through a points system, or a scorecard that gets updated every month/quarter and can be shown at the meeting centre.
10	Collection timings for small batch loans should be made more flexible with back up mechanisms to ensure that the batch members and customers do not wait beyond a certain amount of time. For example, keep a maximum period of 30 - 45 minute guarantee for collection time, beyond which

missing customers will have to come to the branch to provide attendance (even though their group members might pay for them) or rotate collection timings for groups every 3 -4 months.

11 At the time of application, customers can be provided X minute/day/hour guarantee of when they will hear back from Janalakshmi regarding their loan. This can help differentiate the service and set real expectations.

12 There should be more women staff, especially as the first point of contact at the Jana Centre, to deal with their queries and direct them to the right person at the centre.

13 Customers should be provided auto alerts on the status of application through SMS or IVR. These alerts should be auto triggered at the back end as the application moves from one stage to the next and provided in local languages.

14 There should be a customer facing mechanism to ensure integrated product delivery to customers across Janalakshmi products. For example, one collection agent for loans and liability products, or mechanisms to ensure that the collection agents coordinate with each other to meet the customer's needs or track their financial behaviour and provide consistent advice or information.

15 Groups/Batches should be smaller, with a lower cap on the upper limit for group sizes.

16 Jana Centres can start their service early to provide service to customers who have to go to work early. For example, on some days, Jana Centres can start at 7 am.

17 Jana Centre head and other staff should sit on the same floor as the customers to ensure ease of access for customers.

18 Information brochures should be easily available for each product at the Jana Centre. These brochures should be crisp with the key (5 -6) pieces of information. These should be more visual to help retention by semi - literate customers, and available in local languages.

19 There should be equal focus on, and treatment of new and old customers, during all the stages of the customer lifecycle.

20 There should be separate toilets for men and women at the Jana Centres, which are cleaned and maintained regularly. These should be equipped with a flush, water and soap.

21 An onboarding cheat sheet/guide should be provided to the customers at the time of application, with details of typical timelines, document requirements, product and key contact details. The cheat sheet should also contain details on complaint and redressal mechanisms. This should be visual and provided in local languages.

22 All Jana Centres must have fans in the customer waiting area, and a power backup, in case of electricity failure.

23 There should be training and other mechanisms employed to ensure that the staff at Jana Centres are aware of all the details of the complaint redressal mechanisms, and how to communicate with the customers in difficult situations.

24 The numbers of customers managed by one CREC should be reduced, optimised and streamlined across branches.

25 The disbursement kits for customers should be visual, easier to read, and understand.

26 There should be a demarcated playing area for children who accompany the women to the Jana Centre.

27 The 'Meeter & Greeter' should be able to handle minor customer requests and should not be engaged in other tasks outside their job description.

28 Training at the time of form filling should be more interactive and engage the customers more, rather than a one way conversation. For example, using visual brochures, or cue cards and activities such as quizzes or games to ensure the customers understand the products better.

29 Customers should be provided a consolidated statement of accounts, i.e. combined for all products the customer has with Janalakshmi such as loans, savings, pension etc. This can be through SMS every month/quarter and in relevant local languages. This can also contain reminders of savings goals etc.

30 Communicate processing times clearly at each stage of the application with expectation setting for possible delays at each stage. For example, inform all customers that the process will take x+y days, where x is the actual estimated time, and y is buffer, so that it gets done early for the customer and they feel less risk on not getting the loan as time progresses. Also obvious rejections should be communicated upfront.

06

PROTOTYPING

06 PROTOTYPING

GOALS OF THIS SECTION

- To help Janalakshmi project teams understand the process of prototyping
- Gain familiarity with a few tools for managing prototyping projects
- Begin planning for measuring success of prototypes.

PROTOTYPING OVERVIEW

A prototype is an early version of a solution - even a partial solution to improve CX – that may not have all the details of a fully fleshed-out solution. The objective is to take promising CX ideas and then test them with customers and get rapid feedback so that, after a couple of iterations, the CX improvement can be formally incorporated into Janalakshmi business processes. Prototypes can be about new products, new services, or new processes or could target changes to existing products, services, & processes. The prototyping process should be planned keeping in mind the shortest amount of time (and budgets) needed to convincingly provide answers to the hypothesis. Usually, a 4–8 week time frame is sufficient to design and run most types of prototyping that might be encountered.

STAGES OF PROTOTYPING

In the same way that user research had four stages, CX Prototyping projects typically have five stages:

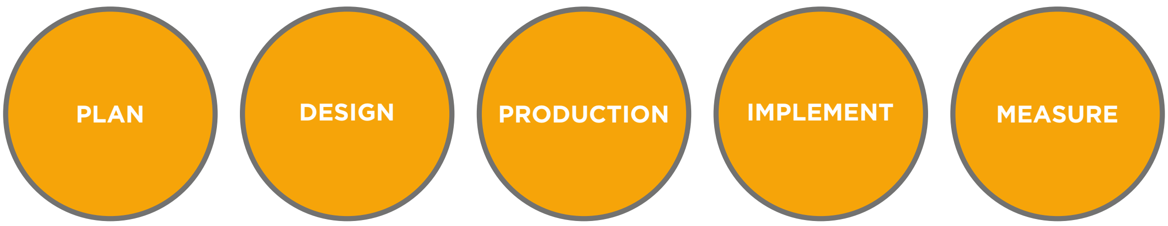


Figure 4: Prototyping stages

1. **Prototype Planning:** To finalize the objectives of the prototype, the key CX Improvement hypotheses being tested, finalize sample sizes, locations, make a list of requirements & supplies, budgets, timelines, and ownership.

2. **Prototype Design:** In this stage, you will design collateral, artefacts, processes, or training material that might be needed in implementing the prototype. Depending on the complexity of the requirement, external support from design agencies or Janalakshmi's communication and marketing agencies might be required.

3. **Prototype Production:** Depending on what is being prototyped, one may need to procure or produce certain collateral or artefacts. For instance, a prototype to improve CX at Jana Centres required the procurement of water dispensers and additional chairs. Sometimes training manuals might also need to be created.

4. **Prototype Implementation:** Once planning, design and production is complete, the CX prototype will be either centrally (in case it is generic) or locally (at a few Jana Centres or with a few customers) run for a few weeks till the target sample size of customers is reached or number of required transactions has been achieved. A few field staff may need to be trained to help implement the prototype on the field.

5. **Prototype Measurement:** This involves measuring the impact of the CX prototype and is covered at length in Section 7.

OPERATING PRINCIPLES

PRINCIPLE	DESCRIPTION
KNOW WHY	It is also important to understand WHY we are creating the prototype, by clearly linking it to customer value drivers. For example, while creating a prototype for improving customer comfort at the Jana Centre, keep their pain points in mind - lack of basic facilities, lack of playing area for kids, too much heat and overcrowding, etc.
PROTOTYPES ARE NOT PILOTS	Treat prototypes differently from pilots. Pilots tend to be small-scale implementations of an entire process or service whereas prototypes tend to focus on testing specific components of services or processes with a small target group.
PLAN A LITTLE, PROTOTYPE THE REST	While it is important to plan adequately, and much in advance – it is also important to achieve the balance between planning enough and planning too much. Once the basic details of the prototypes are in place, the most important thing is to let the user experience the prototype and provide feedback. Use this feedback to begin the cycle of design tweaks and re-testing.
FAST & CHEAP	Very often, speed in prototyping can be more valuable than waiting for "perfection" before launching a prototype. Even low-fidelity prototypes can yield very useful information and insights about what can improve CX. Since the idea is to test a small, low fidelity version, which could easily be modified or dropped – it is important to not make a lot of investment up front.
TAKE CALCULATED RISKS	Prototyping needs evaluation and approval metrics that are less stringent than those applied to standard projects or even pilots. Measured risk taking should be encouraged while developing a prototyping roadmap.
BUDGETS	The culture of prototyping within Janalakshmi will benefit greatly from having a separate budget for regular prototyping to improve CX. The prototyping budget can be determined on a quarterly basis based on the CX project roadmap for that period and can be managed by the CX Working Group in order to avoid delays in approvals and other paperwork that could slow this down.

