1) Setting targets, evaluating staff based on these to see those who should be rewarded and those who need performance improvement

2) Supplementing traditional training with an e-learning internet portal, sms quizzes, training apps, video snippets delivered by sms, webinars, video exchange with peer involvement

3) Workplace incentives for staff e.g. win a car, house etc., Employee of the month etc.

1. Incentives
→ Recognition
→ Bonus
→ Promotion

2. Training: Exposure, Increase technical skills rotation eg. Mtg in Kigali

3. Trial & error - space for creativity & learning from mistakes.

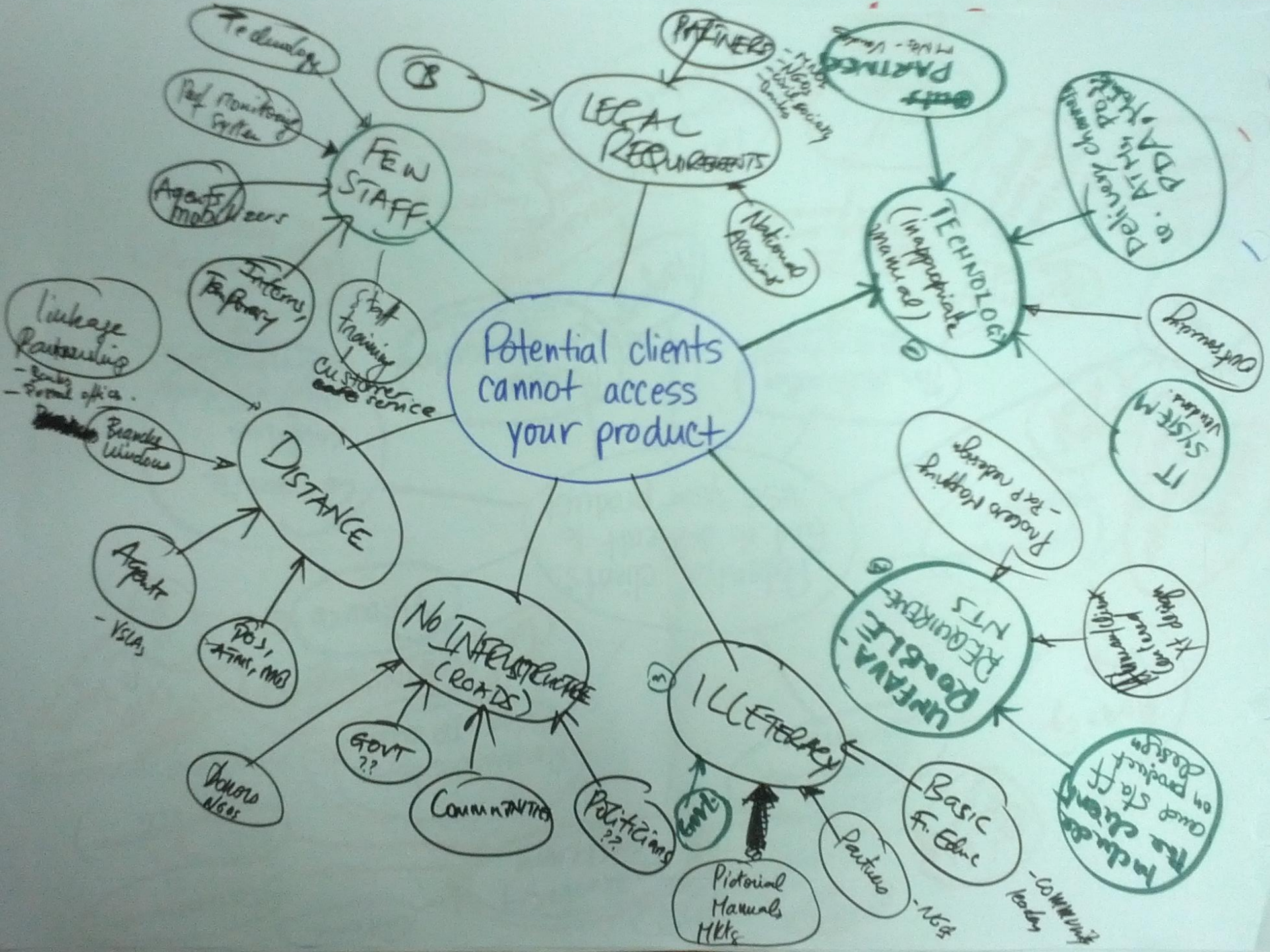
1. Matching Skills & interests to responsibilities

