

Carrying wallet to the masses

Big on activation, mobile wallet players are holding camps to educate consumers in villages

SANGEETA TANWAR

Post-demonetisation, mobile wallet service providers have come into their own. A number of players are seizing this as an opportunity to increase their engagement levels with potential users, particularly in rural areas that appear to be grappling in the dark as the government nudges people to go cashless. The rules of engaging potential mobile wallet users in villages and Tier-II and Tier-III towns is in stark contrast to big print adverts and digital communications targeted at urban users.

For the mobile wallet industry, the mantra to winning over rural folks lies in being closer to them and engaging them on their own terms. A majority of the players are big on activations and holding huge camps educating and familiarising people in villages to various use cases of a mobile wallet.

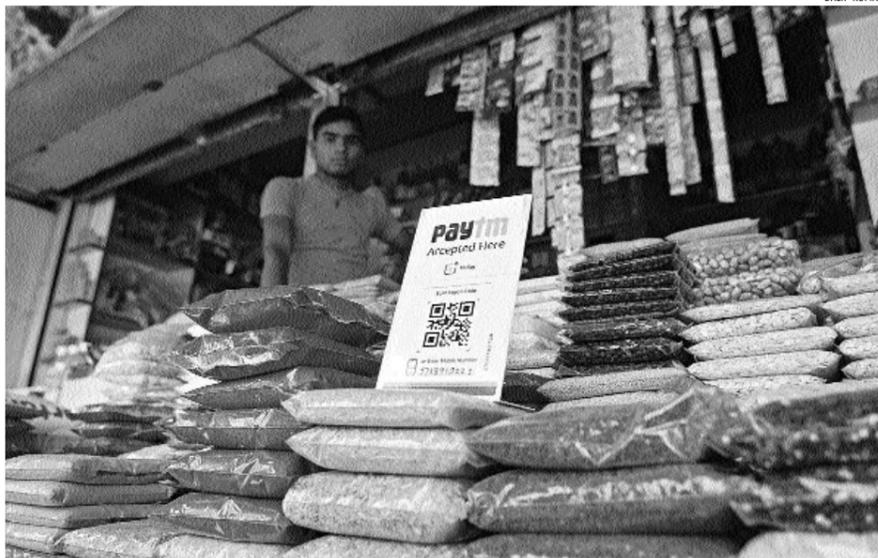
For example, Mobikwik is holding a large number of customer camps in states such as Uttar Pradesh, Gujarat and Rajasthan. It mainly targets villages which are on the outskirts of these key states. On an average, it holds three to four camps in a day in different villages in a state.

Upasana Taku, co-founder and director, MobiKwik, says, "Customer camps are sort of a mini rally where 100 to 500 people are in attendance. Our representatives distribute pamphlets providing details about the product and then go on to demonstrate various use cases of our mobile wallet."

Such camps help in hand-holding potential users and in clarifying their doubts as to how can they download the app, transfer money and pay their utility bills etc. Even as MobiKwik and others hold customer camps, it's important for players to be careful about picking up cases which are relevant to villagers in real time, points out Taku. For example, MobiKwik representatives demonstrate how the wallet can be used to make cashless payments for milk, grocery and be used for making payments at government-run fair price shops etc.

Most importantly, the app for rural consumers has to be simple and menu-driven, devoid of any elitist features as is the case with their feature-laden version targeted at urban folks. Companies need to focus and highlight the ease of use to people at large. Bharti Airtel pushes across its mobile wallet offering Airtel Money among rural users by assuring them that the product runs on a USSD platform which works independent of internet connectivity. The wallet runs on feature phones etc.

According to Shashi Arora, chief execu-



DALIP KUMAR

KEEPING IT SIMPLE

- Mobile wallet service providers targeting rural users need to keep user interface simple with limited menu options
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- Awareness programmes a must for allaying rural users' security related risks associated with mobile and online payments
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utive officer and managing director, Airtel Payments Bank, which also covers mobile wallet services, the company organises *shamiyana* (pandal group gatherings) in villages and demonstrates how the wallet can be used for mobile phone recharge and transferring money.

