Introduction to Part 4

The Market Strategy section of the Toolkit provides a series of tools to new mobile money providers consider how to approach their market. The tools can also be used by MFSPs that have been in business for a while to refine their approach to market research, which has proven to be critically important to the successful implementation of mobile money solutions.

Tool 4.1. Market Research – Market Sizing Overview
This brief document discusses the importance of market research and describes a few of the most common methods for achieving results.

Tool 4.2. Market Research – Conducting Surveys and Focus Groups
This PowerPoint deck takes the content of the market sizing overview to the next step, by providing an overview of the steps required to conduct surveys and focus groups. The deck also points to other tools in this section that can be leveraged by researchers.

Tool 4.3. CGAP Example – MNO Mobile Money Market Sizing (CONFIDENTIAL)
Developed by CGAP, the GSMA, and McKinsey, the mobile money market sizing provides an example of the earlier documents in action. It describes how mobile network operators can size their markets, estimate the product mix, and stress test their numbers. Using a combination of explanatory text and financial calculations, this document tries to guide users through the market assessment process and provide benchmarks from other countries.

Tool 4.4. Market Study Questionnaire – Non-Users
One of two questionnaires intended to be used with focus groups, this document provides a template of the types of questions that could be asked of non-mobile money users. The questionnaire is relatively comprehensive. As a result, it can be modified as required to meet specific needs.

Tool 4.5. Market Study Questionnaire – Users
A companion piece to Tool 4.3, this questionnaire focuses on customers who are already using mobile money solutions.

Tool 4.6. World Bank Research – Comprehensive Demand Study Questionnaire
An extremely comprehensive and detailed questionnaire, this survey instrument was used by the World Bank during a two-year assessment of the financial habits of customers across Indonesia. Elements of this questionnaire can be combined with components of Tools 4.3 and 4.4 to create a valuable survey document that should meet most needs.

Tool 4.7. Market Research – Customer Segmentation
The document describes how data that has been obtained through various research methods can be categorized into customer segments. It provides visibility to geographic, socio-demographic, psychographic, and behavioral variables.
Tool 4.8. Customer Segmentation Example
A PowerPoint deck that shows the results of a customer segmentation study in Asia. The variables that were used to break down the market as well as descriptions of customers segments that resulted are provided.

Tool 4.9. Post-Implementation Questionnaire
Since market research needs to be an on-going element of any mobile money business, it is good practice to develop baseline studies that are then followed by additional market research. This document provides an example of the types of questions that could be developed for second and third level research.

Tool 4.10. Roll-Out Strategy Template
As market research moves to the rollout phase, it is important to capture actions and track progress. The roll-out template provides reminders of key considerations, like risks, partner preparation, and launch activities.

Tool 4.11. Getting to the Tipping Point
One of the biggest challenges with mobile money is getting to scale with customers. Insights to the market drivers can be found in the concepts put forth by Malcolm Gladwell in his book, “The Tipping Point: How Little Things Can Make a Big Difference.”

Tool 4.12. Mobile Money Product Adoption Lifecycle
Mobile money is an information technology (IT) service, or set of services. As such, it may conform to the Technology Adoption Life Cycle (TALC) described by Geoffrey Moore in the early 1990s. Now regarded as the standard rather than the exception by many IT professionals, the TALC has some important lessons for MFSPs.

Tool 4.13. IFC Report – Cash Movement in PNG
In addition to researching customer attitudes and behaviors related to financial services, it is also important to understand how money moves in a society. Particularly how it moves from urban to rural areas and back. This type of research is discussed in other tools in the section. This report provides an example of the results of such research in Papua New Guinea, and some of the insights that research provided for mobile money operators and other businesses in the country.