



Customer Journey Framework Appendices

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Business Model Canvas

Overview & Further Resources on the framework

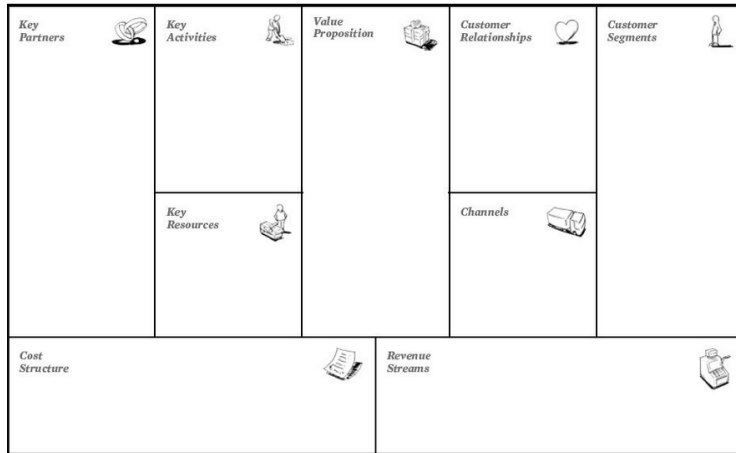




Business Model Canvas Introduction

What is the business model canvas?

The business model canvas is a template to document your business model. The canvas visually illustrates the various elements of your business: partners, key activities, resources, etc.



- **Note:** The Business Model Canvas was initially proposed by Alexander Osterwalder based on his earlier work on Business Model Ontology.

How does the canvas work?

A single page document

The canvas is a single page document that allows organisations to focus on what is driving their business & what is non-essential while providing flexibility and transparency

Adapted over time

The canvas should be a living document that is edited as the business grows or changes

Each segment answers clear questions

For each segment there are a few key questions that you should ask yourself or team. As an example for key partners and value proposition:

Key partners:

- Who are your key partners/suppliers?
- What are the motivations for the partnerships?

Value Proposition

- What core value do you deliver to the customer?
- Which customer needs are you satisfying?



Business model canvas example

Coca-Cola Sabco

The Coca-Cola Sabco example is often cited in business cases. Using colour-coded Post-It notes, one can easily see Coca-Cola's involvement (Yellow), Sabco's involvement (Green) and the new Marketing Distribution Center's (Orange).

By going through this mapping process, we can quickly see that Coca-Cola is heavily reliant on their partner for success.

Using colour-coded Post-It notes can quickly give you a visual for different aspects of your business. In some cases - as in this example - it can be 'core business' vs. 'partnership involvement', but you could also split by priority focus vs. secondary for instance, or any other facet of your business.

The ultimate advice is to be creative and utilise multiple variations and iterations.





Business model canvas links

Links to further resources

[Wikipedia page](#)

[Short Introductory Video \(1\)](#)

[Short Introductory Video \(2\)](#)

[Longer Explanatory Video \(1\)](#)

[Longer Explanatory Video \(2\)](#)

[Google Sheet Template of Canvas](#)

[Google Picture Template of Canvas](#)

Further reading:

2010. Business Model Generation, A. Osterwalder, Yves Pigneur, Alan Smith, and 470 practitioners from 45 countries, Wiley published



Sourcing Expertise & Scoping Requirements

How to get the skills required to run this evaluation





Identifying Skills Gaps

Identify skills gaps

Organisations need to think about whether they have the expertise within their team to conduct an evaluation of this kind. Consider whether you have the following skills:

Data analytics

- Knowledge of **databases** (e.g. SQL) and basic **programming** knowledge (e.g. Python, Java)
- Proficiency with **analytic software/tools** that can handle large datasets (e.g. R, iPython)
- Track record of **presenting results** of findings clearly (e.g. from using latest visualisation tools to PowerPoint)

Qualitative Research

- Ability to use appropriate **sampling techniques** to structure research
- Knowledge of **customer interview techniques** (e.g. ethnographic interview approaches)
- Track record of **product/service analysis** with ability to provide targeted product recommendations

Business model analysis

- Strong knowledge of **relevant business models**, tools and frameworks
- Ability to **analyse financials** and provide assessment of cost-revenue structure
- Track record of synthesising findings to provide data driven **strategic/product recommendations**

Sourcing Expertise

If the skills aren't in house consider sourcing them

Where to look for expertise (if you don't have it)

- Independent data scientists
- Small boutique consultancies with specialisation in data analytics
- Look for a track record of working in relevant markets & with relevant organisations

- Independent research consultants
- Market research firms with a focus on ethnography
- Look for a track record of working in relevant markets & a network of local connections in target market

- Independent business/management consultants
- Small management consultancies with specialisation in emerging markets and relevant sectors
- Look for a track record of similar work

