

11-2019

Three Wheels United: Customer Journey Map Recommendations

Gavin Cosgrave

Rachael Han

Follow this and additional works at: <https://scholarcommons.scu.edu/gsbf>

Recommended Citation

Cosgrave, Gavin and Han, Rachael, "Three Wheels United: Customer Journey Map Recommendations" (2019). *Miller Center Fellowship*. 139.
<https://scholarcommons.scu.edu/gsbf/139>

This Other is brought to you for free and open access by the Miller Center for Social Entrepreneurship at Scholar Commons. It has been accepted for inclusion in Miller Center Fellowship by an authorized administrator of Scholar Commons. For more information, please contact rscroggin@scu.edu.

Customer Journey Map & Recommendations



Miller Center
for Social Entrepreneurship

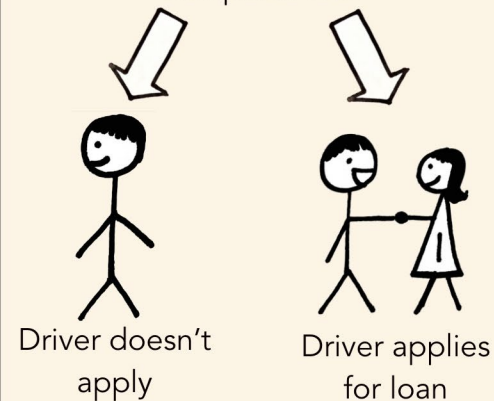
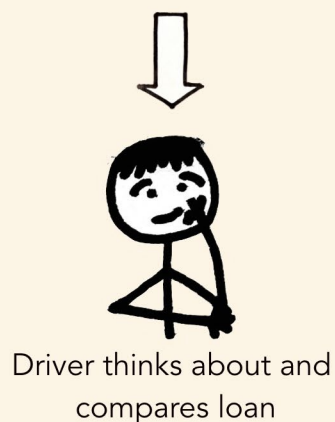
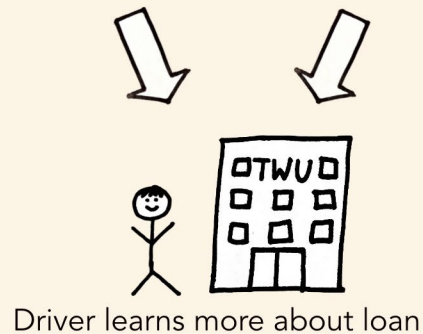
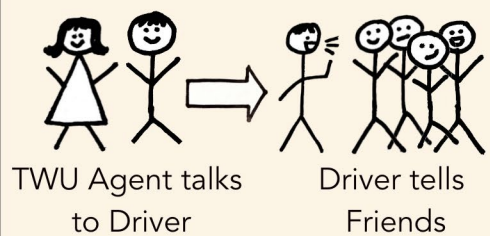