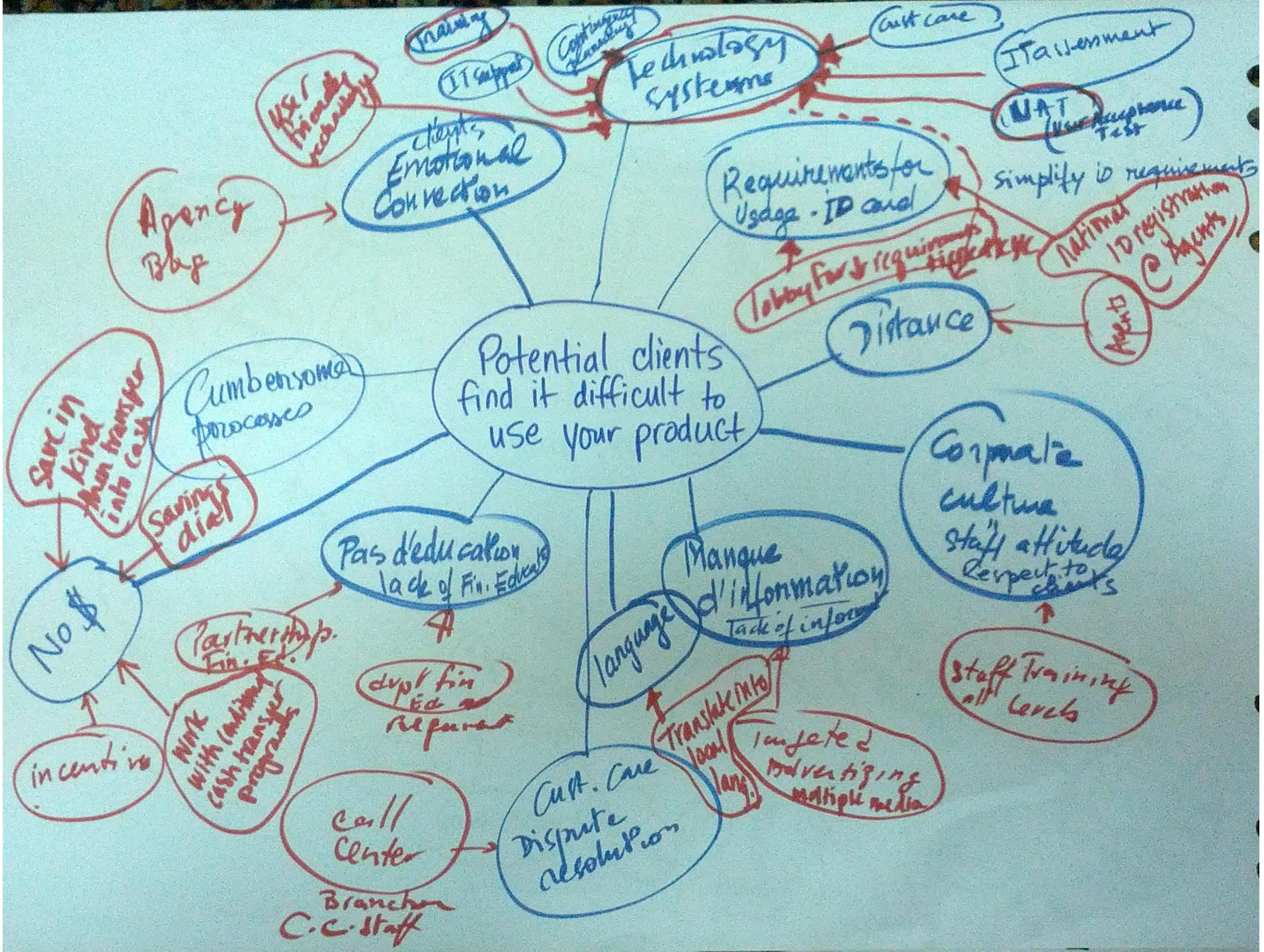
2. Set goals and when met incentivize (bonuses) (career path)

