

Banking

Utilising **fact-based decisioning** to drive innovation and enhance customer-centricity

Directing the design process for a mobile application to allow a bank's customers to track, manage and protect their belongings.



Overview of the client's needs

- Ascertain if product is attractive to the market, with real potential customers
- Enable customers to source accurate household insurance quotes through a new insurance product
- Ensure customers can catalogue and categorise belongs through a downloadable mobile app and online portal



Objectives of the engagement

- To test problem-solution and product-market fit
- Develop usable Android application (app), downloadable with the minimum viable product features
- Ensure app addresses needs of the customer and allows for quick real-time feedback, at low investment cost
- Develop web-based solution to complement the mobile app



Benefits of the change

- Reduced waste in proving whether idea is worth pursuing or not, through Running Lean approach to engage customers for feedback
- Improved return on investment by reducing up-front investment to prove viability
- Increased business confidence in innovation team by presenting factual data to innovation forum

Managing innovation effectively to **reduce time spent on ideas not worth pursuing** and providing value to customers through integrated offerings aligned to their individual needs.

 www.bsg.co.za

 /bsgcareers

 @bsgafrica

 /company/bsg

 BSGLive

CONSULTING | TECHNOLOGY

Engagement overview

One of the largest banks in South Africa identified the need for an insurance product to enable their customers to easily catalogue and categorise their belongings and thereby source accurate household insurance quotes. Unsure of the viability of this new product, the bank proposed a downloadable mobile app and corresponding online portal for inventory purposes.

BSG advised adopting a very different approach to innovation from that which had been used previously at the bank, by applying Running Lean principles to design and develop a version of the personal asset management mobile app which could be tested very quickly and cheaply, to ascertain whether it made sense to invest more significantly.

It was intended to use customer information, coupled with analytics and a recommendations engine, to allow users to:

- Add information on purchased assets such as price, warranty and purchase date
- Pull reports, for example value per location
- Receive notifications relating to listed assets such as warranty extensions

In adopting Running Lean principles, BSG was able to complete the engagement in only seven weeks, with a minimum viable product (MVP) developed by a cross-functional team of business analysts, developers and designers, which worked together to maintain alignment and purpose.

Solution

BSG was trusted to guide the adoption of a 'fail fast' approach in the client environment for the first time, with BSG providing customer experience design (CXD) and business analysis competencies to direct the design process and ensure the usability of the developed product, together with website development and testing competencies.

Utilising Running Lean thinking, BSG firstly guided the client in determining whether the application was a viable venture and, when this was proven, to test which features customers would see value in having access to. To determine this the team created a Lean canvas to define the problem context and the solution features, as well as the real metrics that would be used to prove viability.

Integral to the project was engagement with a broad sample of people to ascertain how confident they were in knowing what their assets were, the warrantee periods of assets and whether their assets were adequately insured.

Quick, effective interviews, surveys and observations were conducted in the bank's own environment and in neutral environments outside the bank, to provide validation of assumptions and decisions.

Based on these outcomes, the features of MVP1 (the first iteration of MVP) were determined. By assessing whether the solution features of the MVP adequately addressed the problem, the BSG team could determine the appetite of the target market. During this investigative phase the team conducted further customer interviews and observations, developing user profiles and personas for use during the subsequent development phase.

By following a build-measure-learn and rapid prototyping approach, the project team was able to test viability on an ongoing basis. With that confidence in the concept, they could clearly illustrate look and feel and provide functional requirements to the developers, all of which ensured alignment to customer and business requirements. Furthermore, by creating visibility of the user feedback and prototype to relevant stakeholders, BSG ensured all parties were kept informed and any product misconceptions and assumptions could be managed.

Lessons learnt during this implementation included validating that clients struggle to adopt a Lean and iterative approach to development and often revert to the customary and familiar Waterfall approach, so change management and reinforcement is critical. Further, when applying a Running Lean approach, especially when the end goal could mean developing applications for multiple platforms, only one platform must be selected for the MVP—with the Lean and CXD process applied to develop an application for only that platform. Only once that MVP has been tested and validated should scaling to other platforms commence.

BSG making a difference

This application would allow the bank to develop individual profiles to create an integrated offering aligned to an individual's needs, thereby managing innovation far more effectively and truly providing value to customers. The project was also a good example of how the bank could manage innovation more effectively, reducing the time spent on ideas that weren't worth pursuing.

Contact

Jurie Schoeman – Chief Executive Officer
Mobile: +27 (0) 83 302 7169
jurie.schoeman@bsg.co.za