Research Insight Program Overview
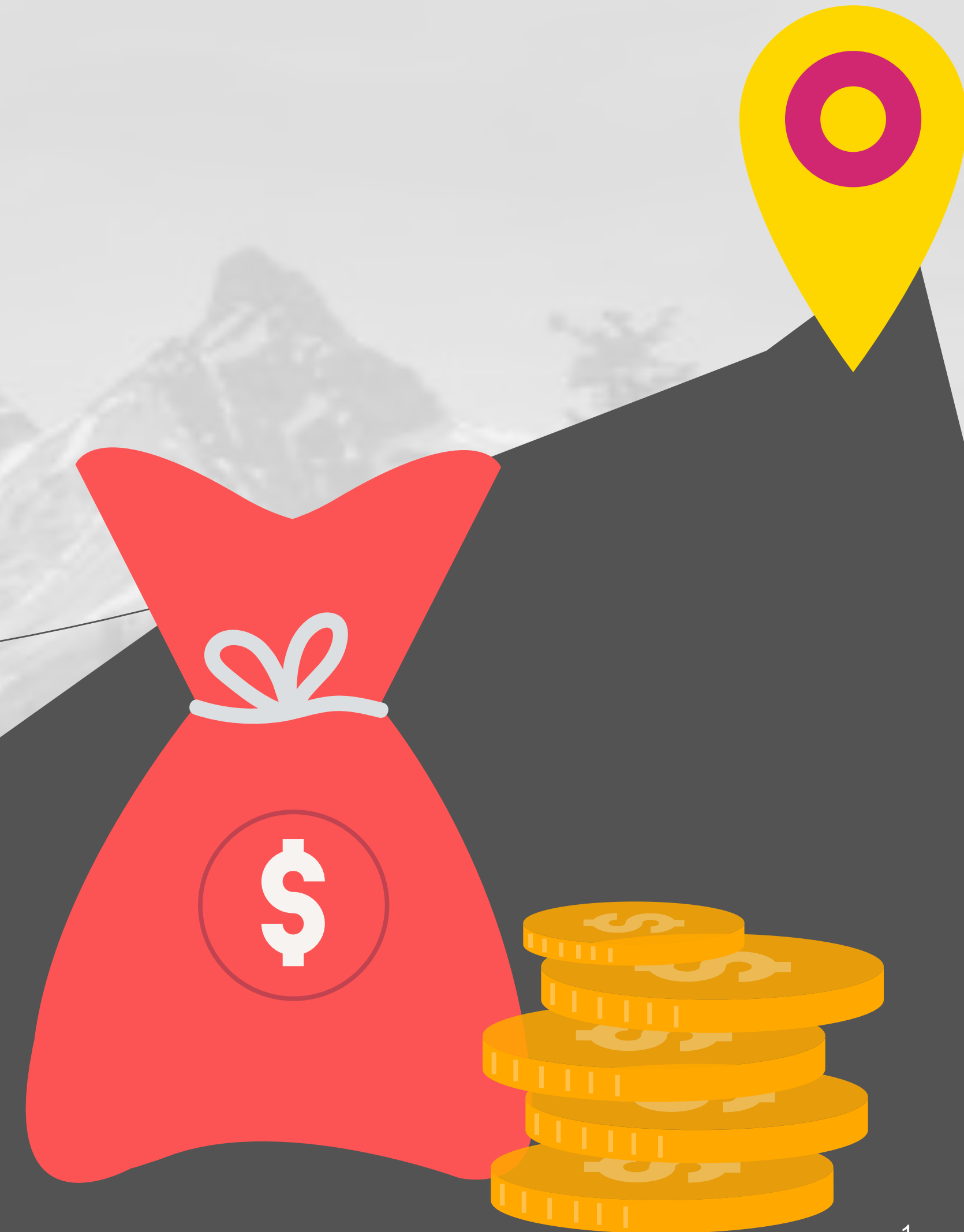
Infusing insight, at scale

