

PayU NextGen Merchants

Understanding the needs
of Longtail merchants to
decipher unique offerings
that can be catered to
them.



User Research

The principle objectives of the user research was explored in both quantitative and qualitative ways:

QUANTITATIVE

To understand statistical difference between considerations while opting for a payment gateway in the case of Long tail Merchants.

To understand importance of possible offerings from a statistical viewpoint.

QUALITATIVE

To understand the business ecosystem of the long-tail merchants (targeted segments) to identify possible touch-points and opportunity areas.

To understand what these merchants really need, what will they pay for, and how will that align with our business strategy.

Methodology

For quantitative analysis, an extensive Survey was conducted with the present Longtail merchants.

SURVEY

Survey was conducted with 82 respondents.

Respondents included freelancers and service consultants (Chartered accountants, lawyers, etc) with 32% of the total respondents. E-commerce, IT, and marketing businesses covered a fair proportion of the other user segments.

Contextual inquiry sessions were conducted where in-depth interviews were conducted at the users' contextual places of business. User Interviews were also followed by card sorting exercise.

USER INTERVIEWS

Sessions were conducted with 11 participants:

Fitness Trainers	3	Freelancers	2
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Home Business Owners	3	Financial Consultants	3
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Methodology

The survey was crafted on **Survey Monkey** and distributed by the marketing team of PayU. A time-period of 2 weeks was implied for the responses to come in.



The analysis was done using **SPSS(Statistical Package)** and **Microsoft Excel**.



The participants were recruited through telephonic communications. All of the participants were briefed about the research objective and the details of the session.



A compensation was handed over to each participant in the form of ₹2000 Amazon Voucher after each session was conducted.



The criteria of recruitment for the participants were:

Participants must be **non-PayU** users

Overall GMV approx ₹50,000 per month

Demography: Operated based out of
Delhi NCR

Survey Insights

Around **85%** of the sample uses services provided by PayU with **40%** among these respondents using the services for more than 2 years.

45.12% of the respondents also uses competitor products like Razorpay, Stripe, etc., among which **33.33%** of the respondents uses the services of these competitors for more than 2 years.

Ease of Integration and number of payment methods were the two most important considerations of the respondents while opting for a payment gateway.

Considerations to opt for a PG	Means
Ease of integration	4.07
Number of payment methods available for collecting payments	4.03
Transaction charges charged by the payment gateway	3.84
Clarity about product suite of the service provider on their website.	3.78
Number of documents required to start collecting payments	3.74
Customer service offered	3.71
Perceived risk of not receiving money	3.49

All data are provided in a 5-point Agree-disagree Likert Scale

Survey Insights

When asked about the importance that the merchants levy on different aspects while using a Payment Gateway, **Customer Support** was the most important aspect that was brought out by the survey.

Most useful Services from PayU	Means
24*7 customer service support through chat	4.17
24*7 customer service support through telephonic channel	4.12
Customer Service support in setting up payment gateway integration	4.12
Reconciliation of bank accounts	3.84
Digital Marketing Services to promote your business	3.71
Automation of GST filing	3.48
Financial Reporting Services	3.46
Tax Preparation services	3.40
Getting your products/services insured	3.34
Payroll processing services	3.30
Bookkeeping Services	3.25
Loans on scheduled/recurring payments	3.12

Customer support being the top 3
most important aspects

Survey Insights

The **content analysis** of the open-ended question requesting the users for suggestions about offerings/services that they feel are necessary for their business showed another indication in providing **consistent and better customer support**. **Support for international payments** was also another emerging trend that the respondents opted for.

T H E M E S	C O U N T
Customer Support	7
International Currency Support	5
Support/Options for recurring Payments	3
Card Swipe Machine	1

CASE STUDY

Qualitative Analysis

Deciphering themes and patterns from the qualitative data to synthesize insights that drive decisions.



RESEARCH

User Persona and Journey Maps

In order to measure the objectives laid out by the research, the huge amount of data collected was analysed to generate user personas (to understand and empathise our users) and user journey maps (to understand their business ecosystem to identify possible touch points and areas of opportunity).

