SBI: Enhancing the value proposition of SBI's CSP network

Problem statement/objective

Several customers of SBI prefer to transact at branches compared to their agent outlets. This is mainly due to the lack of trust on agents and the agent network of SBI. SBI intends to increase the trust of the customers in their agent channel and intends to increase the footfall of the customers at their agent outlets thereby reducing the congestion in their branches.

MSC's solution*

- MSC conducted a diagnostic exercise to understand the agent-level issues in two districts - Araria (Bihar) and Vidisha (MP)
- Based on the output of the diagnostic exercise, MSC designed the intervention plan to improve customer trust on their agents and subsequently improve the functioning of the agent channel of SBI.
- The interventions are spread across different stages of agent's lifecycle such as tools for GRM, liquidity management at agent outlets, improved marketing and communication support for agents, and training support to agents for offering new products

Key learnings and challenges

- SBI's tall hierarchical structure often results in delays in decision making and may also delay in implementing our recommendations on the field
- Government banks such as SBI may find it quite challenging to do rapid iterations of pilots to identify what works and what does not work for their agents

Proposed targets / achieved targets

Indicators	Target	Achieved	Potential impact
# of agents	380	Pilot yet to start	Improved customer trust in the 72,000 agents across SBI network

Scale-up plan:

- We intend to start the pilots in the selected districts and then help SBI to pilot the solutions with 380 agents in the two districts
- Once the pilot is complete, SBI intends to scale the results and learnings to their 72,000 strong agents country-wide

*This intervention is under progress. We have presented these to SBI a few times and are in the process of finalizing the exact interventions for the pilot which can enhance customer trust

GRANT **Grant head: PEFI**