Table 16: Operating principles for prototyping

KEY CHALLENGES

CHALLENGE	DESCRIPTION	SOLUTION
PLANNING	Non-uniform planning or not knowing what/how to plan a prototype.	• Planning templates provided in the next section.
COORDINATION	Challenge in reaching and coordinating across functions to plan and implement prototyping projects.	• Formal structure for support to prototypes. • This Playbook!
VISIBILITY	Lack of internal visibility which results in difficulties in engaging with different teams for prototyping.	• Internal marketing campaign on platforms such as Channel J, within Janalakshmi
EXPERTISE	Getting expertise on marketing and branding aspects of the prototypes (i.e. how to communicate with the users).	• Dedicated training around different aspects of CX, prototyping and marketing. • Involving marketing communication experts who work with Janalakshmi within prototyping projects.
TIME	Prototyping team members need to set aside dedicated time for CX activities from the regular/day-jobs.	• Formal structure for support to prototyping teams where a certain percentage of time is freed up from their everyday responsibilities.

Table 17: Key challenges for prototyping

TOOLS

This CX Playbook provides tools that can assist Janalakshmi teams in Stage 1 (Planning) and Stage 4 (Implementation) of Prototypes. Stage 2 & 3 (Prototype Design & Prototype Production) are very context specific and tend to be best planned by the project teams themselves.

TOOL NAME	DESCRIPTION	WHY & WHEN TO USE	HOW TO USE?
PROTOTYPE PLANNING TEMPLATE	The planning template tool is to plan and present the key aspects of a prototype: 1. Key hypothesis being tested 2. New process maps or new systems to be created 3. Modules of the prototype 4. Timelines 5. Budget & Resource requirements 6. Measurement	Stage 1: • To plan before a prototype is launched. • To ideate and share prototype details with larger groups within the organization.	The prototyping team should fill the prototype planning templates over a period of 2 weeks through extensive consultations and brainstorms with crossfunctional leadership.

Template 5: Prototype planning template

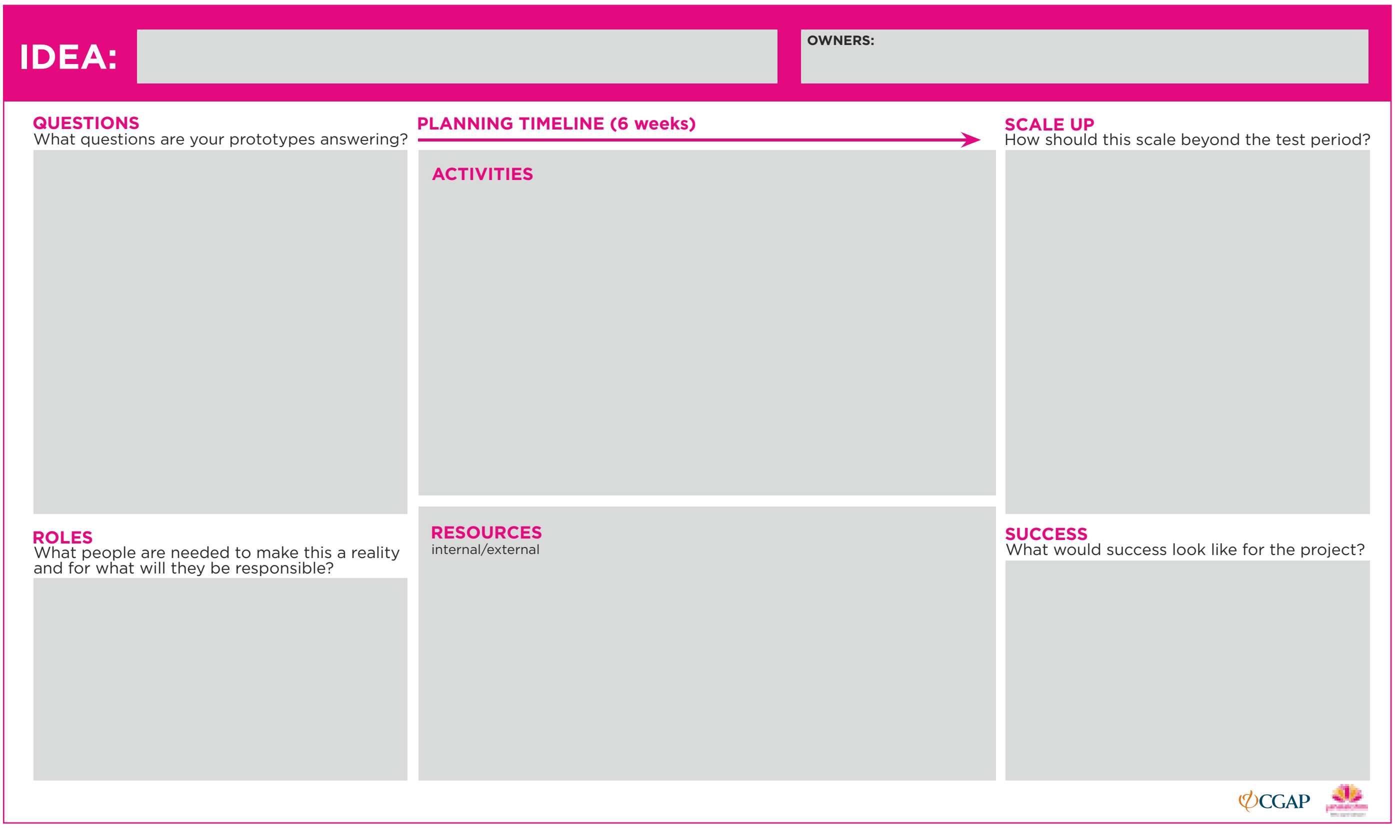

IDEA:
OWNERS:
QUESTIONS
What questions are your prototypes answering?
PLANNING TIMELINE (6 weeks)
ACTIVITIES
SCALE UP
How should this scale beyond the test period?
ROLES
What people are needed to make this a reality and for what will they be responsible?
RESOURCES
internal/external
SUCCESS
What would success look like for the project?