Part Two: Financial Services

Kimberly Dunwoody

February 2022

Research Program & Case Studies

Transforming customer-centric knowledge into actionable insight

Part 1:
Insights Maturity & Roadmap

Part 2:
Financial Services Case Study
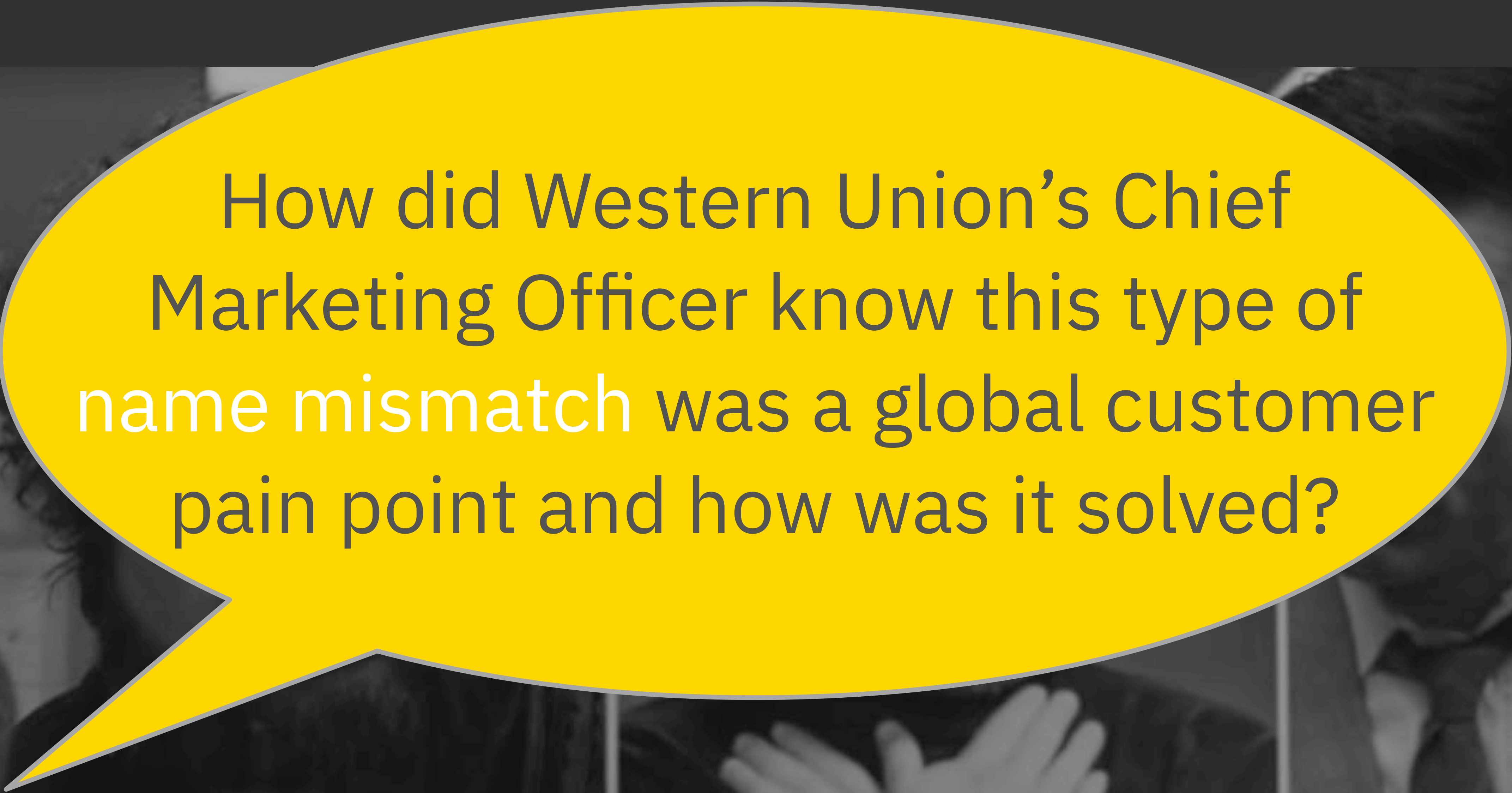
Part 3:
Healthcare Case Study

WESTERN UNION **WU**
moving money for better

IBM

WESTERN UNION WU℠

moving money for better

Creating a Design Research Practice

Evolving Design Research For Better

WESTERN UNION WU
moving money for better

2004-2005
Usability

2006-2007
Research

2008-2010
Enterprise

2010-2013
Predict

Digital Experience
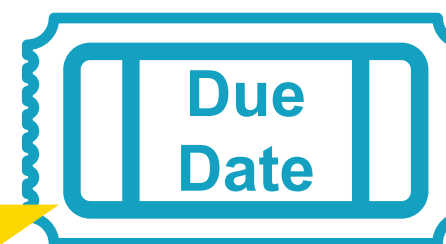
Cross-Channel Experience

360 view of user

Hired to set up and scale design research in support an accelerated push for international expansion

Moderation becomes more fluid to uncover deeper issues via interview-based research