**THREE
WHEELS
UNITED**

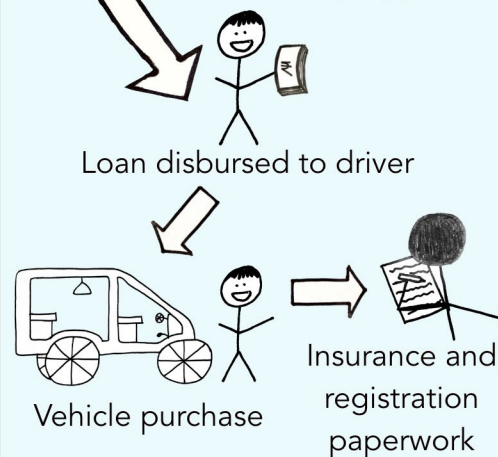
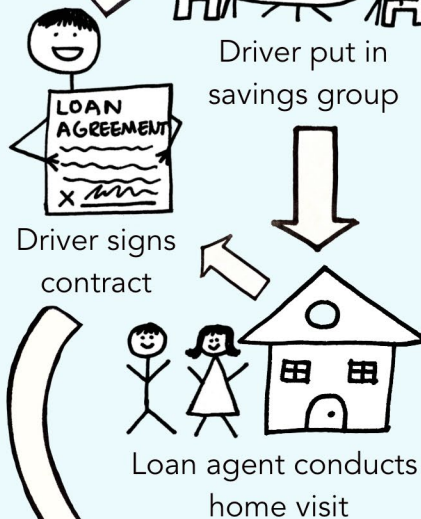
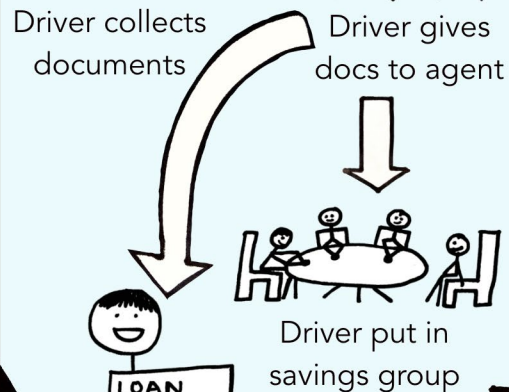
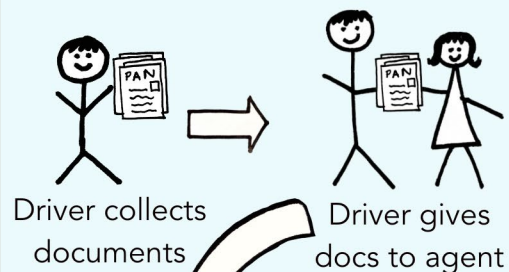
by Gavin Cosgrave and Rachael Han | November 2019



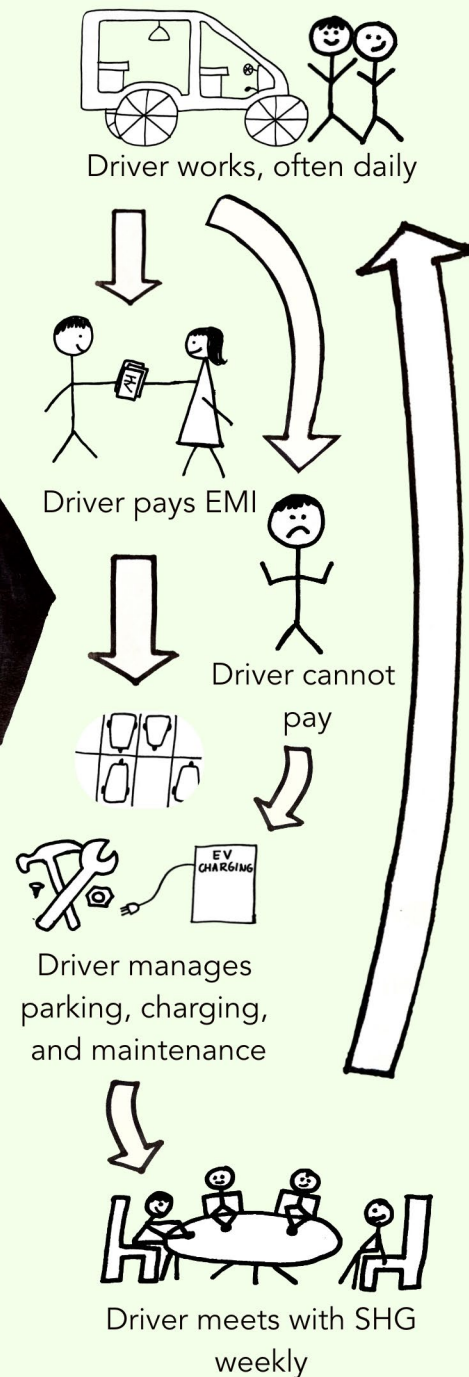
Exploration



Loan Process



Repayment



Ownership



Executive Summary

Three Wheels United provides loans for electric auto rickshaws in India to help drivers increase their incomes. By visualizing a customer's entire journey, **Three Wheels United can discover new ways to improve its recruitment and retention of drivers.** While Three Wheels United currently focuses sufficient effort on crafting the loan process, other touchpoints with customers offer opportunities for innovative improvements.