The mobile wallet services are available in 12 regional languages. To increase penetration and drive deeper engagement, Airtel Money is tying up with *kirana* stores and chemists. The company is banking on the larger ecosystem of local retailers to boost confidence of users in their wallet.

For Vodafone M-Pesa, rigorous training and handholding is key to building equity and trust on the brand.

"We are working closely with village panchayats on a daily basis and engaging villagers through live demonstrations, interactive sessions, mobile vans, facilitating on-spot registration and money transfer," points out Suresh Sethi, business head, M-Pesa, Vodafone India.

Paytm, for one, has put together various teams of agents who are tasked with conducting sessions and workshops across schools, colleges and village panchayats educating people about the benefits of using Paytm services. The mobile wallet service provider has in fact launched the "Each One, Teach One" initiative that is aimed at encouraging everybody to teach their friends, family, neigh-

bourhood shops and service providers how to use Paytm. It has also launched a toll-free number (1800 1800 1234) to enable non-smartphone and non-internet users particularly in villages to pay or receive money using Paytm.

"Moreover, we have set bolder targets in merchant acquisition to ensure rural consumers find more merchants in their neighbourhood accepting Paytm than ever before," says Kiran Vasireddy, senior vice-president, Paytm.

Pankaj Krishna, chief executive officer, Chrome Data Analytics, which tracks mobile wallet industry, says that with the demonetisation drive, mobile wallet companies have got a great opportunity to capture untapped markets and give an upswing to their revenues.

"Mobile wallets should target the young male, and graduates in rural India as they are more technology-savvy and can be engaged easily. Another set of people that can be targeted within rural India are men in the age group of 30-50 years who are not yet active users but can be converted with the right engagement programmes. Going further, young homemakers should also be targeted and educated upon mobile wallet services," says Krishna.

GUEST COLUMN

Harnessing the power of AI

Strong policy can drive innovation in sectors outside consumer goods and IT

Artificial intelligence (AI) is the theory and development of computer systems that are able to perform tasks that normally requiring human intelligence. Examples of this are as visual perception, speech recognition, decision-making and translation between languages. We rely on AI for many of our daily needs. But there are many who rely on AI to predict the science of future, including robotics. Siri, Google Now and Cortana are the first few examples.



MEHUL LANVERS SHAH MD, Hannover Milano Fairs India

There cannot be a better way to look at AI than analysing how technology made a mark in the success of e-commerce giant Flipkart and its leap in technological advancements. Very few know that Myntra was launched a few months before Flipkart and even secured funding almost a year before Flipkart. However, Flipkart has invested a lot of technology in getting their website discovered, by using various SEO techniques.

One of the key reasons was probably data driven, to understand user behaviour at a deeper level so that they could give good competition to market leaders. Had this gone their way, they could have predicted user behaviour. Serving users with better choices make them more loyal to the brand and that is something that even market leaders couldn't have disrupted. However, this could also backfire because of the perception of taking away the user's free will.

A similar case of using technology in the current scenario can be found in case of Paytm and other start-ups. The point here is that any start-ups leveraging technology will supersede over its competitors, including Google which has become a household name. You might be wondering why start-ups aren't working more on AI. However, most start-ups are missing the key point, which is that they should be working on integrating AI with business and technology to provide incomparable experiences, rather than working on the core of AI.

While some Indian start-ups are starting to open to the idea of AI and its incorporation, still there is a lot to be done here. Fresh progress in AI is a wake-up call to policymakers. Spurring AI-based innovation and establishing AI-ready infrastructure are thus crucial to preparing India's jobs and skills markets for an AI-based future and to safeguard its tactical interests.

The challenges facing India's AI development are: AI-based applications to date have been motivated mostly by the private sector and have been dedicated primarily in consumer goods; early lessons of AI success globally offer public and private backing models for research that India should deliberate; the successive system of tutelage and work is outdated in today's economic atmosphere as the nature of jobs shifts quickly and skills become cherished and superseded.