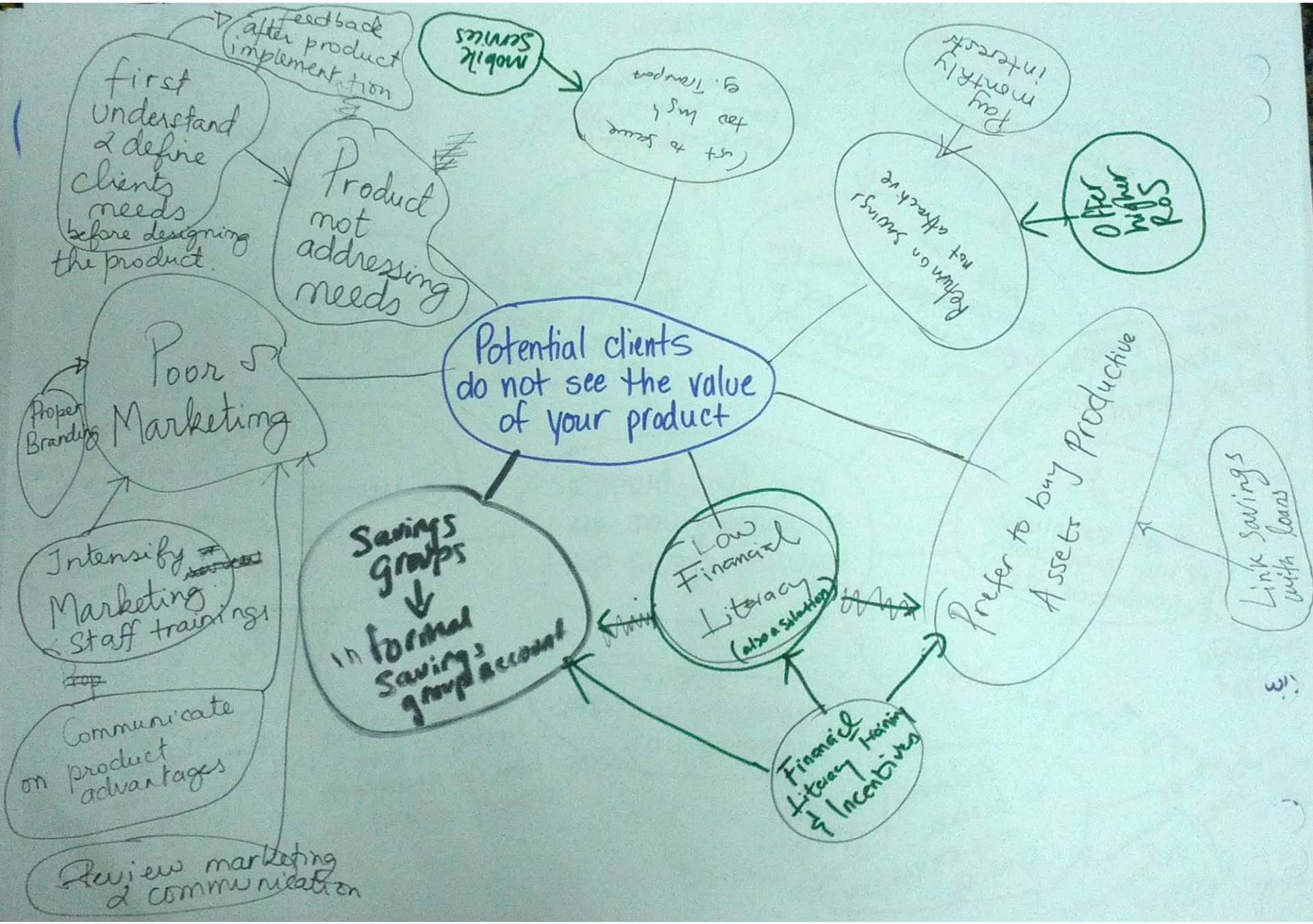
3. Open communication to foster innovative ideas bottom up approach that is appreciated and backed by resources.