Our customer journey map is a visual depiction of each stage of a driver's interactions with Three Wheels United. This graphic was created based on field interviews with over 70 drivers during the summer of 2019 with both drivers taking a Three Wheels United loan and unaffiliated drivers.

The customer journey is split into four phases: Exploration, Loan Application, Repayment, and Ownership. For each stage, we have included driver actions and feelings. If TWU can empathize with the skepticism, enthusiasm, curiosity, fatigue, stress, and gratitude of drivers, the company can effectively build trust and loyalty among drivers.

The biggest takeaway from the customer journey map is to consider the whole driver experience. Three Wheels United directs plenty of attention to the Loan Application phase. The other three phases—Exploration, Repayment, and Ownership—all offer new opportunities for TWU to intentionally structure and improve the customer experience.

Jump to a Section:



Exploration



Loan
Application



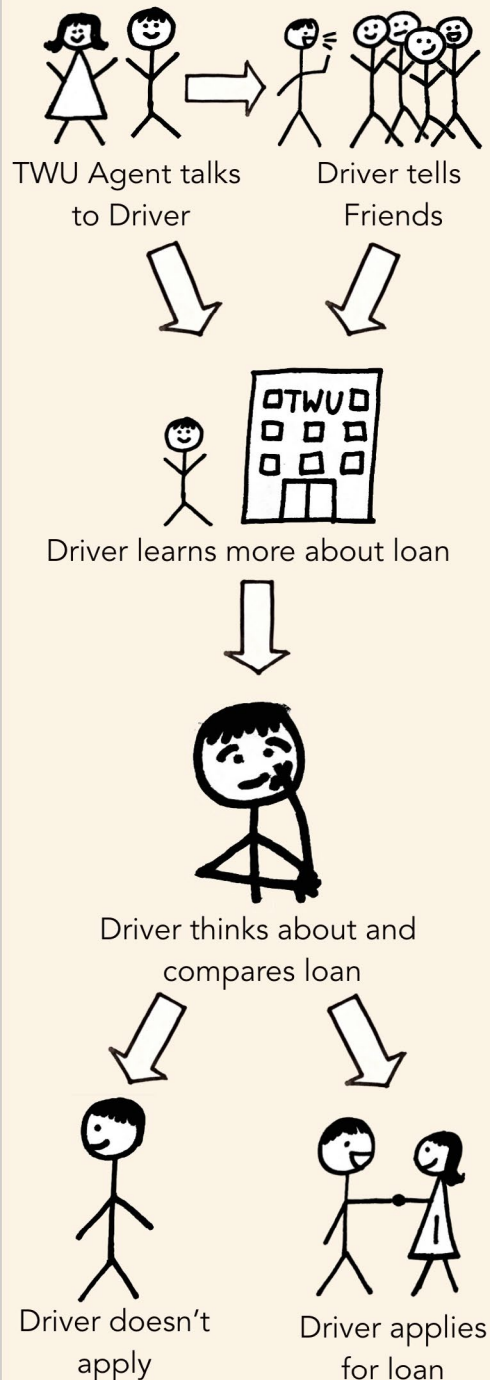
Repayment



Ownership



1. Exploration



Background

The exploration phase includes all driver interactions with Three Wheels United (TWU) that occur before taking a loan. Many drivers will hear about TWU but do not take loans, while some others take loans. What differentiates these two groups? How can TWU more effectively recruit drivers?

Although TWU can control its marketing strategy and loan agent behavior, drivers hear about the company informally, often from friends or peers. Recognizing the power and importance of informal word-of-mouth marketing can help TWU think about how to give drivers the tools to share about TWU with their friends.

At this stage, drivers need to consider numerous factors. Which loan option is most cost-effective? What type of vehicle do I want? Do I even need a new vehicle at all? Which company will be easiest to work with? What options are open to me? What are my friends doing? Can I get a loan from a bank with a lower interest rate?