Approach to contracting additional expertise*

- Ensure interviews focus on individual(s) who will do the data analytics & assess their competency to deliver
- Get a technical expert to assess candidates if you have limited domain knowledge
- Responsible for data extraction, customer journey analysis, and presentation
- Focused brief budget limit ~30k USD

- Provide clear scope of 2-3 questions oriented in the customer journey & data analytics
- Ensure they have a strong on-ground team who understand target market
- Responsible for research design, delivery, and presentation of findings
- Focused brief budget suggestion ~20k USD

- Provide this framework and ask them to build their engagement around it
- Ensure sample work is seen and discussed in detail to ascertain quality of delivery
- Responsible for business model analysis and synthesis of all findings for recommendations
- Focused brief budget suggestion ~20k USD (~30k with project management of evaluation)

* Note: all budgets are purely indicative



Operational Project Guidance

Further operational considerations for running an evaluation





Keep your findings organised

A workbook for end-to-end operation

For each of our evaluations we kept collective notebooks to share insights and findings across members of the evaluation team. This approach is valuable to:

Keep findings in one place

- Share across teams quickly
- Create a great record of the engagement
- Quickly locate relevant findings from project

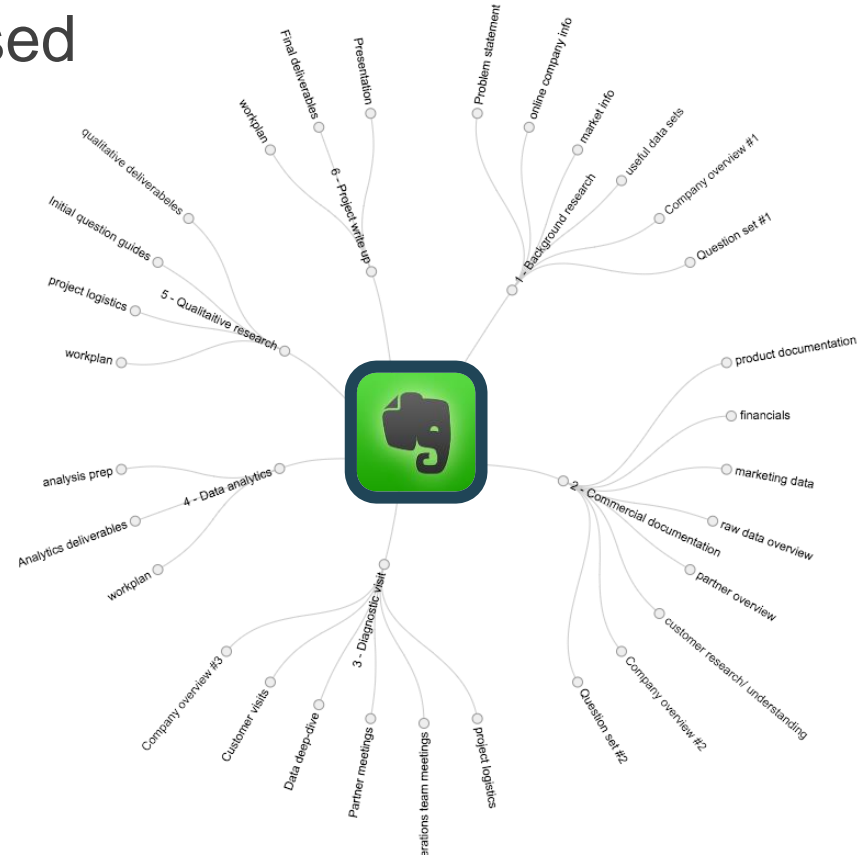
Optimise project write up

- Quickly refer to key data to support recommendations
- Enable evaluation team to collaborate remotely

Make projects quickly comparable

- Common information architecture enables quick comparison between projects
- Copy and paste elements from other projects quickly

Click through to use our template notebook*



*Link: <https://www.evernote.com/pub/adjwills/gsma-evaluation-services-workbook-template>



Self Assessment

Determine whether you are ready for an Evaluation





Requirements & Brief

High level requirements

Amount of data

- Historical data documenting the data model and the timeline of any changes in the service architecture, data model, and business model.

Data types

- Transactional: records a time and relevant reference data for a particular customer transaction record
- Location: records the geographical position of the GSM device of a user
- Customer demographics: records demographic information about particular customers
- System Performance: records data around operational performance of the service itself
- Marketing: records timings and relevant reference data about marketing campaigns

Senior buy-in

- The support of senior managers and those directly involved in the project are paramount to launching a successful project.