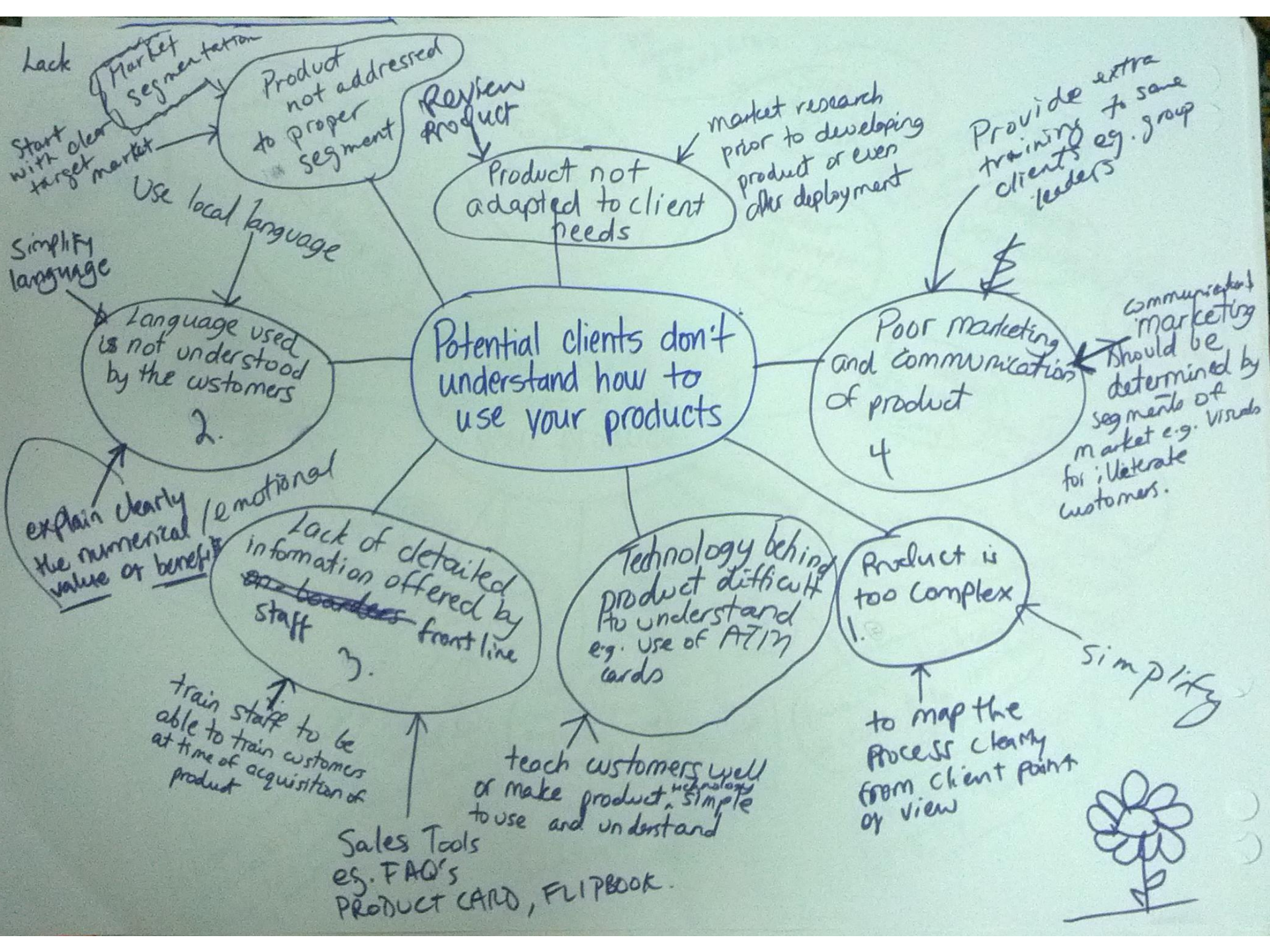
1. Information & Skill training
2. Delegation, discretion & resp.
3 Recognition of performance / Reward