Image 13: Prototype planning card 1

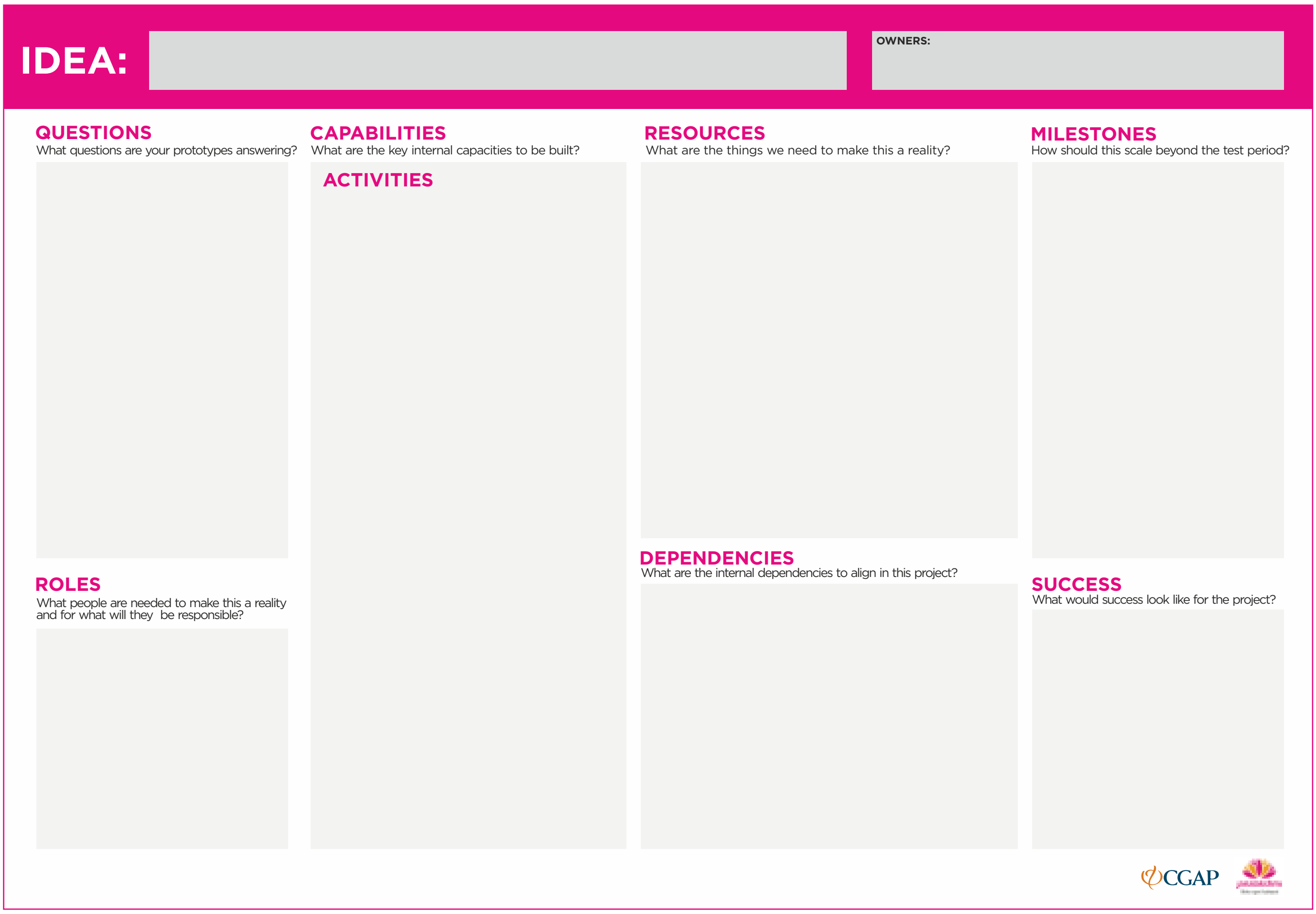


Image 14: Prototype planning card 2

TOOL NAME	DESCRIPTION	WHY & WHEN TO USE	HOW?
Prototype Update Template	The Update template is to track progress of the prototypes on a regular basis (daily, weekly or bi-weekly).	• Stage 4: • To keep a track of a live prototype. • Share updates with the larger team.	Fill out the details within the template.

Template 6: Prototype update template

Prototype update template (filled with illustrative content)

Not started	Work in progress	Completion

	TOKEN SYSTEM	WATER	TOILETS	MEETER GREETER	CHILD ZONE
Overall Status					
Process Design					
Procurement of material					
Training					
Location selection					
Marketing Collateral					
Monitoring and Evaluation:					
(I) Survey Design					
(ii) Participant selection					
(iii) Execution					

Progress/observations so far

- Customers have given an overall positive response to the prototypes especially to feeding zone and play area
- Customers usually do not notice or pay attention to posters, notices on information boards etc.
- Branch staff need hand-holding and guidance initially

Challenges/support required

- Role of the meeter-greeter needs to be streamlined
- Token System process needs to be tweaked– in it's current form it does not solve the queuing challenge
- Need admin support to fix the toilet at the RM Nagar branch

Template 7: Sample of prototype update template

EXISTING CX PROTOTYPES

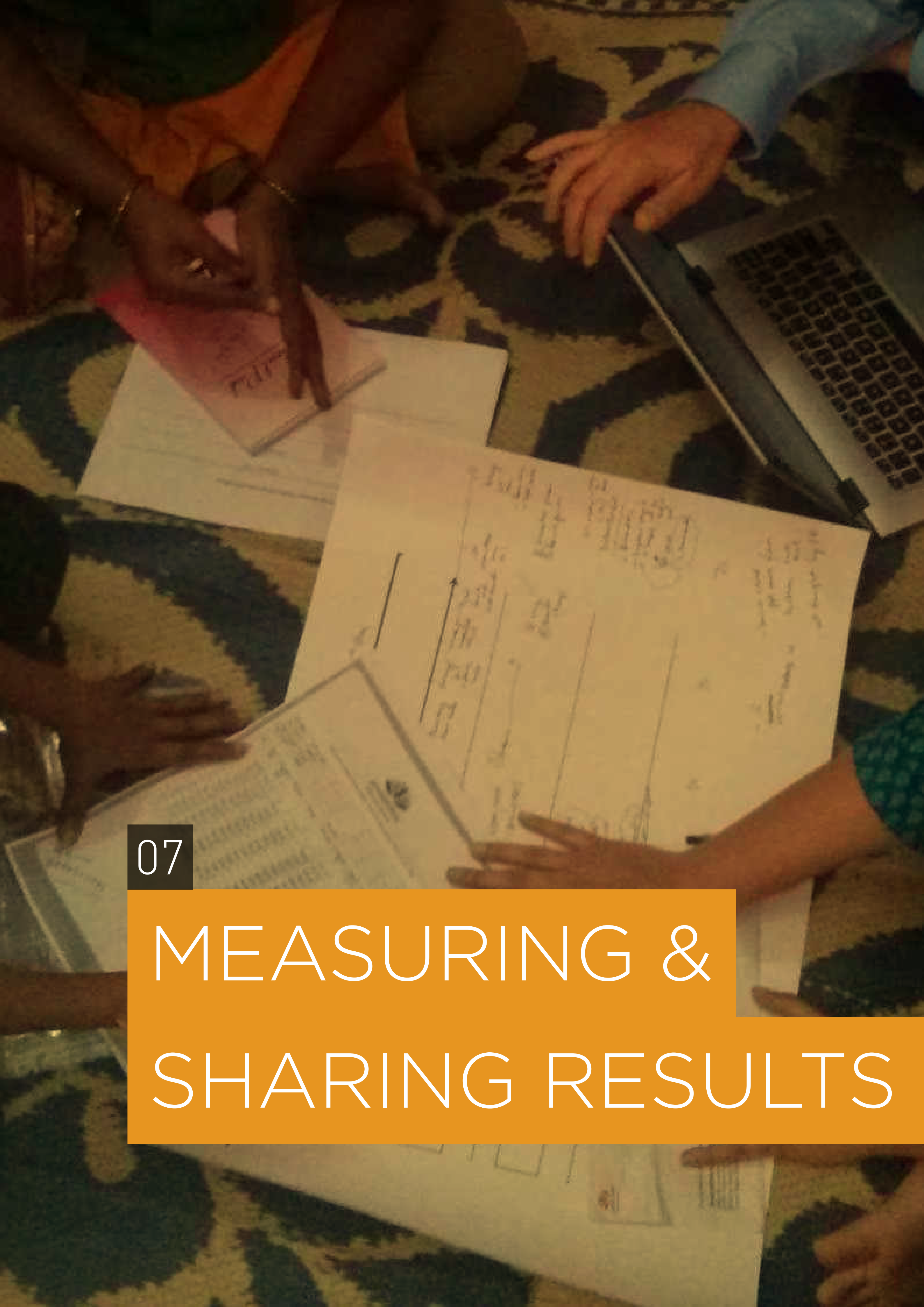
As of August 2015, there were six identified prototypes, out of which three have been commissioned and another three are in the pipeline. These are described below as examples and as inspiration for future work.

Phase 1 Prototypes | June 2015 – August 2015

1. **Jana Basics:** Improve infrastructure and basic facilities at a Jana Centre to make it more comfortable and convenient for customers to wait and transact. Improvements include a token system, drinking water and toilet facilities for customers, and a playing area and an infant feeding zone for their children. This was prototyped at 2 Jana Centres – Ramamurthy Nagar in Bangalore, and Jodhwara in Rajasthan over a period of 3 weeks.
2. **Jana Din Bhar:** Improve the SBL disbursement process by splitting the process between the Meeting Centre and Jana Centre to reduce waiting time at the Jana Centre for the customer. Paperwork and onboarding the SBL group would happen at the meeting center near customers' houses and they could come in to the Jana center individually, and at their convenience, to load the loan amount on their Jana cards. It was prototyped at Neelasandra Jana Centre covering disbursements for ~100 customers.
3. **Jana First Club:** A reward program that recognizes customers for loyalty, punctuality, adherence to Janalakshmi processes, and participation in community activities. This was prototyped at the Ramamurthy Nagar Jana Centre, where 10 customers were awarded First Club membership in the first batch of the prototype and a felicitation event was organized to publicly recognize awardees with their other group members present.

Phase 2 Prototypes (Future Pipeline)

1. **Jana Soft Skills:** Training and enabling employees to be really good brand ambassadors for Jana in all their interactions with customers through tone, body language, and other aspects of interpersonal communication such as listening skills, counselling, anger management.
2. **Lakshmis Of Jana:** Moulding Janalakshmi into a 360 degree woman centric organization through: A) Improved gender ratios in the organization and JCs and B) Processes and policies to improve the environment in the organization for women, both as customers and as employees.
3. **Better Badhti Bachat:** Fine-tuning the features of *Badhti Bachat* product to make it more flexible and attractive to customers.