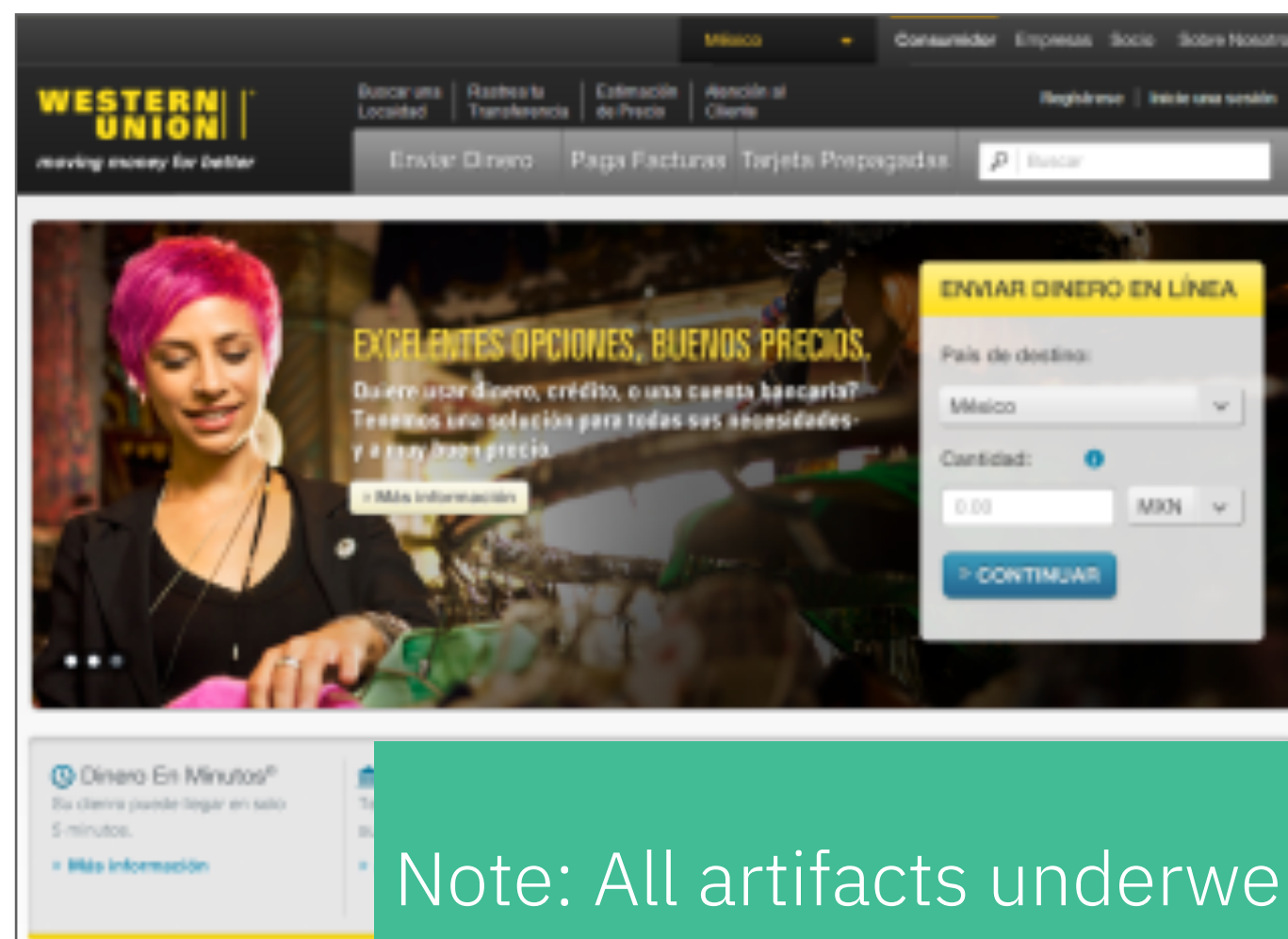Focus on finding/solving cross-silo issues, and preparing to make prioritization decisions based on NPS
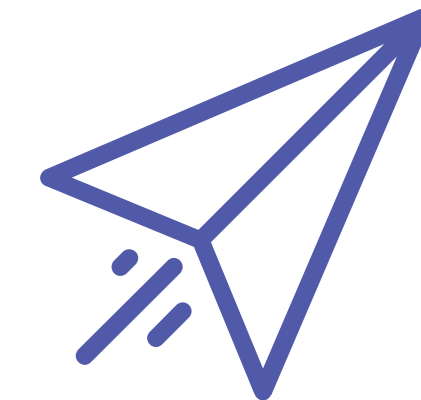
Feeding insights into design and prioritization creates clear and shared intention for each experiential improvement

Due Date

Insights

While conducting global usability tests we **uncovered** numerous opportunities to improve beyond the transaction flow:
- Middle names uncommon in France
- Multiple terms for money transfer in German
- Pink hair ≠ trust in financial matters
- Shorter transaction flow = 1K ROI!

Actions

7 → **3**

7 page transaction flow shorted to 3 pages

Matching responses included:
- Increased focus on in-country usability testing
- Revised marketing review process to include consistent language
- Streamlined transaction flow

Note: All artifacts underwent in-country review by legal, product, and marketing before testing. None of these issues were raised during these reviews, demonstrating the need for research.