For India to stupendously benefit from the AI revolution, it must accept a thoughtful policy to drive AI innovation, adaptation, and proliferation in sectors outside consumer goods and information technology services. Policymakers should make AI a critical element of the PM's Make in India, Skill India and Digital India programmes by offering incentives for manufacturers, generating local innovation groups for manufacturing automation and robotics in partnership with universities and start-ups, integrating market-based mechanisms for classifying the kind of skills that establishments will value, and encouraging cloud infrastructure capacity building inside India.

The Indian National Education Policy essentially makes radical approvals on alternative models of education that would be better suited to an AI-powered economy. The government should recognise public sector applications like spotting tax fraud, averting subsidy leakage and targeting beneficiaries, where advances in AI could make a substantial influence.

MOVEMENTS

Growth strategist



NowFloats, a location-based online and offline discovery platform, has appointed Rajeev Goyal as vice-president of growth and strategic projects. He will be responsible for growing the company's business through the use of empirical and scalable methodology, and also lead its Digital Desh drive — an initiative that aims to unravel how tier-II, III and IV cities are using technology in everyday life. Goyal has over 17 years of experience across digital search marketing, ecommerce, online grocery, payment solutions, small and medium enterprises financing, consumer internet and value added services in organisations across verticals.

Exhibit operations



NürnbergMesse India, subsidiary of exhibition company NürnbergMesse, has appointed Sajid Desai as the chief executive officer for its operations effective December 1, 2016. A professional with over 25 years' experience, Desai will drive the NürnbergMesse India business in its next growth phase. Besides growing NürnbergMesse's existing and new projects in the country, Desai and his team will be working to increase the presence of Indian exhibitors and visitors at NürnbergMesse's highly specialised trade fairs around the world. He has extensive sales, marketing and business development experience in business-to-business and special interest projects in exhibitions, events, media and online. His last position was country director of DMG Events in India.

Consumer marketer



Consumer durables company Usha International has appointed Jayati Singh as vice-president (marketing) for cooking appliances and sewing machines. She will manage end-to-end marketing, product road map and portfolio development for the two categories. Singh has over 16 years of experience across fast-moving consumer goods and fast-moving consumer durables sectors, with expertise in customer business development, market strategy and new category launches. Before joining Usha she has worked with Procter and Gamble and Philips India.

'Leaders place burden of change on employees, not themselves'

Leaders must discuss weaknesses and how they contribute to unwanted cultural tendencies, Black and Hughes tell Sangeeta Tanwar



BRANDON BLACK & SHAYNE HUGHES Authors, *Ego Free Leadership*



Brandon Black



Shayne Hughes

According to you, ego is a constant preoccupation of our self-worth. And it's a predicament system where trigger reactions can be mapped. What are the ways in which leaders can map and control their trigger reactions?

Black: In any situation — team meeting, board presentation, performance review — a large part of our brain is distracted by an inner voice of judgement. Will I be good enough? Valued? Competent? How are my boss and colleagues judging me? Is this worth my time? This is our ego's preoccupation with self-worth.

Many people experience this as anxiety, while others use it as a drive to succeed — to prove that they are smart, competent, wise, the "go to" person. This is our "offensive" ego.

Each time we experience this emotional rush, it seems real and specific to that situation. It's neither. We have two to four primary ways we obsess about our value (incompetent, stupid, weak), and we project them constantly into our lives. These feelings drive unhelpful behaviours.

One key strategy for dealing with these emotions is to observe and document our "mind chatter". When we react negatively to an event, we need to stop and capture how our sense of value was threatened. Over time, you will notice themes. You can also learn to pre-empt your reactions. When headed into a challenging conversation or meeting, identify your fears and goals. Share these feelings openly with the other participants, and you will find this vulnerability will set the tone for others to show up authentically.

Culture change is a long and exhaustive process in any organisation? In what ways can a leader accelerate the process of changing the mindset of executives?

Hughes: We have all heard the adage, change starts at the top. Despite knowing that, many leaders place the burden of change on employees and not themselves. Executives too often declare, without modelling, the changes they want to see. This is viewed by employees as hypocritical, causing people to become cynical and reject the call for change.