07

MEASURING & SHARING RESULTS

07 MEASURING & SHARING RESULTS

GOALS OF THIS SECTION

- **Help Janalakshmi CX teams understand the different stages of prototype measurement and evaluation**
- **Provide tools to capture customer feedback to CX prototypes**

OVERVIEW

As far as possible, CX prototypes should be evaluated critically to see if they are improving CX with Jana. In a small number of cases, it may also be useful (and possible) to measure the financial ROI of the prototype through improved customer loyalty and purchase behaviour. Measurement should be lightweight, yet scientific with the goal of getting rapid feedback from users exposed to prototypes to modify and continuously adapt to the results.

Prototype evaluation and measurement can be conducted through multiple methods such as customer surveys, interviews, focus group discussions, analysis of customer data to observe before-after prototype indicators. Select the most relevant method based on the nature of the prototype and customer characteristics. Members of the customer analytics or MIS team can provide useful advice on the selection of these tools.

In this section, we present a generic process for different categories of prototypes.

STAGES

Janalakshmi can create a reliable process to scale up successful prototypes. This process has the following five stages.

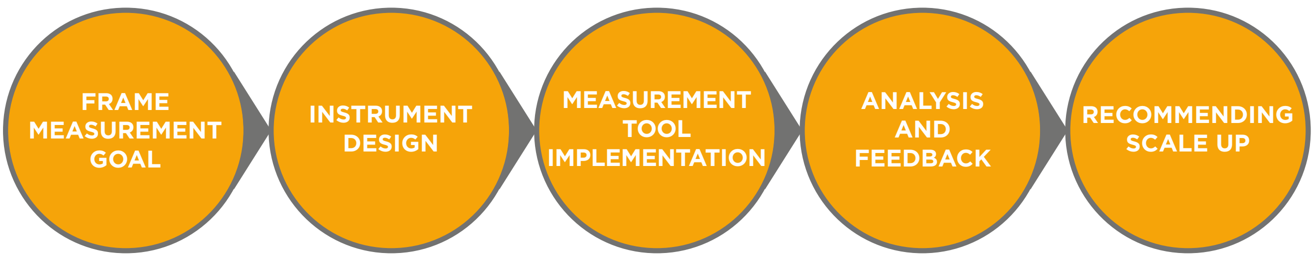


Figure 5: Measurement stages

1. **Frame measurement goal:** This involves listing key hypotheses of how the prototype would lead to certain kinds of CX Improvements and the indicators that would need to be measured to assess whether or not CX improvements have been achieved.

2. **Instrument design:** This involves designing an appropriate research instrument to measure impact of the prototype. Depending on the indicators being tested through the prototype, the instrument could be a customer survey, a focus group, customer datasets that exist within Janalakshmi, or even an interactive customer session.

3. **Measurement tool implementation:** During the implementation phase, you will decide the sample of customers to survey: such as administering a feedback survey to a suitable number of customers who might have been exposed to prototypes or not or by querying the customer database to extract certain fields of information that are of interest.

4. **Analysis and feedback:** This involves appropriately formatting the data gathered through such surveys of focus groups, structuring analyses, and drawing insights around whether the prototype is performing successfully and is achieving the CX improvement goals envisioned or not.

5. **Recommending scaleup:** Finally, you will create recommendations around how successful prototypes can be scaled. This involves creating presentations that recommend certain features of the prototypes for scaling up and back up the recommendation with measurement data. However, not all measurements will reveal successful performance of prototypes. Some prototypes might need to be rejected outright, others modified, and still others scaled back.

OPERATING PRINCIPLES

PRINCIPLE	DESCRIPTION
PLAN FOR MEASUREMENT	It is important to build a measurement plan early, during the design and inception of the CX Project or prototype. Doing this ensures that all information rich events in the lifecycle of a prototype are captured.
AVOID COMPLEXITY	Keep the measurement of CX Projects as simple as possible. Simple surveys with no more than 5-6 questions each can be administered either in-person or over the phone to gauge the impact that CX Projects have on customers.
AVOID CONFLICT OF INTEREST	CX Project Measurement surveys and tools should be administered by people who have no stakes in the eventual outcomes from the survey. It is often worthwhile hiring someone specifically for this or using someone from a different function.
FASTER THE BETTER	Collect feedback as soon as the users are exposed to the prototypes, as most people tend to forget what they actually saw, thought and felt.
BUDGET FOR MEASUREMENT	Collecting feedback is one the most important activities in the prototyping stage, since without feedback there is no way to know whether we can scale the prototype. Therefore, it is important to allocate budget for both resources (people and money), as well as time to conduct this activity in a meaningful way.

Table 18: Operating principles for measurement

PRINCIPLE	DESCRIPTION
BE CAREFUL OF CONFOUNDING FACTORS & ATTRIBUTION	There could be many things that affect a customer's experience with Janalakshmi and their feedback on a particular day, apart from our prototype. This could include whether or not they got the loan, the behavior of staff, the weather or the customer's mood. The most appropriate way to factor this into measuring impact, is to conduct a cheaper, simpler form of a Control Trial (CT) with a control group in the same time period and location as the exposed group. It may sometimes be too expensive to do this.
"RIGHT SIZED" SAMPLES	It is important to define upfront, the number of customers from whom we want to collect feedback. Too little, and we may not have enough and good quality data to proceed, and too many customers may mean a lot of investment of resources and time. In the customer experience project conducted in collaboration with Dalberg, feedback on three prototypes was collected from more than 50 customers in both control and exposed groups over the 3 week prototyping period. A minimum of 30 customers is necessary for basic statistical rigor within the analysis and a few more are helpful to allow for sub-segments of participants.
PARTICIPANT SELECTION	Depending on the prototype structure and the measurement goal, three categories of customers might need to be sampled for such measurement: a. Customers exposed to the as-is service sampled in the pre-prototype stage b. Customers exposed to the prototype sampled in the post-prototype stage and c. Customers not exposed to the prototype. This selection depends on the goals of the measurement. Please refer to the links given below to learn more about evaluation and recruiting research participants.

MAKING CX VISIBLE CAN BUILD CX CULTURE

Customer experience initiatives work best when they are holistically spread throughout an organization, rather than isolated in a department, team, or moment in time. Sharing and storytelling is crucial to building momentum and buy-in from peers and superiors alike. This simple act of transparency is an often forgotten, highly valuable practice when leading organizational and cultural change. When thinking about building CX culture, don't just reach for numbers and quantifiable results, sharing customer experience projects can often have a much larger impact. It is often the illustrative anecdote or qualitative insights that are most provocative and that lead to long term organizational change.

To have such stories be most effective at building organization culture, consider painting a robust picture of CX at Janalakshmi. Four key sharing dimensions include: **process** (what you did, how you did it), **results** (the quantitative and qualitative impact a project had), **stories** (vivid stories that reveal insights about people or place), and **learnings** (positive and negative takeaways that may inform future practice).

KEY CHALLENGES

Some challenges that are commonly seen in this phase are:

CHALLENGE	DESCRIPTION	SOLUTION
FEEDBACK COLLECTION CHANNEL	No prior experience on what channel would be best to collect feedback in for a prototype – in person vs. through a telecaller.	More upfront planning on most appropriate channel given the context of the prototype. This Playbook!
LACK OF RESOURCES	Allocating a resource to collect feedback (telecaller).	More upfront planning, with specific budget earmarked for this.
CONTROL GROUP	Unable to define the control group, vis-à-vis the group exposed to the prototype. However, it must be kept in mind that control groups are not always needed in such measurement. A simple pre-post survey can be administered assuming that the difference in the results is due to the prototype. For a longer list of evaluation methods, please see : http://betterevaluation.org/sites/default/files/Rainbow%20Framework.pdf	More upfront planning around defining control and exposed group.