01-Usability

Insights

During this phase of program maturity, we **discovered** issues outside of our transactional flow (UX/CX):
• Where did the money go?
• Security process confusion
• Use of frameworks to organize analysis (eg. Cultural Dimensions)
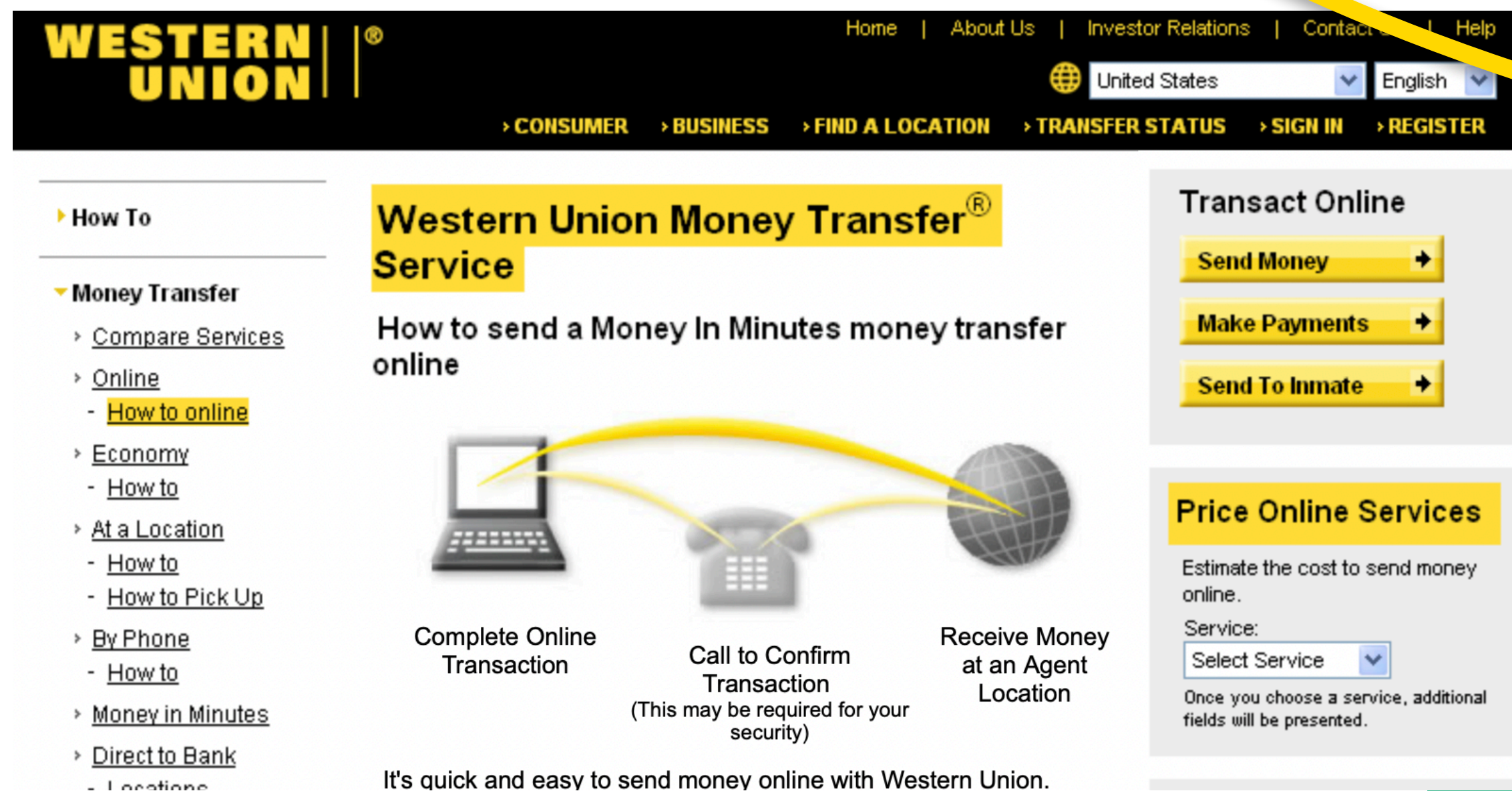
Actions

Matching responses included:
Introduction of graphics using a mnemonic device leveraging a gold arc (see example right) depicting how money moved via the money transfer system including what to expect from our security processes.

Video excerpt HERE

02-Interview

Insights

Insights **discovered** during this phase included:
- Uncovered 12 Global Pain Points (Due Date Movie)
- Dodd Frank and Consumer Protection use of introspective questions
- Launched Global NPS Program
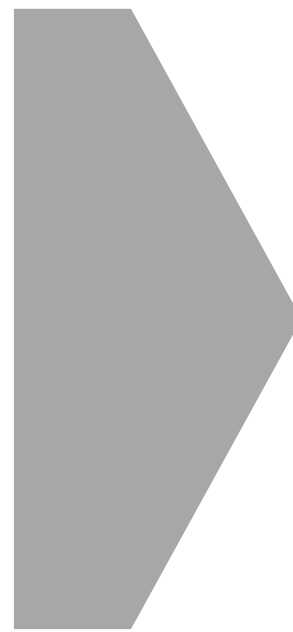
Actions

Matching responses included:
- Focus on cross channel pain points
- Introduction of introspective questions research and simplification of consumer content allowed us avoid some problematic issues with Dodd Frank
- NPS became part of employee goals

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL

03-Enterprise

Insights

Focus shift towards more conceptual insights. Learning **uncovered**:
- Need to recognize sacrifice facing many of our Senders via loyalty program
- Alignment across organizational silos to solve cross-channel customer pain points
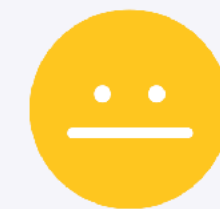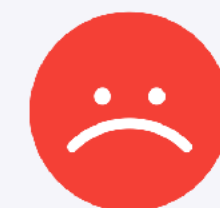- Assigning value via NPS