Fitness Trainers
2 categories



Bakers (Home Chef)



Freelancers



Financial Consultants
2 categories



CASE STUDY

Home Bakers



User Persona

User Journey Map

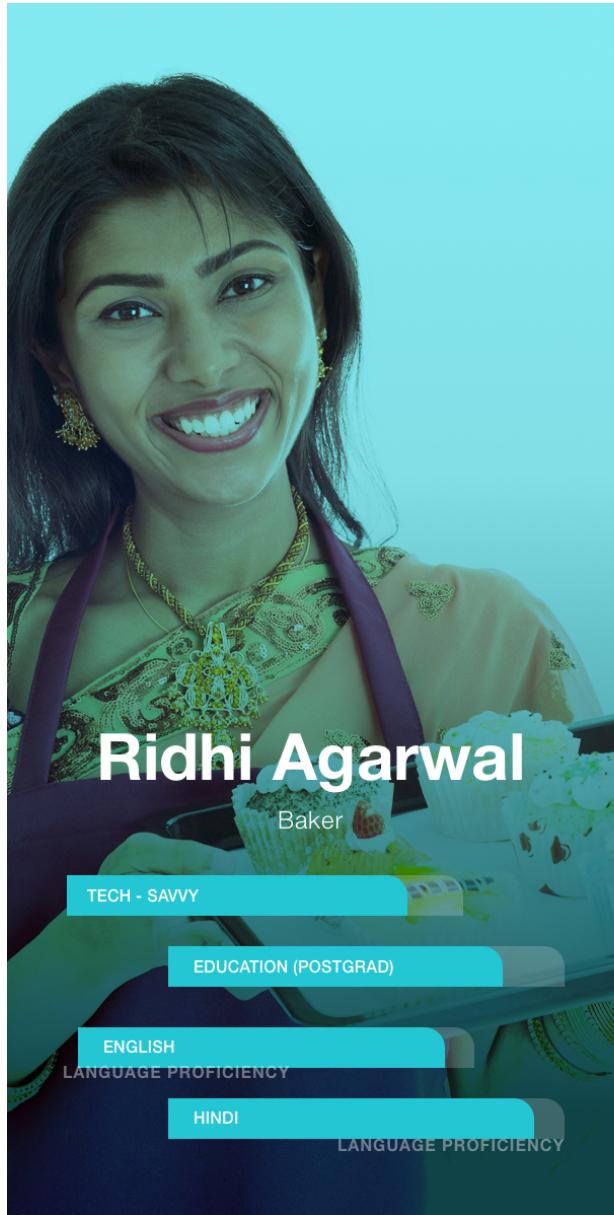
Card Sorting Results

Key Insights

CATEGORY

CASE STUDY

User Persona



Ridhi Agarwal
Baker

TECH - SAVVY

EDUCATION (POSTGRAD)

ENGLISH LANGUAGE PROFICIENCY

HINDI LANGUAGE PROFICIENCY

BIO

Riddhi is a home based baker providing products to her clients in Delhi NCR. She was previously working in the corporate sector after which she decided on following her passion of baking. She focuses on Instagram and Facebook groups to acquire clients. She gets support from her family for running her business.

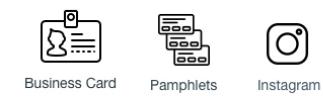
GOALS

- Wants to open her own baking studio.
- Wants to create an online presence like a website (more visibility).
- Wants to provide workshops to interest audience.
- Wants to give more time for her family.