Table 19: Key challenges for measurement

TOOLS

TOOL NAME	DESCRIPTION	WHY & WHEN TO USE	HOW TO USE?	RESOURCES
CUSTOMER SATISFACTION SURVEYS	This is a short survey used to collect feedback from the customer on their perception of prototype and overall experience at Janalakshmi. It is has 4–5 questions, with responses collected on a 5 point Likert scale. It is administered to both customers who have been exposed to the prototype and a control group of customers (business as usual scenario).	To collect feedback on the prototype. Immediately after launching the prototype, and on regular intervals through the prototype.	Plan adequately upfront before launching: • Select the target and exposed group of customers upfront. • Create a survey based on specific prototype details (use templates given in the next section). • Administer the survey in local language, and as soon as possible after prototype is launched. • Ensure that the person administering the survey is experienced and adequately trained. • Data collection should be done so as to obtain and take decisions based on it quickly (for e.g. use surveymonkey or other similar online tools that enable quick analysis).	See templates below Other ways to elicit feedback: http://www.designkit.org/methods/57 Resources for carrying out evaluations : http://betterevaluation.org/sites/default/files/Rainbow

Table 20: Customer satisfaction surveys

Customer satisfaction survey: Illustrative templates for existing prototypes

Illustrative example 1

Jana First Club

Survey 1
To respondents belonging to RM Nagar branch, but who have not been exposed to the First Club prototype in anyway.

Objective of survey: To assess awareness of various metrics that have been selected to reward customers.

Instructions
- Conduct 30 surveys with unexposed respondents
- Select respondents who are in L2 or above loan cycle, so they are (ideally) familiar with JFS processes and have experienced collection for at least one cycle
- Make sure the questions are asked on a one-on-one basis and not in a group scenario
- Preferably, ask the questions face to face and not over phone

Questionnaire
Ask the customer the following questions and record responses (please do not bias respondents by tone or gestures. Just record responses as they are given, without any judgment)

1. Which of the following are true/false?
    a. It is important to attend all collection meetings
    b. I need to have at least 75% attendance
    c. I need to have at least 50% attendance
    d. I do not have to attend collection meetings as long as I am repaying my loan by handing over money to other group members

2. Which of the following is correct?
    a. My attendance is recorded manually at collection meetings by the collection officer
    b. My attendance is recorded by a biometric device (say finger print machine, if customer does not understand biometric device) at collection meetings by the collection officer
    c. My attendance is recorded by the group leader manually
    d. My attendance is not recorded at all

3. Complete the following statement:
    a. "My loan instalment is due on....................." (check if the customer is aware of the repayment date/repayment schedule)

4. Priya is a customer at Janalakshmi who is taking a loan for the first time. She is not clear on when she has to repay her instalment. She comes to you for advice. What will you tell her? (Check if customer is able to provide information on repayment schedule, repayment date, importance of on time repayment)

5. Priya has also taken a pension product called IMPS from Janalakshmi. Can you explain:
    a. How often should she pay towards the pension product?
    b. How much should she pay?

    (For Question 5, if the respondent says 'don't know', record that as a valid response)

6. Which of the following is correct?
    a. I cannot miss a single IMPS contribution
    b. I can miss up to 20% of the contributions
    c. I can miss up to 40% of the contributions
    d. I don't have to contribute at all

Survey 2:

To respondents who have received the reward.

Objective of the Survey: To assess customer satisfaction post First Club status.

Instructions:

- Conduct surveys with all respondents who have been rewarded
- Make sure the questions are asked on a one-on-one basis and not in a group scenario
- Preferably, ask the questions face to face and not over phone

Questionnaire

1. Can you explain why you were selected for the reward? (Check if respondents are able to explain the four parameters that were used to select the respondents i.e. biometrics, on time collection, DPD, IMPS contribution)

2. How did you feel when you were given the reward: can you give marks from a scale of 1 to 4
    a. 1- very bad
    b. 2-bad
    c. 3-good
    d. 4-very good

3. Ask customers to provide a rating for each of the statements below:

QUESTIONNAIRE FOR EXPOSED GROUP	Ask customer to provide a rating for each of the statements below: 1 (lowest) - 4 (highest)			
	1	2	3	4
Think about the time that you were given the reward, how did it make you feel?				
How would you rate the reward function?				
How would you rate the impact of this reward on your loyalty towards Janalakshmi?				

Questionnaire 1: Questionnaire for exposed group

Illustrative example 2:

Jana Basics Evaluation

Objectives of the Survey

1. Assess customer's satisfaction with the visit to the Jana Centre
2. Assess customer's access to information

Instructions

- 60 surveys- 30 with unexposed group and 30 with exposed group. Split evenly between Jodhwara and Ramamurthy. So breakdown is- 15 exposed and 15 pre-exposed in Jodhwara branch and 15 exposed and 15 pre-exposed in Ramamurthy Nagar. All customers must be from these JCs only. Please don't survey customers from other JCs.
- In exposed group, ensure that surveys are split evenly between L1, L2 and L3 customers.
- Ideally, the exposed group should have visited JC on different days- don't pick all 30 who visited on one day.
- For unexposed group, customers should have visited JC between June 20-30 (i.e. 10-15 days before the prototype started at the respective JCs).
- The exposed group should have experienced the prototype between July 13- date of conducting the survey. Make sure that customers are selected from across all days, as far as possible.
- Make sure the questions are asked on a one-on-one basis and not in a group.

QUESTIONNAIRE FOR PRE-JANA BASICS	Ask customer to provide a rating for each of the statements below: 1 (lowest) - 4 (highest)			
	1	2	3	4
Think about how you were welcomed and guided when you entered the Jana center. How would you rate it?				
Think about the questions you had when you visited the Jana centre and whether they were answered. How would you rate it?				
Think about basic services available at the branch such as drinking water and toilets available to you. How would you rate it?				
Think about the space allotted for your children to play or for you to feed your child at the center. How would you rate it?				
Open Ended: What additions in the Jana center would make you feel more welcome and better served?	Note down complete comments.			

Questionnaire 2: Questionnaire for Pre-Jana Basics

QUESTIONNAIRE FOR POST-JANA BASICS	Ask customer to provide a rating for each of the statements below: 1 (lowest) - 4 (highest)			
	1	2	3	4
Think about how you were welcomed and guided when you entered the Jana center. How would you rate it?				
Think about the questions you had when you visited the centre and whether they were answered. How would you rate this experience ?				
Think about basic services available at the branch such as drinking water and toilets available to you. How would you rate it?				
Think about the space allotted for your children to play or for you to feed your child at the centre. How would you rate it?				
Open Ended: Did you notice any changes when you visited the centre? What were they and how did they make you feel?	Note down complete comments.			

Questionnaire 3: Questionnaire for Post-Jana Basics

Analysis and Inference

1. For each customer- calculate an average rating for 4 questions. This will be a number between 1 and 4.

2. Then collect all pre-exposed customers' scores and calculate an average rating for the whole group. You will do the same for the exposed group.

3. Then check if there is a change between the scores for the pre-exposed and exposed group.

4. Go through all your open-ended questions.
    a. For the exposed group you can note what customers remember and how they felt about the enhancements from Jana Basics. Pay attention to what features were most popular, more appreciated, etc. This will help you add details and nuances in your presentations to management
    b. For the unexposed group, notice if customers mention any enhancements or changes you have not yet considered? Does your prototype address all of them? Note if any specific requests are mentioned often, etc.

Making Videos To Share Success Stories & Build Consensus

Sharing such aha moments as CX success stories can make the impact of your work come alive. Create a 1-2 minute video with your camera phone to show the impact of your work to peers. Many times we get lost in numbers and charts thinking it's the best way to showcase the impact of our work.

While data is important, sharing stories of people is another powerful way to leave an impression and resonating with your audience. You may have probably shared a moment of realization with a customer or your team where the impact of your work dawned on you.

STEPS

1. Brainstorm ideas of what were those moments of realization for you and your team were. Think how would you like to capture one of them.

2. Make a 4-5 steps storyboard to plan the different shots you'd like to capture in your video.

3. Keep it simple: focus on the story and not the execution. Tips: Some ideas to spark your imagination and keep it simple.

   - An interview with a customer or an employer who you worked with.

   - Photo sequence with pictures from field, captions and background music.

   - Role playing with your team.

TIME

1 - 3 hours

ROLES

Individual or
Groups of 2 (1 Fixer (logistics)
1 Cameramen)

MATERIALS

Video function from your phone.

USE IT WHEN

- Share the impact of your work internally
- You are trying to make the case for an organization

USE IT TO

- Get people excited
- Share the process across the organization and get buy-in for scale-up a product development or tested prototypes.