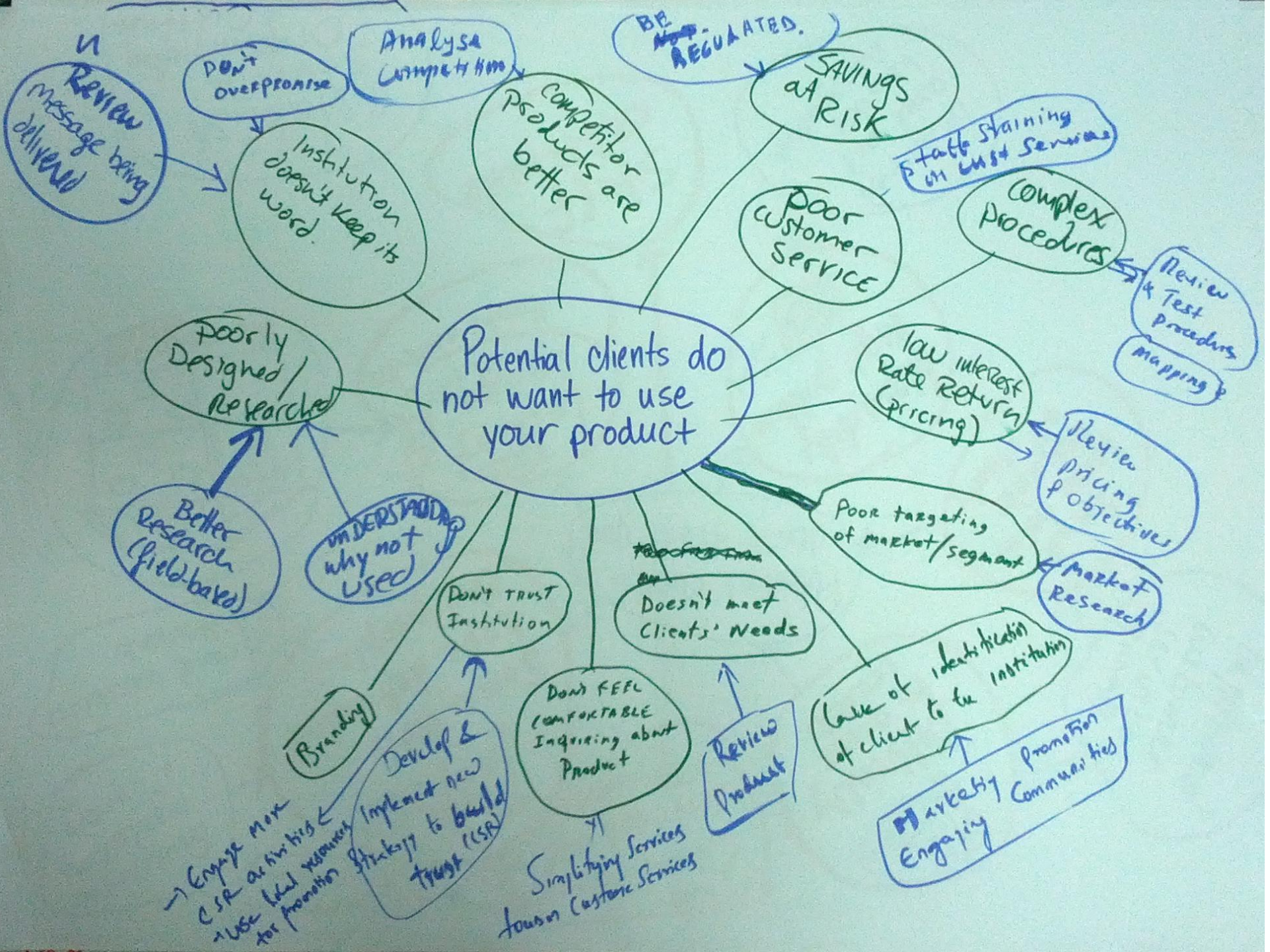
1. Staff participation in product design
2. Performance linked incentive & feedback
3. Training,
4. Good working envt.
5. Career advancement
6. Reputation of the organization
7. Leadership & support