Team capabilities

- A team with the time and ability or expertise in business model analysis, data analytics and qualitative research.
- Or budget to outsource

A compelling problem statement

Once social and commercial objectives for the mobile service have been clearly and unambiguously defined, create a brief or problem statement that outlines the most poignant questions whose answers would be beneficial both commercially & socially.

Good Brief Example

We have ~200,000 users per month and would like to use our data to analyse their behaviour. What is the user journey from welcome message to key message? How does the average user utilise our service, especially in regards to free vs. paid for content? Which of our topics is most popular among users? What conclusions about our commercial & social KPIs (ARPU, churn rate, etc.) can data provide?



Clearly defined and unbiased questions that can be answered by the data i.e. What conclusions does the data provide vs. does it show higher ARPU etc.

Bad Brief Example

Our actual user revenue is lower than projected revenue. This is because of technical problems including the technical platform, irregular delivery of content or no delivery at all. We have no ability to get a detailed report on this tech issues so we can see which user is facing which issue.



While definitely a problem, this is not a good example for a data analytics project. The data itself doesn't seem to be captured and even if it was, it wouldn't be able to provide the answers.



Conducting a quick self-assessment

The self assessment tool



Is your organization ready to implement a data analytics project as described and outlined in our report?

Take this quick self-assessment and find out. Simply go to our Google Form:

[Click through to take our quick survey](#)

Fill out the questions and within a week we will send you a rating on how prepared you are.

Data Analysis Self Assessment

* Required

What is your name? *

What is your email? *

What company do you work for?

How much historical data do you have? *

- Less than 6 months
- 6 months to 1 year
- 1- 3 years
- 3+ years

What type of data do you collect? *





Read our evaluation case studies



M4D Impact Service Evaluation
Airtel & HNI's 3-2-1 Madagascar service – Full Report

[Human Network International](#)



Micro-Insurance in Mobile Agriculture
– Case study & takeaways for the mobile industry

[ACRE Africa](#)



Customer Journey & Water supply timing
Case Study – Nextdrop's water supply timing service in urban India

[NextDrop](#)

m4dimpact.com/analysis/case-studies



Read our Toolkit for More Information

Elements of the framework

Our approach to conducting evaluations that support M4D services

- M4D Impact's approach**
This document outlines M4D Impact's approach to mobile service evaluations, built from our knowledge of conducting evaluations with a diverse group of mobile operators aimed at low-income populations in developing markets.
- From raw mobile usage data**
Our approach makes use of the raw mobile usage data that these mobile service providers have access to, but are often unable to extract the full value from.
- Using customer-sourcing methods**
The approach also draws on customer-centric qualitative research techniques coupled with data analysis on mobile usage data, allowing findings with behavioral drivers.
- Driven by business needs**
Most importantly, the approach is driven by the business needs of the product, linked to their commercial and social business factors. Recommendations are given in the context of a rich understanding of the business model underlying the product.

in 9 sequential steps

1. Establishing a plan of action
2. Mapping out the business model
3. Setting Commercial/Social Objectives
4. Assessing available data sources
5. Constructing the Customer Journey
6. Using data analytics to identify bottlenecks
7. Developing qualitative research briefs
8. Analyzing and presenting results
9. Monitoring, implementing & evaluating

2 Mapping out the business model

Service business model must be broken down into components

- We suggest using the business model canvas below as a way to break down and investigate the mobile service.
- Models vary widely in the M4D space, and without specific understanding of the structure, evaluations will risk leaning on false assumptions about how the service works.

'Mobile' components exhibit common business model patterns

- There are some common features across mobile service models, especially when considering distribution, customer relationships, and benefits (e.g. considered from the mobile operator perspective).

How do you interact?

What are the benefits? (MNO)

How do you reach them?

What are the benefits? (User)

4 Assessing available data sources

Different service models and delivery channels will create different 'data opportunities'

Run early tests with available data to assess what behavior can be analysed

Feasibility
With extensive limitations, feasibility of what can be done with the data must be assessed. In a nutshell, for mobile services that have gone live and have customers, we look for a record of all customer transactions. i.e. a 'raw record of behavior'.

Technology / service type
This record will naturally differ across delivery technologies and service types. For example the data sources will be different across IVR, USSD, SMS & Data, as well as between mobile money versus information services.

Different data sources
Generally data is available from different sources, check service the agreements with providers, i.e. platform vendors, or operators. If in direct partnership.

Note: for another example considering mobile money transactions data in particular see technical notes from GSMA's MMU, available on request.

Session ID	User ID	Call Time	Circle Time	Circle ID
1	7166	21/12/14 00:11		
2	4677	21/12/14 00:30	21/12/14 00:35	1
3	4677	21/12/14 00:11	21/12/14 00:44	1

Test assess feasibility
Choose the meaning of fields and supplementary data is given. Decisions can begin on what is possible to analyse.

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