TWU's team of skilled loan agents are the key to meeting drivers in this stage and guiding them through the decision-making process. TWU's loan agents are successful by their efforts to build rapport and understand the community of drivers. By building trust and community, TWU can lay the foundation for effective customer acquisition.

“

Recognizing the power and importance of informal word-of-mouth marketing can help TWU think about how to give drivers the tools to share about TWU with their friends.



Driver Actions

- Meet with loan agent
- Discuss TWU with friends
- Learn about TWU through marketing
- Ask loan agent with follow-up questions
- Compare TWU with other financiers and banks

Driver Feelings

- Curious about the company
- Excited about opportunities
- Skeptical of TWU and EV's
- Wanting to make the best financial decision
- Pressure to provide for dependents

Recommendations

Intentionally build relationships

Taking an auto loan is a major decision for drivers, and they will want to thoroughly compare options. TWU loan agents can guide drivers through the decision-making process, which may at times mean steering drivers away from their own product. In the long run, investing time in communities will lead to higher numbers of loyal customers.

Describe intangible/long-term benefits of TWU and EVs

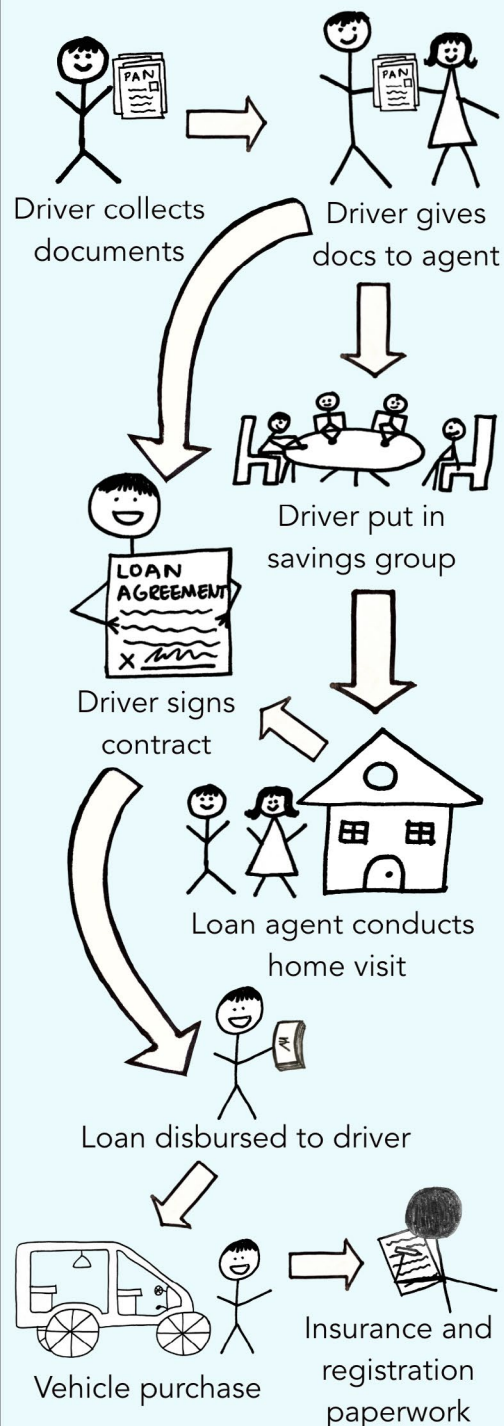
The decision to take a loan isn't purely financial. Other factors like lifestyle flexibility and relationships influence the decision. Loan agents can help drivers trust the company and recognize the long-term financial and environmental benefits of electric vehicles.

“ Loan agents can help drivers trust the company and recognize the long-term financial and environmental benefits of electric vehicles.





2. Loan Application



Background

The loan application is the most structured of the four categories. TWU is currently adopting a “Fast Track” loan process where qualified drivers can skip several steps and obtain a loan within a few days, but we have shown the existing process in our graphic.

TWU staff have put plenty of time and energy into making the loan process efficient and thorough, so we recommend that the company continue to carefully craft this phase to ease driver worries and simplify the process as much as possible.