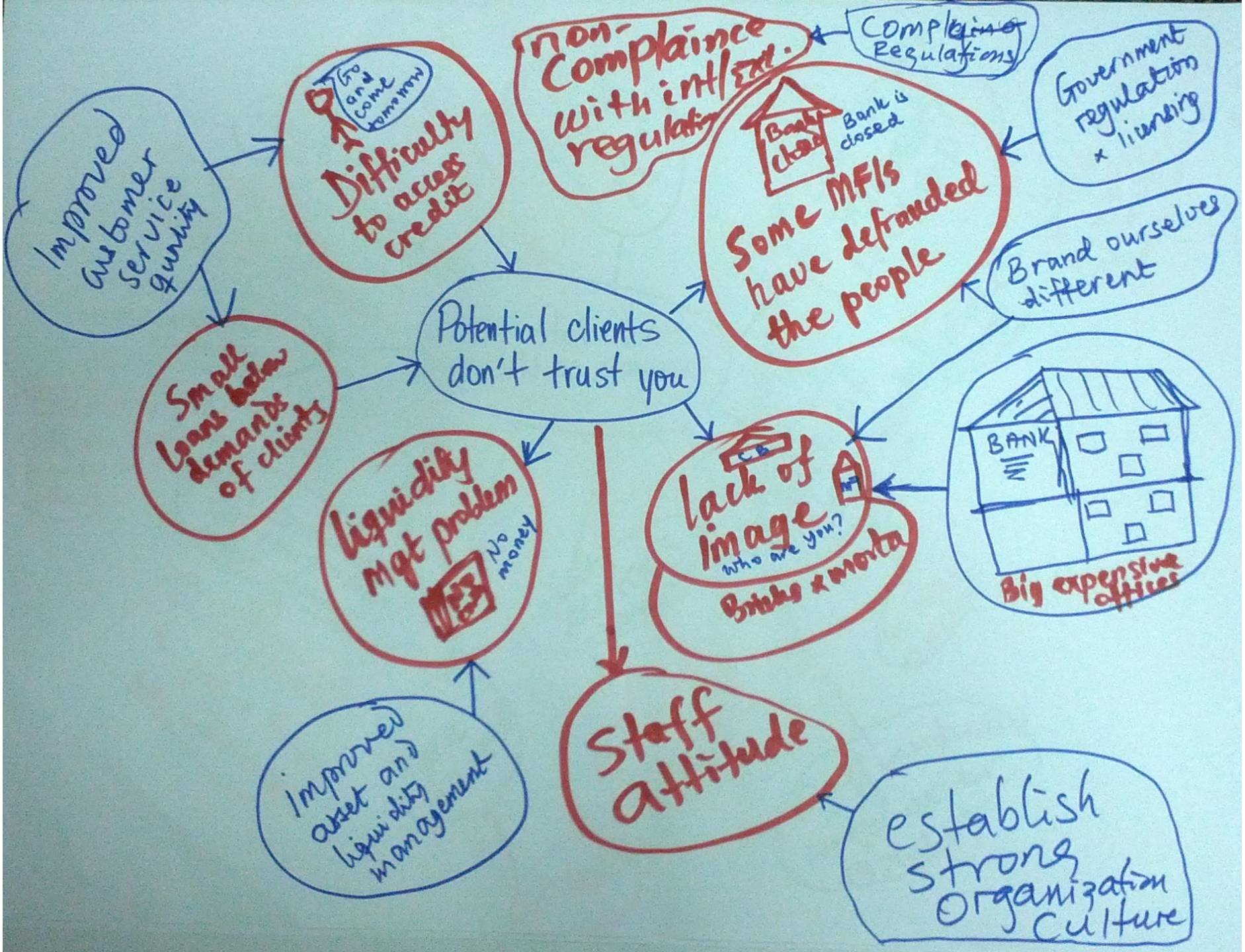

Potential clients cannot access your product
FEW STAFF
Technology
Poor monitoring & Follow
Agents/ mobilizers
Interns, Temporary
Staff training / customer service
LEGAL REQUIREMENTS
CB
PARTNERS
Partners - Value
Partners - Value
Partners - Value


Potential clients find it difficult to use your product
Technology systems
Training
Continuency planning
IT support
User friendly technology
Cust care
IT assessment
UAT (User Acceptance Test)
Clients Emotional Connection
Agency Bag
Requirements for Usage - ID card
simplify ID requirements
National ID registration @ Agents
Lobby for requirements
Agents
Distance
Cumbersome processes
Save in kind then transfer into cash
Savings dial
No $
Pas d'education lack of Fin. Education
Partnership Fin. Ed.
dvpt fin Ed as requirement
Manque d'information Lack of information
language
Translate into local lang.
Targeted advertising multiple media
Corporate culture staff attitude Respect to clients
Staff Training all levels
incentive
Work with conditional cash transfer programs
Call Center
Branches C.C. Staff
Cust. Care Dispute resolution