Actions

GREAT **$1.4M**
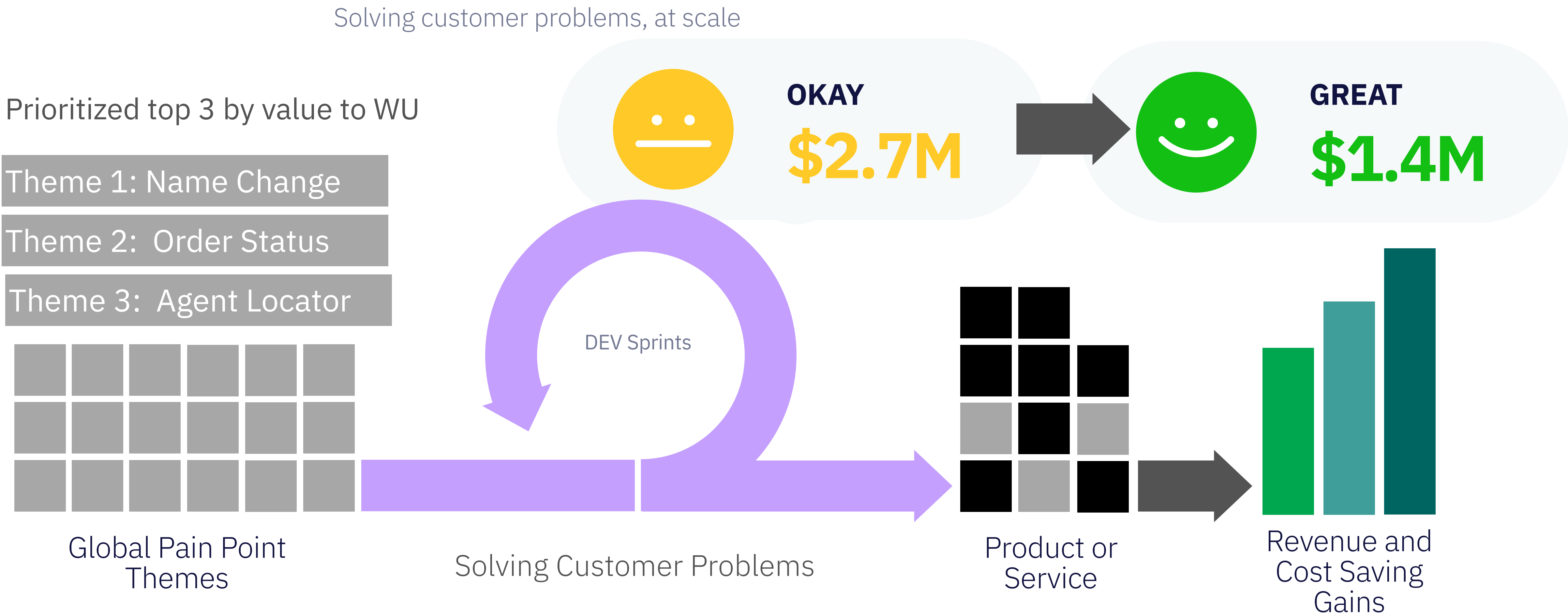
OKAY **$2.7M**

VERY POOR **$900K**

Matching responses included:
- Enhanced loyalty program to celebrate the Sender
- Established Chief Marketing Officer's Customer Backlog (see next slide)
  - Prioritization driven by NPS value

04-Predict

CMO's Customer Backlog

Solving customer problems, at scale

Prioritized top 3 by value to WU

Theme 1: Name Change

Theme 2: Order Status

Theme 3: Agent Locator

OKAY $2.7M

GREAT $1.4M

DEV Sprints

Global Pain Point Themes

Solving Customer Problems

Product or Service

Revenue and Cost Saving Gains

04-Predict

Helping Ethan Tremblay pick up his money

Innovative use of QR codes in 2010!