PAYMENT COLLECTION



MARKETING METHODS



AGE 35

OCCUPATION Home Baker

REL. STATUS Married

LOCATION Gurugram, India

TRACKING



COMMUNITY INTERACTIONS

Social Media



ONLINE USAGE

Social Media



Online Shopping



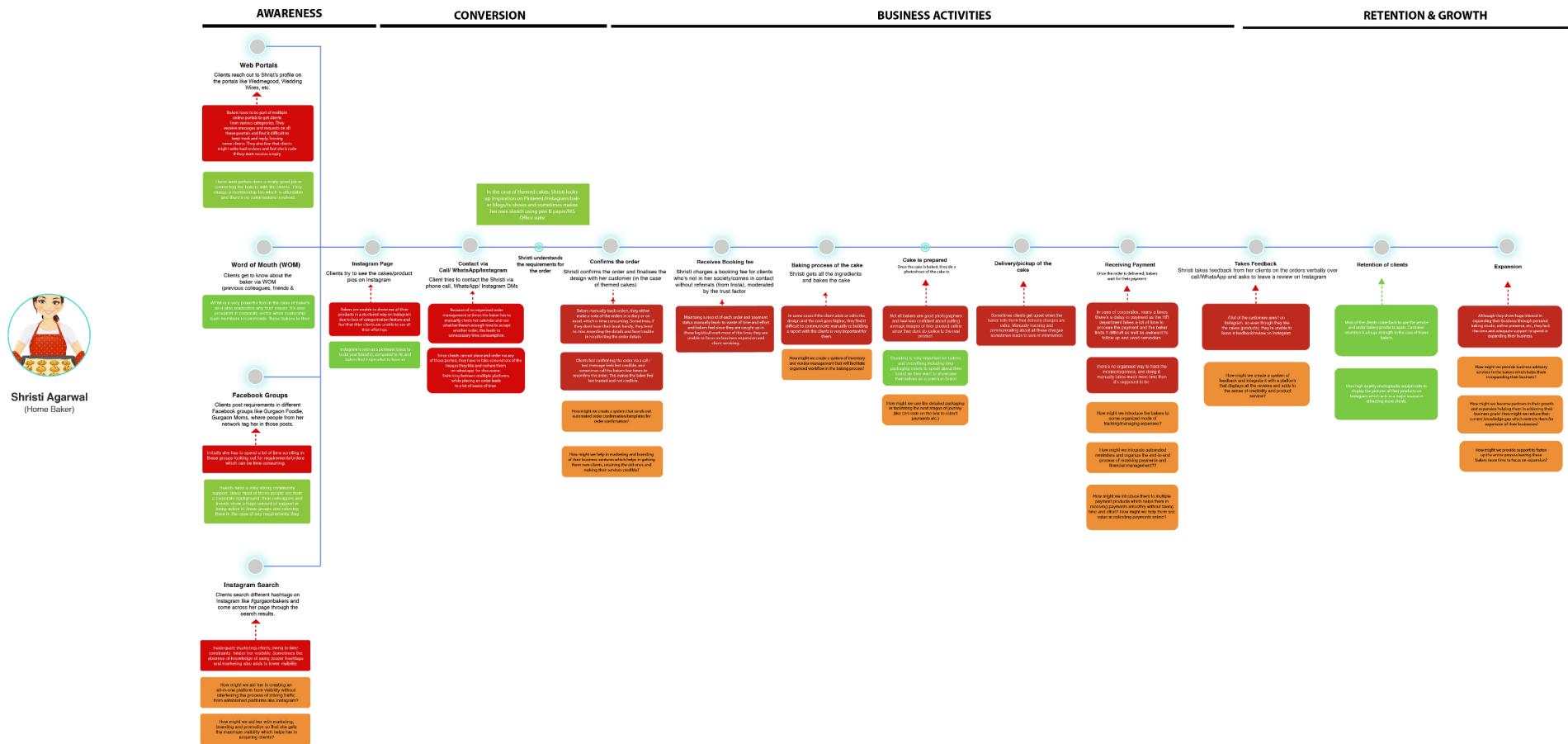
Online Banking



CATEGORY: HOME BAKERS

CASE STUDY

User Journey Map



Q Zoom in to view details

CATEGORY: HOME BAKERS

Card Sorting

Priority Mapping

(Difficulty/Challenging Index)

Most Difficult

Following up payments &
setting reminders

Tracking & Managing
Expenses

Business
Expansion

Vendor Management

Bookeeping

Managing Order

Tax Filling

Collecting Payments

Getting feedback from clients
and improving service

Getting new clients

Retaining Current Clients

Least Difficult

Key Insights

01

Most bakers are **tech savvy, well educated** and have taken up baking as they are passionate about it.