The Exploration Phase may take anywhere from 2 days to 2 weeks.

Driver Actions

- Collect documents for loan
- Send documents to TWU
- Meet with loan agent
- Participate in savings group
- Accommodate loan agent during home visit
- Sign loan agreement
- Visit dealership
- Insurance, registration, paperwork

Driver Feelings

- Stressed about collecting documents
- Anxious about if loan will be approved
- Nervous about home visit
- Anticipating the family's reactions to TWU
- Feeling pressure from savings group to contribute weekly savings
- Excited about opportunity
- Elated about owning their vehicle!

Recommendations

We recommend that TWU continue to invest time and effort into streamlining the loan application process, but we have no further suggestions.



3. Repayment

Background

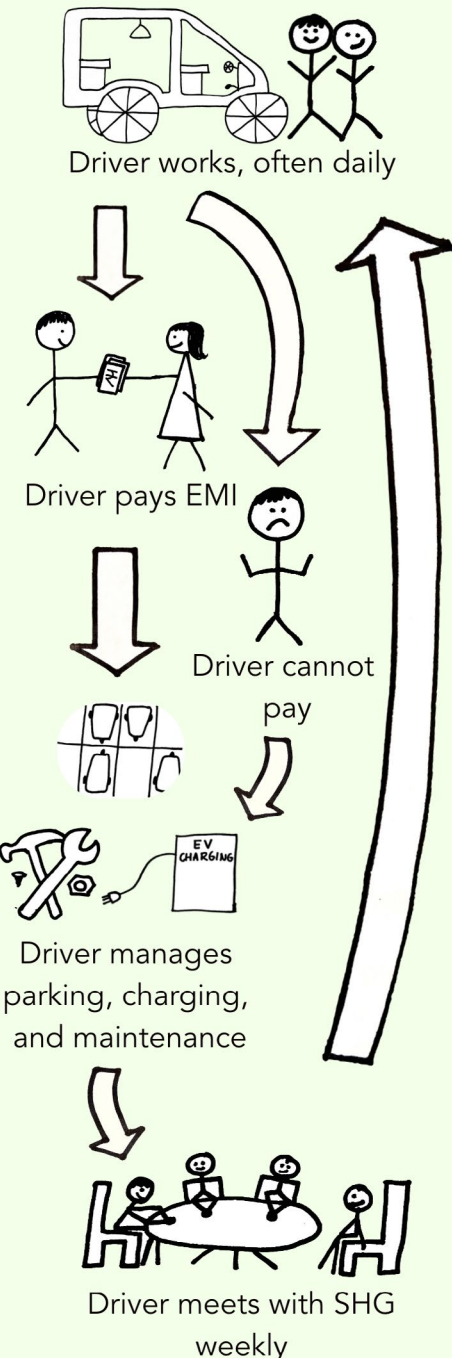
The repayment stage is quite repetitive, but the repetition is crucial to maintaining a high repayment rate and building strong driver relationships. Each week for 3-5 years, drivers come into the TWU office to make their weekly payment.

This stage is also an excellent opportunity for TWU to differentiate itself from other financial institutions. **Loan agents can be compassionate toward drivers who are unable to meet a payment one week, or structure the loan to decrease payments in times when drivers make large payments for school, insurance, or medical bills.**

The repayment stage is also where TWU's app comes into play to track data and simplify operations. Small rewards or milestones can be designed into the app to add novelty and small victories into the long process.

As TWU is transitioning to EV loans only, the repayment stage is critical for drivers to determine their approaches to charging, parking, and maintenance.

The driver may look towards TWU to provide these services, but the driver may also look for services elsewhere. If the driver cannot identify affordable options for these services, their EV may either go out of commission and they will be unable to make loan repayments.





Driver Actions

- Weekly cash payments to loan officers
- Annual vehicle checks and registration
- Possible loan defaults for a couple months due to school fees, registration fees, etc.
- Find options for charging, parking, and maintenance services

Recommendations

Customize loan around driver's lifestyle

Many drivers are unable to pay around specific times of the year such as when education bills or insurance payments are due. **Loan agents could proactively plan for these times** by increasing payments prior to and after these seasons, and decreasing payments around the time of other expenses.