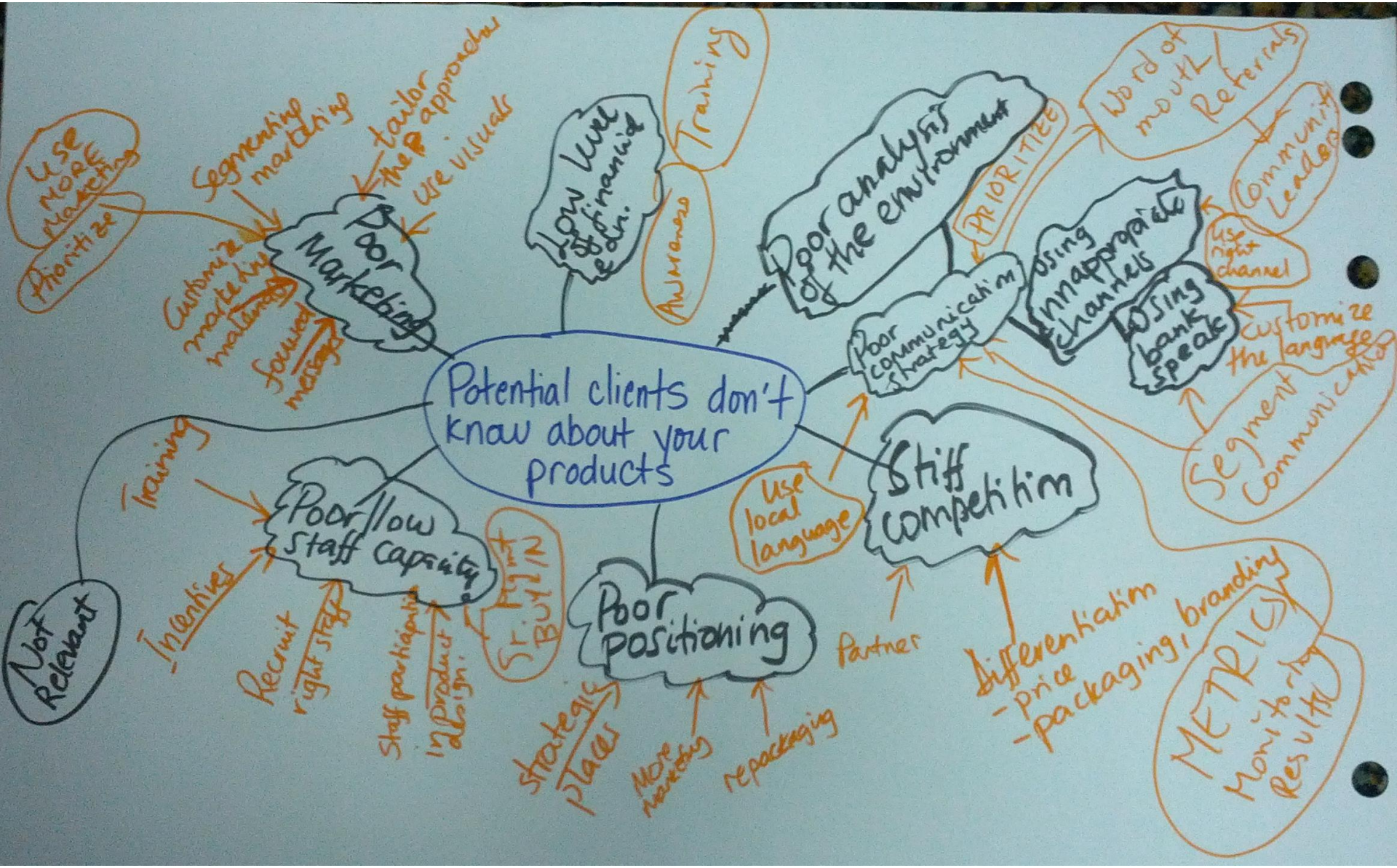

Potential clients do not see the value of your product
Product not addressing needs
first understand & define clients needs before designing the product.
feedback after product implementation
mobile services
Cost to secure too high eg. Transport
Pay monthly interests
Return on savings not attractive
Offer higher RoS
Poor Marketing
Proper Branding
Intensify Marketing & Staff trainings
Communicate on product advantages
Review marketing & communication
Savings groups
informal savings group account
Low Financial Literacy (also a solution)
Financial Literacy Training & Incentives
Prefer to buy Productive Assets
Link savings with loans