"The real danger is that we get caught in the words of customer centricity. We need to connect to customer experience in a personal way. The best way to make customer experience come alive is through stories." **- Ramesh, Janalakshmi**

08

SCALING UP

08 SCALING UP

GOALS OF THIS SECTION

- **Highlight the stages, operating principles and key challenges in scaling up CX Prototypes**

OVERVIEW

Having successful CX prototypes is not enough. If they are not adopted by a large percentage of Janalakshmi, tremendous value is lost and a large percentage of Jana customers may continue to have a suboptimal CX. The key to large scale adoption is a robust scaling-up process that takes successful prototypes and ensures that they get implemented at hundreds of Jana locations across the country.

STAGES

Janalakshmi can create a reliable process to scale up successful prototypes. This process could have the following three stages which could be run iteratively by our management teams.

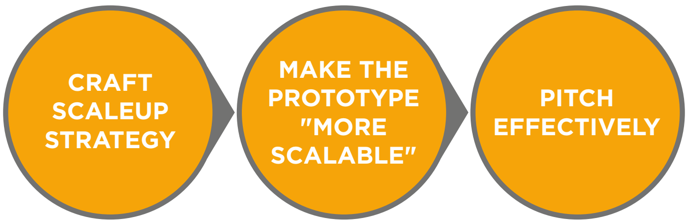


Figure 6: Stages for scaling up

1. **Craft CX Scale up Strategy:** A clearly defined strategy and process for scaling up of successful prototypes on a regular basis will need to be designed. The strategy should be crafted by senior management and requires specially appointed people within Janalakshmi who manage the scale up effort. In creating this scale up strategy, different stakeholders across Janalakshmi might have different concerns that need to be taken into account.

2. **Make CX Prototypes "More Scalable":** CX prototypes are designed to test key CX hypotheses quickly and effectively. They often employ "hacks" or work-arounds that are not scalable or cost efficient. If the prototypes prove successful, then almost always, they need to be re-purposed to a specification that is efficient, fits within broader Janalakshmi processes, is reliable, and scalable. Please refer to table 23 "Making prototypes more scalable" to understand how prototypes can be made more scalable.

3. **Pitch Effectively:** Even with an ongoing CX Scaleup strategy framework and scalable prototypes, CX teams need to make strong pitches to senior management for their projects to be favorably evaluated and for organizational resources to be committed to scaling them up. CX teams can make use of tools such as the Business Model Canvas (see Image 15) to create compelling pitches and increase the scale up rate for prototypes.

OPERATING PRINCIPLES

PRINCIPLE	DESCRIPTION
TEAM OF CX EXPERTS	Having a dedicated team of CX managers who can travel across the country initiating CX scale up projects at Jana locations and can institutionalize the adoption of CX within Jana as opposed to it being limited to certain regions or branches.

Table 21: Operating principles for scaling up

KEY CHALLENGES

CHALLENGE	DESCRIPTION	SOLUTION
BUDGETS	Scaling up a CX idea from the prototype stage to the 200+ Jana Centres across India is bound to involve reasonable budget outlays. In the absence of a precedent and in the face of competing priorities, management teams might sometimes shoot down perfectly good CX prototypes.	Making sure that CX scaling up is budgeted in the annual planning processes at a national and regional level.
CONSISTENCY VERSUS RELEVANCE	CX improvements need to be contextual. What is relevant for a high-density urban slum may not be relevant to a Tier-2 town in Rajasthan. However, overly templatized scaling up of CX initiatives may lead to such scenarios where standardization triumphs contextual relevance.	At the end of the measurement phase for successful CX prototypes, specifying which parts of the prototype are generic improvements versus which parts need to be evaluated based on regional context.

Table 22: Key challenges in scaling up CX projects

Making Prototypes More Scalable

Prototypes can be made more scalable by addressing four categories of bottlenecks to scalability.

SCALABILITY BOTTLENECK	SOLUTION
REGULATORY NON-COMPLIANCE	Ensure that features in CX prototypes, as far as possible, confirm to existing regulatory norms around customer information gathering, process strength and financial strength. If needed, modify the prototype design to make it compliant with regulation.
RISK-REWARD ASSESSMENTS	A well-executed measurement phase can help identify the rewards from a prototype and also related costs. Having this information in the scale-up phases, enables modifications to be made that minimize risks and maximize the upside.
RESOURCE REQUIREMENTS	Design prototypes keeping in mind resource requirements at scale. Use methodologies such as LEAN, a management method that seeks to maximise output while minimizing input by eliminating redundant processes and resources. This enables relatively low-cost scaling up.
KNOWLEDGE TRANSFER	Structuring the knowledge transfer process such that it takes only 1-2 people to act as knowledge champions while the CX prototype is scaled across regions.

Table 23: Making prototypes more scalable

Building CX Adoption Capacity

Janalakshmi can improve the rate at which different regions are able to adopt successful CX prototypes by creating a set of full-time and part-time roles that are responsible for different kinds of CX activity at the national, regional, & cluster level.

	ROLES	GOALS	RESOURCES
NATIONAL	**Chief CX Officer (1 FTE)**[6] CX Mentor (0.25 FTE) CX Team (2 FTE)	To improve Janalakshmi CX across India by at least x% every year.	• Annual CX budget • Central and regional teams to support implementation • Accountability by regions in implementing CX Goals.
REGIONAL	Regional CX Custodian (0.25 FTE)	To improve CX in the region by implementing nationally initiated CX projects and initiating new regional CX projects.	• Annual CX budget • Regional and cluster teams to support implementation • Accountability by clusters in implementing CX Goals.
CLUSTER	Cluster CX Manager (0.25 FTE)	To implement CX Initiatives finalized by the region.	• Annual CX budget

Table 24: Building CX adoption capacity

Business Model Canvas

The Business Model Canvas is a holistic business planning tool that can be useful while pitching for the scaling up of a successful CX prototype to senior leadership.

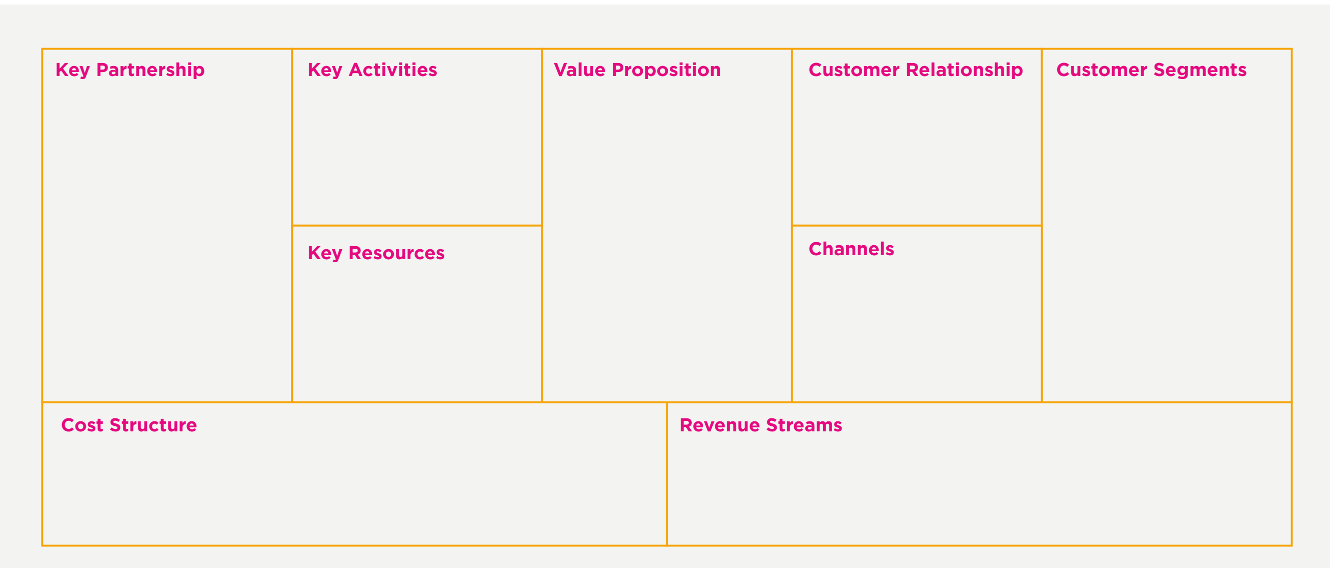


Image 15: Business model canvas

6. FTE: Full Time Equivalent

09

ADOPTING A CX CULTURE

09 ADOPTING A CX CULTURE

GOALS OF THIS SECTION

- **Provide guidance on the different stages involved in adopting a CX culture**
- **Highlight key operating principles for making this culture shift**
- **Identify key challenges that need to be addressed during the shift**

OVERVIEW

For Janalakshmi to become a truly customer-centric organization, it is important that beyond specific CX ideas or prototypes, customer-centricity becomes a vital part of Janalakshmi culture – shaping strategy, organizational structure, systems, staffing, skilling, & spirit.