02

Most bakers give **immense importance to branding** - they have a quirky brand name, hire photographers to click beautiful pictures of their cakes to be put up on social media. They like to position themselves as a **niche service providers**.

03

Most of the bakers find clients through WOM, as it is the most trusted source for clients. They also use aggregator platforms like wedmegood, weddingwire to reach out to certain category of clients.

04

They are quite **unorganised with order management** and manually track all the orders in a diary or excel which is time consuming.

05

Payment collection is mostly through **bank transfers from corporate clients** and they prefer **cash or payments through wallet from individual clients** as they want to show some on records and use some to pay off their vendors

Key Insights

06

Confirming the order through a text message does not seem credible and customers sometime reach out them couple of times to reconfirm, which makes the baker feel less trusted and not credible.

07

Since they spend most of their time in book keeping, order management they feel they are unable to focus on **business expansion and growth strategy**.

08

Bakers feel they are **unable to showcase customer reviews** on their platform which can build trust and credibility to their brand as it's mostly verbal feedback and there's no organised review/fedback gathering process in place.

CASE STUDY

Fitness Trainers

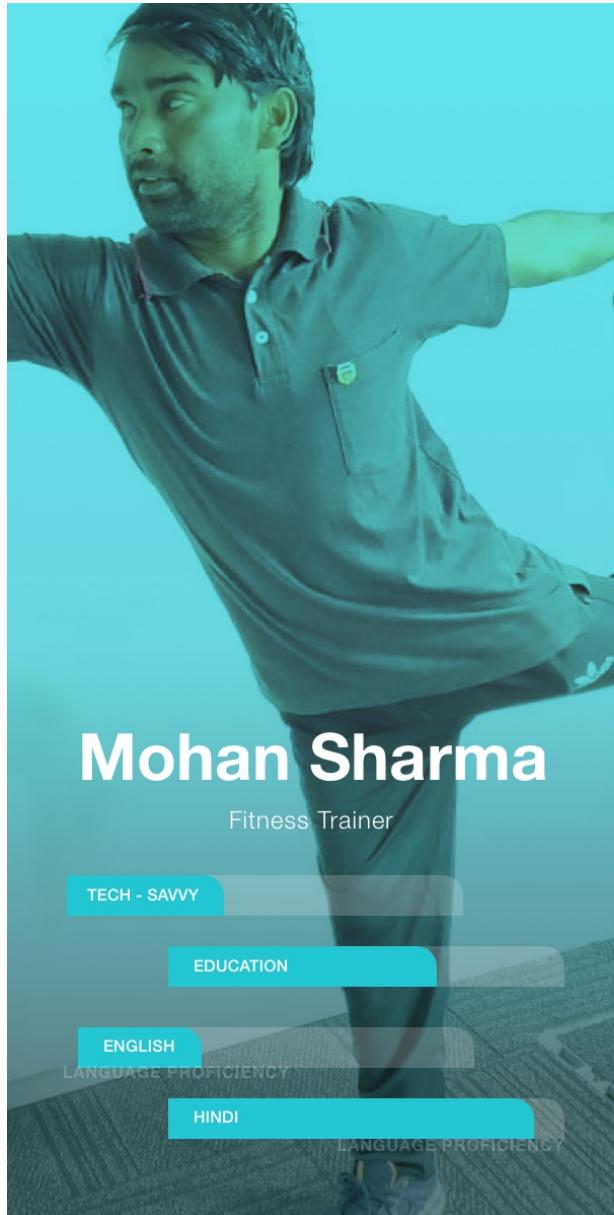
User Persona
User Journey Map
Card Sorting Results
Key Insights



CATEGORY

CASE STUDY

User Persona



Mohan Sharma
Fitness Trainer

TECH - SAVVY
EDUCATION
ENGLISH LANGUAGE PROFICIENCY
HINDI LANGUAGE PROFICIENCY

BIO

Ram is currently providing home-based yoga classes to his clients in Delhi NCR. He's not tech-savvy and has limited knowledge of English language. He lacks knowledge about marketing and management. He expresses the desire to expand his business and get more clients.

GOALS

- Wants to open his own Yoga Institute.
- Wants to give time to his family.
- Wants to be a renowned yoga instructor.