Potential clients don't understand how to use your products
Language used is not understood by the customers
2.
Lack of detailed information offered by front line staff
3.
Technology behind product difficult to understand e.g. use of ATM cards
Product is too complex
1.
Poor marketing and communication of product
4
Product not adapted to client needs
Product not addressed to proper segment
Lack
Market segmentation
Start with clear target market
Review product
market research prior to developing product or even other deployment
Provide extra training to some clients eg. group leaders
Use local language
Simplify language
explain clearly the numerical value or benefit
emotional
train staff to be able to train customers at time of acquisition of product
Sales Tools
eg. FAQ's
PRODUCT CARD, FLIPBOOK.
teach customers well or make product technology simple to use and understand
to map the process clearly from client point of view
simplify
communication marketing should be determined by segments of market e.g. visuals for illiterate customers.


Potential clients do not want to use your product
Review message being delivered
Don't overpromise
Institution doesn't keep its word.
Analyse competition
Competitor products are better
BE REGULATED.
Savings at Risk
Staff Staining in Cust Services
Poor customer service
Complex Procedures
Review & Test Procedures
mapping
Poorly Designed/Researched
Better Research (field-based)
UNDERSTANDING why not used
low interest Rate Return (pricing)
Review pricing & objectives
Poor targeting of market/segment
Market Research
Don't trust Institution
Branding
Develop & Implement new Strategy to build trust (CSR)
→ Engage more CSR activities
→ use total resources for promotion
Don't feel comfortable Inquiring about Product
Simplifying Services
focus on Customer Services
Doesn't meet Clients' Needs
Review Product
Lack of identification of client to the institution
Marketing Promotion
Engaging Communities


Improved customer service quality
Difficulty to access credit
Go and come tomorrow
Non-Compliance with int/ext. regulations
Compliance Regulations
Government regulations & licensing
Some MFIs have defrauded the people
Bank is closed
Brand ourselves different
Small loans below demands of clients
Potential clients don't trust you
liquidity mgt problem
No money
lack of image
who are you?
Bricks & mortar
BANK
Big expensive offices
Improved asset and liquidity management
Staff attitude
establish strong organization culture

Your staff don't prioritize savings
Clients don't want product/low demand
Market Segmentation
Right Client Targeting
additional job/responsibilities
Special Recognition
Reviewing Staff organizational structure
(-) Communication/training
Orientation of all staff on need for saving + products
less comfortable with new product/resist change
Clarifying/Simplifying the product features to better understanding
Back Ground
Rebranding
Lack Incentives
performance based incentives
Staff unmotivated and/or unclear @ product
Lack of priority Management/Leadership
getting executive management on board and creating an effective strategy welcomed by all
Lack of clear goals
reflective strategy
set targets (4 all staff)


Potential clients don't know about your products
Poor Marketing
Use more marketing
Prioritize
Segmenting marketing
Customize marketing materials
Focused messages
tailor the P approaches
Use visuals
Low level of financial edu.
Training
Awareness
Poor analysis of the environment
PRIORITIZE
Poor communication strategy
Use local language
Using inappropriate channels
Using bank speak
Use right channel
Word of mouth Referrals
Community Leaders
Customize the language
Segment communication
Stiff competition
Partner
Differentiation
- price
- packaging, branding
METRICS
monitor results
Poor Positioning
strategic place
More marketing
repackaging
Poor/low staff capacity
Training
Incentives
Recruit right staff
Staff participation in product design
Right BUY IN
Not Relevant

TAKE AWAYS

1. Diagram of cost ↓ to ∅ as we implement mobile technology
2. Smile on Equity staff face as he demonstrated POS
3. Cash is main competitor of mobile banking
4. FSP can use BPs to build customer responsive products
5. 6 Elements of BB strategy
6. Think client needs 1st; then product
7. WIN-WIN partnership
8. Total product
9. Diversification of product + client
10. Agent banking has 3 parties - all must be satisfied
11. Partnership stages
12. Addressing liquidity mgt issue in agent banking