



Customer Value Proposition

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We deliver what matters

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Outline

1. Business Opportunity / Background
2. What do Lebanese [business] women want?
3. How did we prepare?
4. Customer Value Proposition: We initiative



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Business Opportunity / Background

BLC Bank decided to adopt the Women Market with a focus on Women-owned or Women-led SMEs:

→ an untapped market

→ Women entrepreneurs represent a niche market, although economically more rewarding.

→ strategic segmentation → a key differentiator





Business Opportunity / Background

Definition: Women-owned or Women-led SMEs

If more than 51% of the shareholding belongs to women.

And / Or

If the person who is running the company (legal entity) OR who is running a business (physical person) is a woman



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What do [Lebanese] women want?



- Qualitative market research through two waves of Focus Groups
 - We went on the ground and listened to women's needs and expectations
- 2 Waves of Focus Groups:
 - ✓ Over 110 participants
 - ✓ Women and SMEs (men and women)
 - ✓ Beirut – Tripoli - Sidon



Based on the results of Wave 1 we built the Customer Value Proposition, which was then tested during the Wave 2.

What do [Lebanese] women want?

FGs revealed overall dissatisfaction with banks and their requirements:

1. Access to knowledge (advice, education, guidance,...)
2. Access to financing (access to capital, comprehensive business solutions, products ...)
3. Access to markets (market information, networking opportunities, exposure ...)
4. Access to service excellence (transparency, respect, efficiency, fast TAT...)
5. Access to a Bank with CSR: Bank to give back to the community

BLC Bank needs to become a “customer-centric” bank identifying unique customer values and benefits.

What do [Lebanese] women want?

Main finding from market research:

It's not about **products** as much as it's about **service**.

→ Needed to build a CVP with 2 axes:

1. **Financial solutions**
2. **Non-Financial Services.**



How did we prepare?

- 1st Bank in Middle East that joined GBA
- Strong collaboration & advisory with IFC
- 1st Bank in MENA committed to UN WEPs advocating diversity and inclusion
- 3 waves of trainings on women's needs and how to meet them, given to both sales force and management





How did we prepare?

- Selected internal Champions & Ambassadors:
 - ✓ Motivated employees
 - ✓ Bank's relay in their respective regions
 - ✓ To promote We Initiative and its activities.

- Introduced 2 types of KPIs:
 - Performance
 - Quality

- Optimized Turn-Around-Time: Tracking system, simplified checklist

Etc...



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CVP: We Initiative

We Initiative: Women Economic Empowerment

→ First program in Lebanon and the MENA dedicated to the economic empowerment of women.

→ Targets all women (entrepreneurs, employees, executives, mothers...)



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CVP: Four Doors to Success



CVP: Four Doors to Success

The CVP has 2 components:

- Financial solutions
- Non-Financial Services: key component to delivering what matters to Women and their businesses.

1. Trainings:

- Financial education, workshops and business power sessions
- Roadshows and technical trainings reaching remote and rural areas.



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CVP: Four Doors to Success

2. **Exposure:** providing nationwide exposure and networking opportunities among the right business circles
- Networking events
 - Conferences
 - Brilliant Lebanese Awards with “Women Entrepreneur of the Year” and “Business of the Year” categories



CVP: Four Doors to Success

3. **Consultancy:** advisory services and business tools to implement sustainable business practices.

- Creation of www.we-initiative.com to connect, share experiences, access business tools, relevant information and consult *experts & mentors*.
- www.lebanon.smetoolkit.org to support all SMEs.
- Advisory services via:
 - ✓ ambassadors and champions (internal)
 - ✓ external experts and mentors (external)





CVP: Four Doors to Success

Finance:

Creation of two new products to increase access to financial services:

→ The **Collateral-free Loan**: (review of risk appetite) for businesses established for at least 2 years

→ **Mother's Fiduciary Account**: allowing mothers to open a fiduciary account in their name with their minor child as a beneficiary, without having to refer to the child's legal guardian.

→ **BLC Cloud® and HEY!BLC** : comprehensive alternative delivery channel, Full ATM, Internet, Mobile Banking and HEY! the revolutionary mobile payment.



FULL
MOBILE BANKING



FULL BUSINESS
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Remember: Integrate...Don't Separate

- Women spoke in favor of a financial institution that integrated their needs throughout, rather than having women-only services
- Women were not interested in fluff and marketing spin like beauty product discounts.

All Products and Services (with the exception of the Mother's Fiduciary Account) were/are reviewed and created taking into consideration the needs and lifecycle of women which eventually will appeal to men.



Thank You



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