Item-specific money transfer methods and systems
Patent number: 8788408
Abstract: The invention provides various systems and methods ... ecific money transfers. The method includes receiving identification of an item, determining ... e item, and receiving, from a receiver, a money transfer request for an amount of the price ... nsfer request identifies a sender. The method further includes sending the money transf ... receiving, from the sender, authorization for a money transfer in an amount of the price of ... n includes an indication that funds from the money transfer are restricted for use only f ...
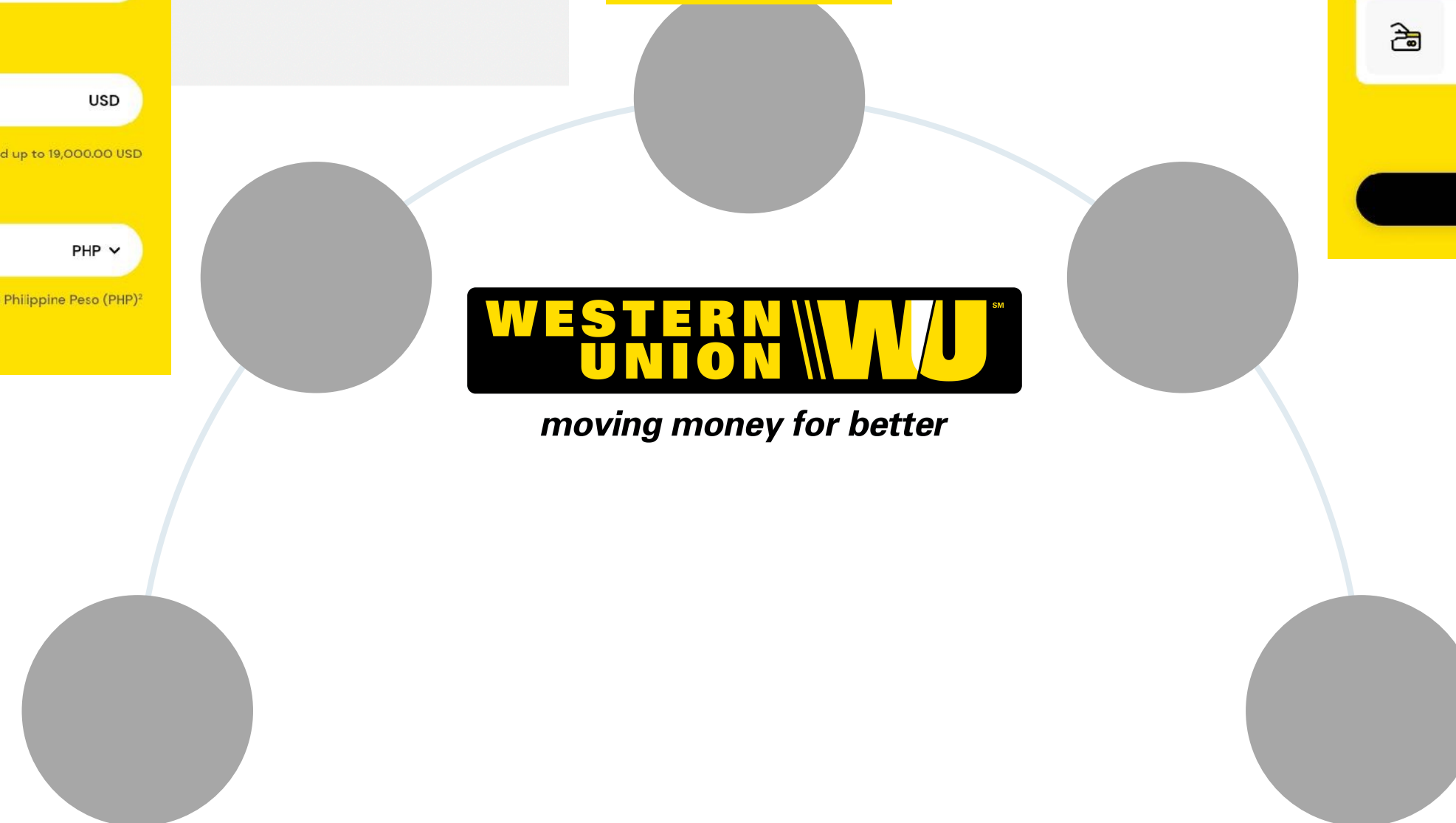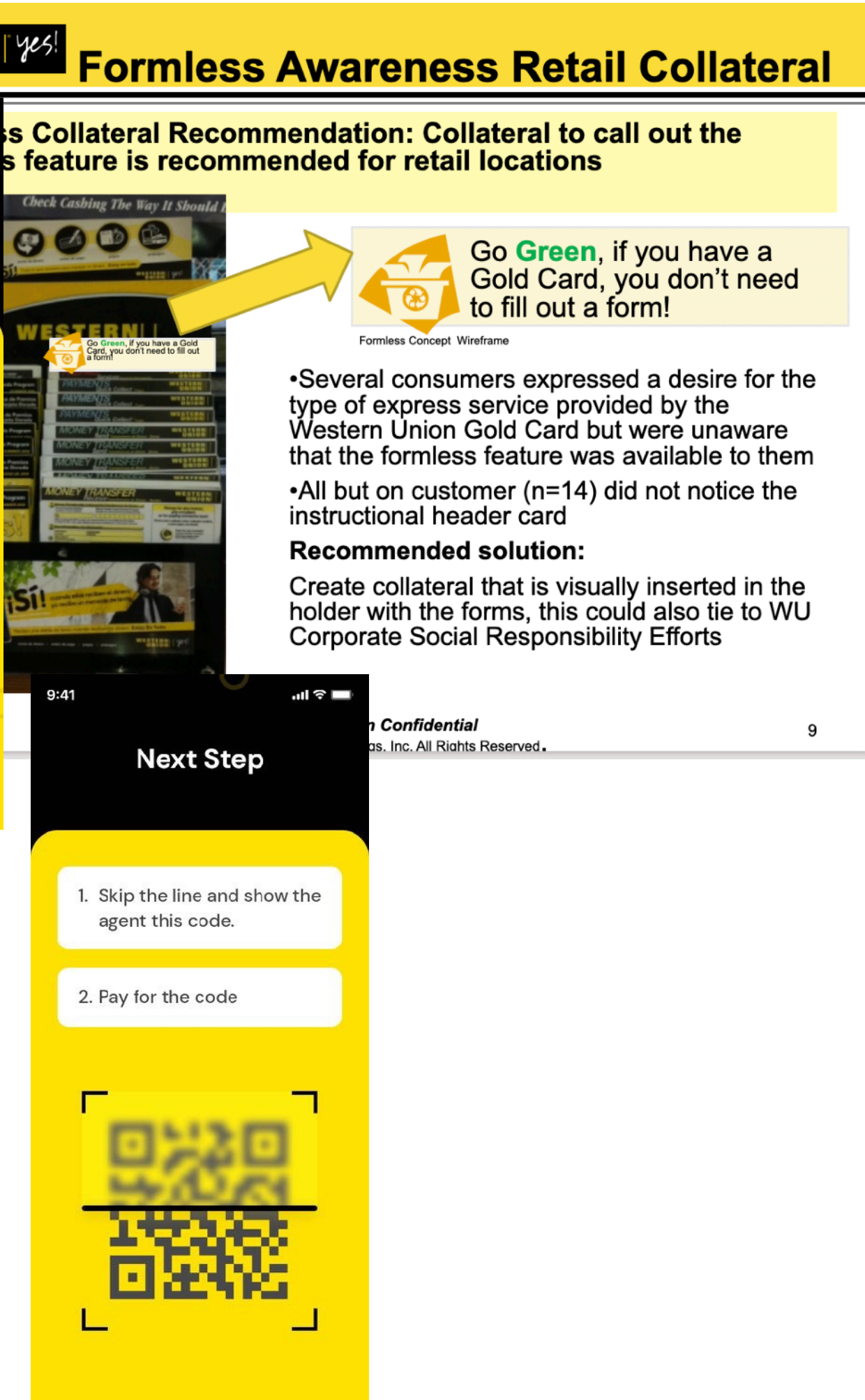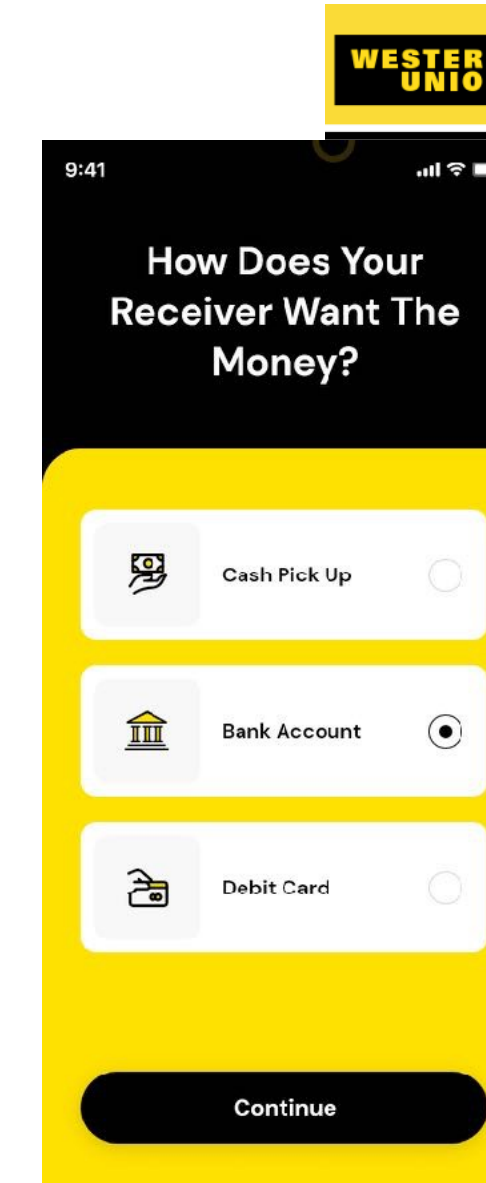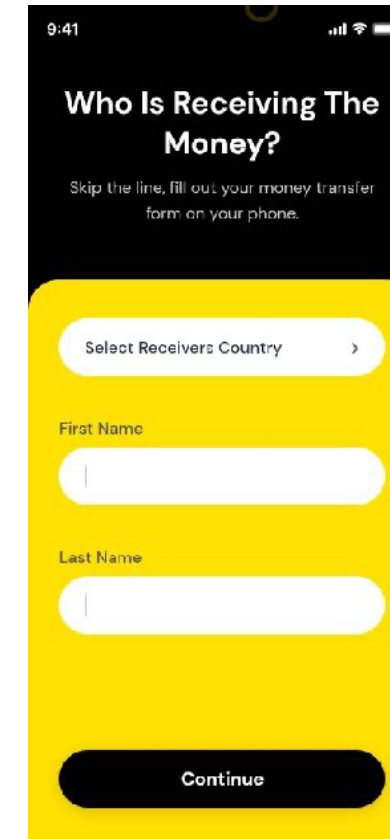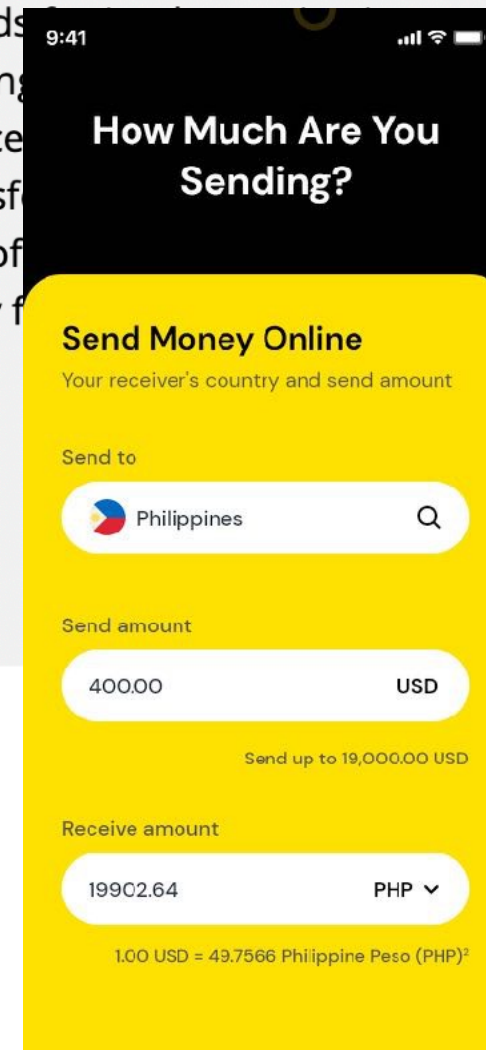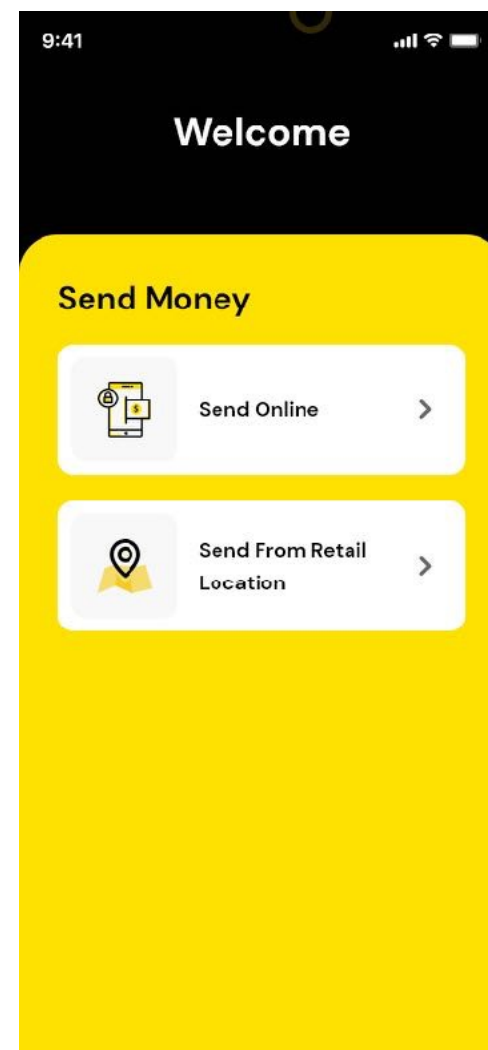**Type:** Grant
Filed: March 30, 2010
Date of Patent: July 22, 2014
Assignee: The Western Union Company
Inventors: Kimberly Dunwoody, Scott Paintin