ORGANIZATIONAL CULTURE AND WHAT CUSTOMER-CENTRICITY NEEDS

There are eight dimensions to an organization's culture[7]. The table below describes these dimensions and also suggests the kind of shift Janalakshmi would benefit from fostering across these dimensions for it to become a truly customer-centered organization. Please see table 29 for illustrative initiatives that could be run across these dimensions of CX culture.

Enabling Customer-Centricity Through Eight Dimensions Of Organizational Culture

DIMENSION OF ORGANIZATIONAL CULTURE	DEFINITION	WHAT CUSTOMER-CENTRICITY NEEDS
CORE TRUTHS	The things that the organizations considers to be "true" and how.	All Janalakshmi staff should view their business decisions through a customer lens and ask themselves whether the decision really benefits the customer.
THE PLANNING HORIZON	The time frame around which important decisions get taken.	Decisions taken and investments made should recognize that some benefits may accrue only in the long term.
DRIVERS OF MOTIVATION	What motivates people within an organization.	Improving the lives of customers through improved CX should matter personally to employees.
STABILITY VERSUS INNOVATION	Whether the organization prefers stability or innovation.	Janalakshmi balances the need for stability with constant CX improvements.
ORIENTATION TO WORK & TASKS	Whether employees are task focused, results focused, or socially focused.	Janalakshmi employees should frame their work less procedurally and more with the end goal of improving the lives of the customers they serve.

7. Please see: A Framework For Linking Culture And Improvement Initiatives In Organizations; Detert, Schroeder, & Mauriel; Academy Of Management Review, 2000.

COLLABORATION VERSUS ISOLATION	Where employees and functions prefer to work independently or collaboratively.	Janalakshmi staff should be incentivized to reach out across functional and role boundaries to make CX improvements happen.
CONTROL AND COORDINATION	Whether decision making is concentrated centrally or distributed across the organization.	Janalakshmi should balance top-down CX programs with bottom-up CX initiatives run by employees.
INTERNAL OR EXTERNAL FOCUS	Whether the organization is inward or outward looking.	Janalakshmi should constantly look outwards to the lives of their customers and take decisions based on that.

Table 25: Eight dimensions of organizational culture

INITIATIVES

Janalakshmi can adopt a more customer-centered culture through eight types of initiatives.

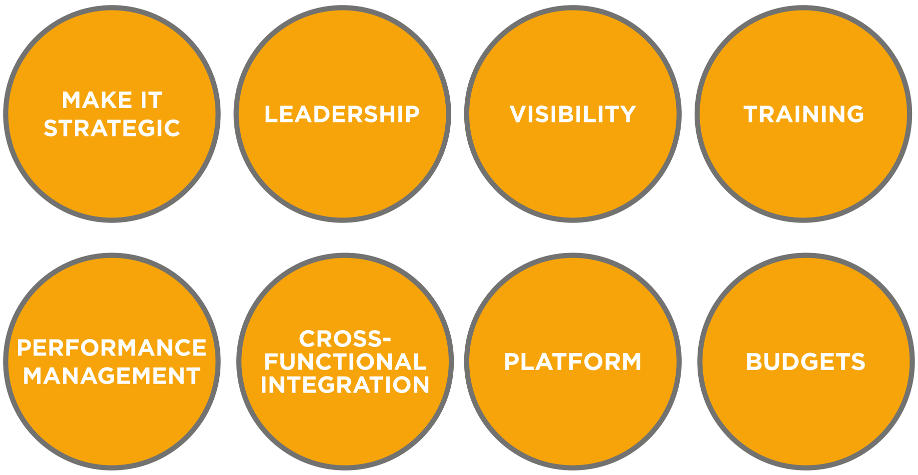


Figure 7: Eight initiatives for a more customer-centric culture

1. **Make CX Strategic:** No initiative lasts in large companies unless it is perceived as having strategic value and necessity to the success of the organization. It is vital that Janalakshmi builds a strong business case for improvements to CX and integrates it as a strategic necessity.

2. **Integrate CX with Leadership:** For CX to truly take root in Jana, all leaders in Jana should be true believers in the importance of improving customer experience and be familiar in the methods of doing so. Leadership training programs should integrate CX as an important stream. Top management should continually emphasize the importance of being customer-centric to other senior managers. Janalakshmi should use forums such as Suno Unki Kahaani to ensure that senior and middle managers are continuously focused on CX improvement.

3. **Make CX Visible:** In the early days of a company's journey towards becoming customer-centric, CX needs a lot of internal visibility and celebration of quick wins. Jodhwara and Ram Murthy Nagar are two examples of locations where CX initiatives have achieved quick wins. Jana should also use printed collateral, newsletters, and other environmental messaging to ensure that all Janalakshmi employees – from the CREC to the Jana Center Head – deeply understand CX and appreciate how focused Janalakshmi is towards it. Please see callout boxes "Making CX Visible" and "Telling CX Stories" for more details.

4. **Integrate CX with Training & Capacity Development:** To truly become a customer-centric organization at scale, Janalakshmi should embed CX in almost every employee training module. This involves creating a special CX team at a national & / or regional level that is headed by a Chief Experience Officer and has CX Mentors (who are part of senior management), CX Program Managers, CX Trainers. This team, aided by learning modules on CX, should be responsible for scale up of successful CX prototypes. Janalakshmi also has a well functioning Learning & Development (L&D) function that could be used for such training. If needed, the Learning & Development team should be given an incremental budget to create training content around CX.

5. **Link CX with Performance Management:** CX should become an important parameter in how different roles are measured on their periodic performance reviews. This will instill responsibility and seriousness. Please see Table 28 for recommendations on how CX-enabling employee performance metrics could be designed for different functional groups.

6. **Integrate CX with Work:** Everyone at Janalakshmi should get opportunities to become customer-centric. This can take the form of rotational jobs or take up a customer-facing role for a day. This will ensure that customer-centeredness genuinely spreads throughout the organization as opposed to being limited to a small percentage of employees. Please see the Table 27 "Engaging The Whole Organization In CX" to understand this better.

7. **Build a Platform:** Scaling up successful CX projects will need the creation of a dedicated process or platform that takes best practices across geographies and across Janalakshmi business functions.

8. **Dedicate Budgets:** Janalakshmi will need to create a budget pool for carrying out CX projects with business rules that govern contributions and utilization of the money in the pool by different geographies and functions.

KEY CHALLENGES

There are five kinds of challenges that we are likely to face in the shift towards institutionalizing a CX Culture at Janalakshmi. It is important that we recognize these challenges and proactively plan on addressing them. The table below describes these challenges and potential solutions.

CHALLENGE	DESCRIPTION	SOLUTION
BUSINESS CASE	The biggest obstacle to creating a CX culture within a financial services company catering to the poor is a compelling business case to make investments; at least in the short term.	For the first 2-3 years on the journey to become more customer-centric, treating CX as an investment and allocating a certain percentage of revenue to CX projects as opposed to having a very stringent business case threshold for each CX project.
SALES & COLLECTION PRESSURES	Janalakshmi sales and collection teams have goals, cultures, and incentives that sometimes lead to a direct conflict with the goal of being more customer centric.	Making sure that CX becomes a part of the training processes for new hires and also of refresher training for all customer-facing roles. Add KPIs that reward good CX performance.
SENIOR MANAGEMENT COMMUNICATION	Without consistent senior management communication around the meaning, the need, and the ethos-linked compulsion of being customer-centric, everyday decisions might get taken by an organization that dilute the focus on customer-centricity.	Ensuring that the CX team and senior management reinforce the importance of being customer-centric frequently especially to sales, collections, and operations teams.
CHANGE MANAGEMENT	Being a customer-centered organization is a complex change management process. Sustaining high levels of interest and energy beyond the early days of functioning as a “special project team” is hard to achieve and team members and leaders lose interest in the face of other pressing issues.	Viewing the journey towards becoming a CX-centered organization as a large change management project and putting in place processes that enable this.