To lead culture change, leaders must openly discuss

their weaknesses and how they contribute to unwanted cultural tendencies. Counter-intuitively, your greatest opportunity as a leader is when you "fall off the bicycle". Openly recognising your counterproductive behaviour and asking for support sends a message that you're committed, and it is safe to learn and be on the path of your cultural aspirations. Others will follow.

Next, executives must build processes to identify where change is taking root and where it is being rejected. A confidential employee survey with questions specific to the desired cultural change will illuminate the differences. The data gleaned from the survey can help target interventions and allow for celebrations in groups where there is positive movement.

You suggest that a lot of organisations fear dysfunction and misalignment because of the way they manage performance. Could you illustrate this with an example and corrective measures that can help fix this issue?

Black: Today's complex, matrixed organisations require leaders who trust, collaborate and see the big picture (beyond their silo or team). Unfortunately, many performance management systems directly undermine these.

Leaders are typically measured on both their individual and team's specific performance objectives: A salesperson on sales, a production person on output and uptime, and a quality control person on number of misses. Often, these priorities are in conflict with each other. Each side's fixation on how their performance will be managed distracts it from the company's true goal of having high output and quality.

It doesn't have to be this way. Executives can establish compensation frameworks that reward all employees based on the overall results of the company instead of group-by-group. Payouts can vary at the individual/group level, but the targets need to be consistent. In addition, goals must be viewed as dynamic, with an alignment to the most important corporate goals. They can't be established at the beginning of the year and go unchanged until the next year. Business is changing constantly, so should the organisation's goals.

QUIZ

493

- This item gets its name from a Hindi word which in turn was derived from Sanskrit. It was used as a form of currency on almost every continent: America, Asia, Africa and Australia. It was most abundant in the Indian Ocean and was collected in the Maldives, Sri Lanka, Malabar Coast and some islands in Indonesia. What is it?
- Connect Sacred Heart, Cabbage Soup and General Motors company.
- Which QSR chain in the UK has launched an ordering system based on a lick and stick temporary tattoo or arm ink? To place an order one has to tap the tattoo with a cell phone.
- Ganga Bishen Agarwal, also known as ____, launched a brand in the early 1930s which has a group turnover of USD 520 million. Name it.
- Fill in the blanks and identify the brands from their corporate anthems. Ever Onward __, Ahhhh! __, and __ Fast Forward.
- This newspaper was founded in 1927 and the oldest Urdu newspaper and the last in the world that is handwritten. Name the newspaper and the city it is published from.
- Its silk is the toughest biological material ever studied, over 10 times tougher than a similarly-sized piece of Kevlar. It is found on an island in the African continent and the species was named in honour of a naturalist on the 150th year of the publication of his seminal publication.
- Manguli and Nuagaon are two villages from an Indian state that have the same distinction. What is it and name the state?
- In which country would you find taxi Uncles?
- Name the brand and its mascot from the image.



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ANSWERS TO THE STRATEGIST QUIZ 492

- Tobacco
- Marmite. It is concentrated brewer's yeast that can be stored in a bottle and eaten. It is a French term for a large covered earthenware. Originally, the British Marmite was supplied in earthen pots.
- Benjamin Graham, who was an inspiration to Warren Buffett.
- Empowerment
- Air Nippon Airways of Japan has launched an innovative and co-creative campaign, Welcome to Experience Class, and plans to run this for a year
- Blue Ocean Strategy. Written by W Chan Kim and Renee Mauborgne
- Thomas Alva Edison
- Flanker Brand
- Didi, the taxi service started by Cheng Wei
- Lycos Internet Limited. The good old gem from the early dotcom era is now owned by Hyderabad-based Ybrant Technologies

One lucky winner will receive a cheque for ₹2,000. Send your entries to strategist@bmail.in. All entries must carry the postal address of the contestant. Last date for receiving entries: January 7 till 8 pm. Previous winners and employees of Business Standard and their families are not eligible to participate. The winner is chosen on the basis of the first correct entry received.

There was one correct entry to quiz No 492. The winner is V Raghavan from Gurgaon.