3/2010 Initial patent filing for formless send/receive
8/2010 Formless pilots begin
11/2010 Due Date movie release

04-Predict

Bonus: Approaching this problem as a theme expanded our thinking and in this case, the QR codes helped our security partners become comfortable with more precise order status messages.

Design Research Program Maturity

Key takeaways when building a Design Research Program

Mature Purposefully

Gauge the level of research maturity at your organization and set maturity goals..

Relentless Curiosity

Hire those that ask the right questions and can tell a data-driven story.

Purposeful

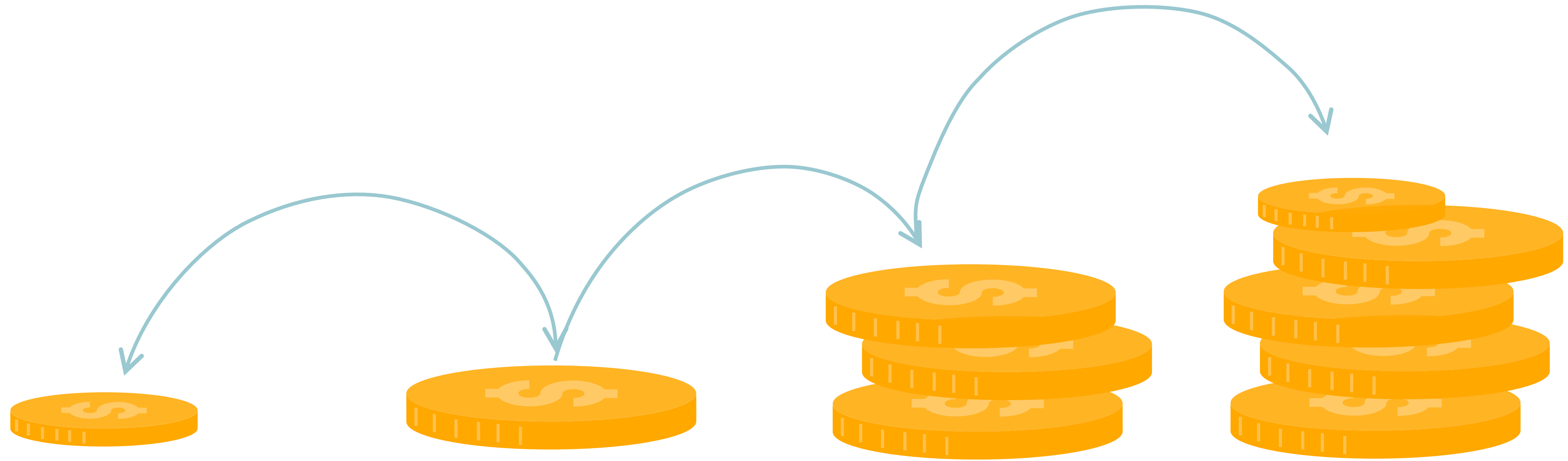**Curiosity**

creates

Knowledge

Organizational Knowledge Management

Don't cut corners with insight management. Use coding to create and maintain a collective understanding of the experience

360 view of user

Appendix

Psycho-Drawing

Techniques in which an individual is instructed to draw a person, an object, or a situation in order to uncover a deeper level understanding of their experience (similar to the shower principle)

Note: Image is my memory of this drawing, not the actual drawing itself.

Sources

https://articles.uie.com/how-a-team-matures-its-user-research-integration/
https://medium.com/creating-a-ux-strategy-playbook/what-proactive-ux-research-looks-like-bd1c5772c569
https://articles.uie.com/themes/
http://faculty.washington.edu/jwilker/559/Saldana.pdf