MINDSET	Success in CX projects requires an empathetic mindset that focuses on the customer experience and does not default to decisions around minimizing costs. A large percentage of employees, due to previous training or work experiences, do not have this mindset as a default.	Training employees on the importance of CX and on how they should weigh this as an important factor while evaluating business decisions. Having senior leadership constantly reinforce this.

Table 26: Key challenges in adopting a CX culture

Engaging the Whole Organization In CX

It is important that we engage our entire organization, across different functions, as we institutionalize a CX Culture at Janalakshmi. The table below outlines how different functions can be involved and engaged in this.

FUNCTIONAL GROUP	TYPICAL ROLES	INVOLVEMENT IN CX
STRATEGY	• Competitive Intelligence • Market analysis	• Conduct market and competitor intelligence to understand CX at Janalakshmi competitors.
PRODUCT MANAGEMENT	• Product Head • Product Manager • Product Engineering • Quality Assurance (QA)	• Developing a deep understanding of user behaviours, needs, and wants to create attractive financial products and services. • Analysing adoption of different products and services and creating CX hypotheses. • Understanding CX to improve usability of the product and the user journeys.
INFORMATION TECHNOLOGY	• Information Technology Manager • System and Infrastructure Manager	• Manage internal technology platforms and systems including customer data with a view to support CX initiatives. • Management of the internal knowledge management platform, or all of the technology that is used to collect and record customer feedback.
MARKETING	• Marketing strategy • Market research • Brand & communications	• Develop deep understanding of different customer segments and their value drivers. • Create compelling customer value propositions through inputs to product teams, communication design, Jana Centre experience design, inputs into process design.
ANALYTICS	• Customer Data Analysts	• Collection of customer behavioural or transactional data that enables identification of CX pain points, improvement opportunities, and performance of CX projects. • Development of CX focused MIS reports.

FUNCTIONAL GROUP	TYPICAL ROLES	INVOLVEMENT IN CX
SALES & COLLECTIONS	• Cluster & Area Heads • CREMs/CRESs	• Ensuring that CX processes are implemented well leading to high customer satisfaction at Jana Centres and in customer communities. • Customizing local operations as needed to provide optimal CX.
OPERATIONS & CUSTOMER SUPPORT	• Customer support/service managers • Customer support representatives • Branch Managers	• Ensure backend processes are designed to optimize CX and are implemented well. • Handling customer feedback and complaints. • Optimizing Jana-Centre operations to improve CX.

Table 27: Engaging the whole organization in CX

CRAFTING CX STORIES

Stories can be a really powerful medium in helping spread a customer-centric vision within different Janalakshmi functions and locations. Please see the box below to understand how you might craft powerful stories and narratives and use them to promote customer-centricity within your focus area.

There are several kinds of information that can be packaged into compelling CX stories and communication:

- Post-interview documentation such as direct quotes from customers can be an incredibly valuable way to make your case.
- Vivid takeaways from contextual research and prototyping.
- A prototype gallery is a simple way to share prototypes, processes, and learning tools.
- A CX newsletter or journal can be an effective account of CX projects and progress.
- Photos and video can visually capture research, workshops, synthesis, and prototyping.

It's important to keep the following in mind while sharing these stories:

- Sharing is an exercise in balance. Between process and outcomes, too much and too little, formal and informal channels.
- Focus on people, not just products.
- Consider what insights might be directly useful promoting CX in Janalakshmi.
- Appeal to a diverse audience. Satisfy the sceptic and cheerleader alike.
- Presentation is important: Balance story, numbers, and imagery.

Designing Employee Performance Metrics To Institutionalize CX

Lastly, it will be very important to support this move towards greater customer-centricity with tangible and measurable performance metrics for employees in different roles within Janalakshmi. The table below outlines how we can frame performance goals for different functions as we execute this strategy.

FUNCTIONAL GROUP	BASIS TO DEVELOP PERFORMANCE METRICS
PRODUCT MANAGEMENT	Product and service design that maximizes customer value through improved flexibility, productivity, and reduced costs.
CUSTOMER OPERATIONS	Customer onboarding and service use processes that • Maximize customer productivity, convenience, flexibility, information, speed, & relationship • Minimize customer costs, risk
SALES	Customer selection and onboarding processes that maximize information and minimize misinformation or complaints.
TECHNOLOGY	Technology processes that maximize process speed, customer-information need resolution, and enable ongoing relationship management with customers
MARKETING & COMMUNICATIONS	Customer research processes that uncover compelling insights around CX pain points and CX improvement opportunities. Collaboration processes within Janalakshmi that maximize the uptake of this information across functions
CUSTOMER SUPPORT	CRM processes that increase the speed of customer complaint resolution Identify root causes for these complaints and collaborate across the organization to eliminate them.

Table 28: Designing employee performance metrics to institutionalize CX

Thought Starters To Develop A CX Centered Organizational Culture

In summary, Janalakshmi can take forward some of the customer-centricity needs and launch high impact initiatives that address different aspects of CX culture.
The table below illustrates initiatives that can be used as a start point.

DIMENSION OF ORGANIZATIONAL CULTURE	WHAT CUSTOMER-CENTRICITY NEEDS	ILLUSTRATIVE INITIATIVES
CORE TRUTHS	All Janalakshmi staff should start perceiving CX as really important.	• Internal communication. • A program that has all employees spend at least one day with a customer every year.
THE PLANNING HORIZON	Decisions and investments around CX should be taken keeping the long-term in mind.	• Allocating a certain percentage of revenue to CX as part of business-planning processes with no expectations of short-term payoffs.
DRIVERS OF MOTIVATION	Improving the lives of customers through improved CX should matter personally to employees.	• Psychometrics based recruitment that selects people with high levels of empathy and a desire to make a difference. • A small pool of funds that is given to employees to initiate projects that improve the lives of customers.
STABILITY VERSUS INNOVATION	Janalakshmi balances the need for stability with constant CX improvements.	• Internal communication focused on the need for CX innovation. • Employee ideation platform that generates CX improvement ideas. • Senior leadership support for high-upside CX projects with some risk.
ORIENTATION TO WORK & TASKS	Janalakshmi employees should frame their work less procedurally and more with the end goal of improving the lives of the customers they serve.	• Employee training that focuses on how tasks need to add up to improving the lives of their customers. • Repeatable and easy decision making heuristics that enable employees to take decisions that improve customer interactions.
COLLABORATION VERSUS ISOLATION	Janalakshmi staff should proactively reach out across functional and role boundaries to make CX improvements happen.	• Cross-functional CX learning meetings, field trips, and frequent periodic communication. • Incentives that support cross-functional collaboration to enable CX in Janalakshmi. • Visual reminders within Jana offices around the need to collaborate for this goal.
CONTROL AND COORDINATION	Janalakshmi should balance top-down CX programs with bottom-up CX initiatives run by employees.	• Balancing top-down CX initiatives with bottom-up employee engagement. • Creating CX improvement principles that enable local variation across clusters and regions and give autonomy to these teams.
INTERNAL OR EXTERNAL FOCUS	Janalakshmi should constantly look outwards to the lives of their customers and take decisions based on that.	• Ensuring that customers are represented on important councils such as Suno Unki Kahaani • Investing in gathering customer stories and circulating throughout journey. • Initiating a program that gets employees to live for 1-2 days at the homes of customers.

Table 29: Thought starters to develop a CX centered organizational culture

GLOSSARY

CREC	Credit Relation Executive – Collections: Collections Executive at Janalakshmi responsible for collecting loan payments from customers
CREM	Credit Relation Executive – Marketing: Marketing executive at Janalakshmi responsible for developing new leads and converting them into customers
CRES	Credit Relation Executive – Sourcing: executive at Janalakshmi responsible for liaising with prospects during the application process and ensuring a smooth onboarding process
CRM	Customer Relationship Management
CX	Customer Experience
FOTW	Fly-On-The-Wall : an HCD research method that involves passive observation in-context
FSP	Financial Service Provider
HCD	Human-centered Design
IMPS	Immediate Payment Service
IT	Information Technology
JC	Jana Centre
L&D	Learning And Development
L1, L2, L3	Different levels of loans given to Jana customers
MIS	Management Information System
RCT	Randomized Control Trial
ROI	Return On Investment
TAT	Turn around time

CGAP

Janalakshmi