CGAP Guide to Client Centricity

(Emcee) Roger Morier
We said that we would give Gerhard Coetzee a few moments now to come and present the Guide. This has just come out by CGAP and it's something for all of you in this room. A Guide to Client Centricity. So, without further ado, would you welcome Gerhard back to the stage, who will walk you through the Guide.

Gerhard Coetzee, Head, Customer and Provider Solutions, CGAP:
Today is our day. So, the first thing that we did is we left a few brochures on your table. They are not enough for everybody and that's on purpose. We want to see how you fight for it, negotiate for it, do some research, convince, *etcetera*.

Firstly, I just want to introduce you to a lady that will help us walk through the Guide, so that will follow shortly.

The second thing is I want you to do is while you all are, because you all can multitask, I know that you can all multitask. So, while you are looking and listening, go to your smartphone. Go to that URL or that link at the bottom of the page, customersguide.cgap.org. And then, get onto the Guide while we're chatting because I'm going to ask a question at the end that you have to answer by doing the research on your smartphone or your computer or laptop or whatever you have there.

So, let me introduce you to Miriam.

[*Video presentation*]

So, Miriam's challenge is retention. That's our example for today. Miriam knows that if she wants to understand how she can solve retention problems she must start with the Guide. First look at the Guide, in the way the Guide has been designed following a logical flow of four questions.

1. Why should I go customer-centric? Why should we do it?

2. If I do that, how do I learn from my customers?

3. Once I've learned from my customers and I've gained insights, how do we design solutions?

4. Once we have solutions, how do we organize ourselves to deliver these solutions?

So, Miriam goes to 'why' and she knows that the second tab under 'why' is there's the challenges we've just seen in the video. And, she decides that she will read the tab about Business Challenges because in the Business Challenges part of the Guide, there is a section on Retention Challenges.

But, Miriam has a problem. As soon as she sat down to read this on her laptop, the phone rings and there is a request for her to come to one of the branches. But that's no problem because this Guide has been designed to work on your laptop and on your mobile phone. This is a mobile phone-friendly Guide. And, therefore, that screen that you see there is from a mobile phone. So, she can read it anywhere, anytime, in the field. If she wants it to remind her of something, she can just go to the Guide.

So, Miriam reads this little section about what to consider when facing retention challenges, and she sees that the second key resource is a Business Challenges booklet. It describes how you would solve, what kind of questions would you ask to solve, business challenges. And, it follows a specific pathway, a journey, along a customer journey with their institution or any institution's financial service provider.

For retention, you normally ask questions about account opening, product use, and relationship management. And she sees that while she's reading that, there are lots of questions below each of those phases of the journey. And, those questions *guide* her to the kind of information she needs to solve her problem. Now she knows that she needs information. So, she goes to the second part of the Guide, which is 'Learn from Customers'.

And in Learn from Customers, she also realizes that the quickest way to learn is with the information you already have in your business, which is your own transactional and other customer data. And she is asking herself, 'how can I analyze this data? I need some guidance'. Low and behold, there is a key resource called, 'Customer Analytics Toolkit'. And she opens this toolkit and there she has, step-by-step, all the answers on how do you handle, analyze, store, extract your own transactional data. And you all know that transactional data contains place, time, date, amount, and customer name linked to a profile. And, with that, she can look at customer behaviour and get some insights.

Right. Now, she has the insights and she wants to design solutions. To design solutions, she goes to the third tag. And she looks at the 'Customer Experience Toolkit'. And with the Customer Experience Toolkit guiding her to design a concept to solve her retention problem, she then turns to the last step. Once, again, she's in the taxi so it's on a mobile phone again. She turns the last tab and she says, "what kind of obstacles will I encounter in my organization and outside my organization that stands in my way to implement these solutions or these concepts that we have designed?" And she works through that and she gets guidance there.

Now, since Miriam is now well-known in her organization, her management asks her, "Now Miriam, how can we get the rest of the organization, of our bank, also sort of aligned to this approach?" And she explains the functioning of the Guide, the four tabs, the four logical questions. And she then shows them there's also a 'resource library' and you can sort this resource library with three variables:

1. The type of resource;

2. The topic you are looking at;

3. How you want to read it. Do you want to read it as a decision-maker so you just want to be informed, or do you want to read it as somebody what must execute, that must do something? That wants to know the 'how'.

You can sort all the resources, 108 resources, in that way.

Lastly, Miriam also tells them there is a Distance Education course available on the Gateway Academy platform that will teach the staff about customer centricity. Thank you very much. [*Applause*]