Give drivers the tools to share with friends

Most drivers learn about TWU through their friends. By creating flyers, business cards, a short webpage, or sending regular texts about company updates, TWU can empower drivers to clearly share how the company has impacted their life.

Driver Feelings

- Stress about not meeting payment due to family's financial situation
- Stress about finding places to charge, park or repair electric vehicles.
- Appreciating the connection/friendship with loan agent
- Tired of working long hours

Celebrate smaller milestones

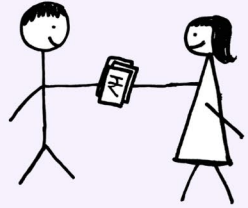
To boost driver motivation along the long repayment process, TWU could celebrate annual milestones with a small gift, discount, or recognition at a ceremony.

Prioritize loan agent and driver relationships when transitioning to mobile payments

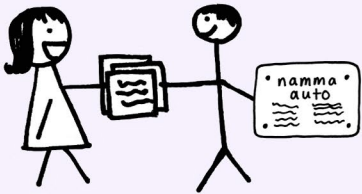
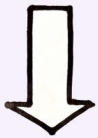
When TWU transitions to mobile payments, drivers will no longer need to visit the offices weekly to make payments. Although the app will make the payment process seamless, drivers may not build strong relationships with their loan agents. **We recommend that TWU loan agents meet with drivers monthly**, and call or message drivers to maintain rapport.



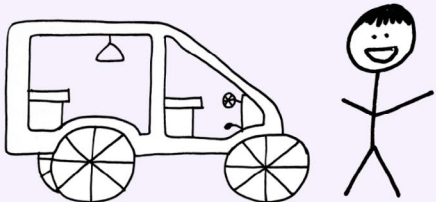
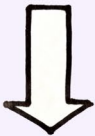
4. Ownership



Driver pays last EMI



Driver receives registration papers and Namma Auto plaque



Driver is done with loan and fully owns rickshaw!

Background

The ownership phase is when drivers make the last payment and are now official owners of their vehicles. What an accomplishment!

As TWU transitions to financing electric vehicles, drivers may need loans for new batteries every couple of years. In this case, TWU would want to continue providing finance options for drivers.

Although drivers are technically done with their involvement with the company, **TWU can think of ways to keep drivers involved in regular meetings or recruiting new customers.** Drivers who own their vehicles likely will have a very positive view of the company, and could speak to uncertain drivers in the first stage about their experience.

Driver Actions

- Make final payment
- Receive plaque/celebration
- TWU hands over ownership papers to driver

Driver Feelings

- Accomplishment
- Pride
- Gratitude towards TWU





Recommendations

Celebrate!

For many drivers, owning their vehicle will be the most expensive thing they have ever owned. After 3-5 years of weekly repayments, drivers are ready to reap the benefits of increased income. **TWU should celebrate drivers for their resilience and work ethic by providing a small gift and/or plaque for their rickshaw.**

Drivers enjoy self-expression through their vehicles and highlighting the ownership of a vehicle that brings them dignity is important. By celebrating the drivers, TWU can maintain the quality of relationships with drivers and spread good publicity.

Keep drivers involved

Drivers who own their vehicles are one of TWU's most valuable assets. These drivers have experienced first-hand the impact of owning their vehicles. TWU can pay these drivers to help with marketing efforts and possibly recruit them as ambassadors.

Additionally, since the EV market is so new, it is important for **TWU to keep in contact with drivers who have EVs** to learn about the unexpected benefits and challenges they face after TWU.



Offer a savings or pre-payment plan for batteries

Because batteries usually last around 2 years, drivers will have already needed a new battery before their loan is over. **This creates an opportunity for TWU to offer a savings or pre-payment plan for a battery replacement that can continue even after drivers have completed their rickshaw loan.**

Alternatively, TWU could offer battery swapping for a daily fee that shifts the upkeep of the battery to the swapping service instead of the driver.