PAYMENT COLLECTION



MARKETING METHODS



AGE

32

OCCUPATION

Yoga Instructor

REL. STATUS

Married

LOCATION

Delhi, India

TRACKING



Manual Tracking
Orders & Payments

COMMUNITY INTERACTIONS

Social Media



Physical meetings, limited WhatsApp usage

ONLINE USAGE

Social Media



WhatsApp

Online Shopping



No Online Shopping

Online Banking

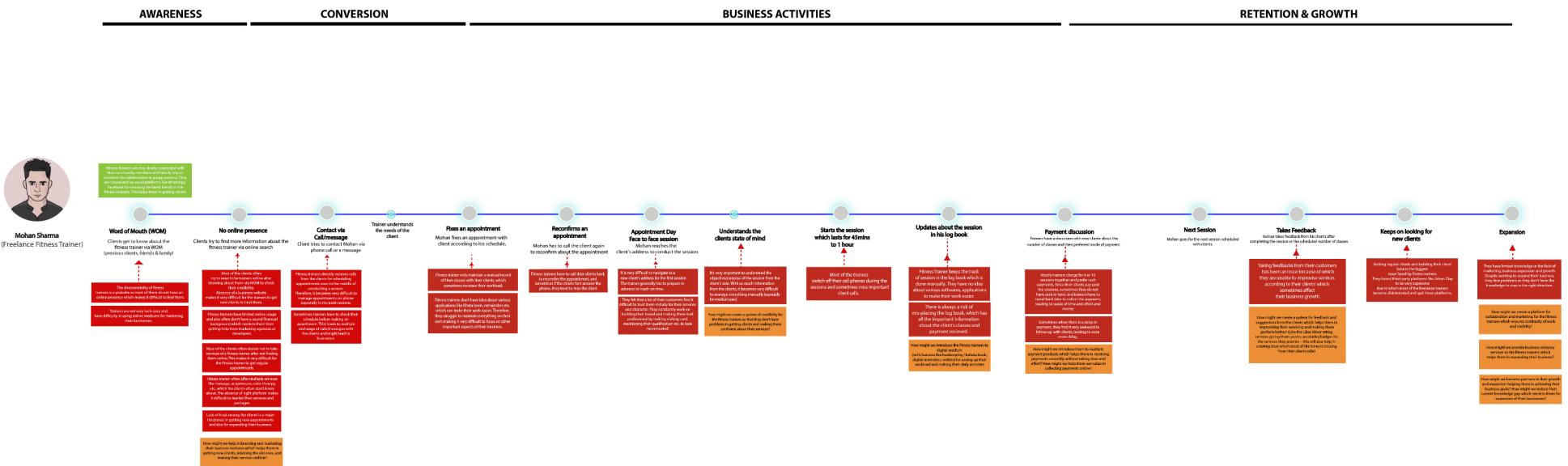


PhonePe

CATEGORY: FITNESS TRAINER-CATEGORY A

CASE STUDY

User Journey Map



 Zoom in to view details

CATEGORY: FITNESS TRAINER CATEGORY A

CASE STUDY

User Persona



Ridhi Mehta
Fitness Trainer

TECH - SAVVY

EDUCATION (POSTGRAD)

ENGLISH LANGUAGE PROFICIENCY

HINDI LANGUAGE PROFICIENCY

BIO

Shristi is currently providing home-based yoga classes to her clients in Delhi NCR. She has previously worked for different corporate firms and has now switched her career as a full-time yoga instructor. She wants to expand her corporate clientele and thereby expand her business.

GOALS

- Wants to expand her business and clientele.
- Wants to learn new skills relevant to the market needs.
- Wants to be a renowned yoga instructor (more visibility).

PAYMENT COLLECTION



MARKETING METHODS



AGE 30

OCCUPATION Yoga Instructor

REL. STATUS Single

LOCATION Gurugram, India

TRACKING



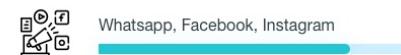
COMMUNITY INTERACTIONS

Social Media



ONLINE USAGE

Social Media



Online Shopping



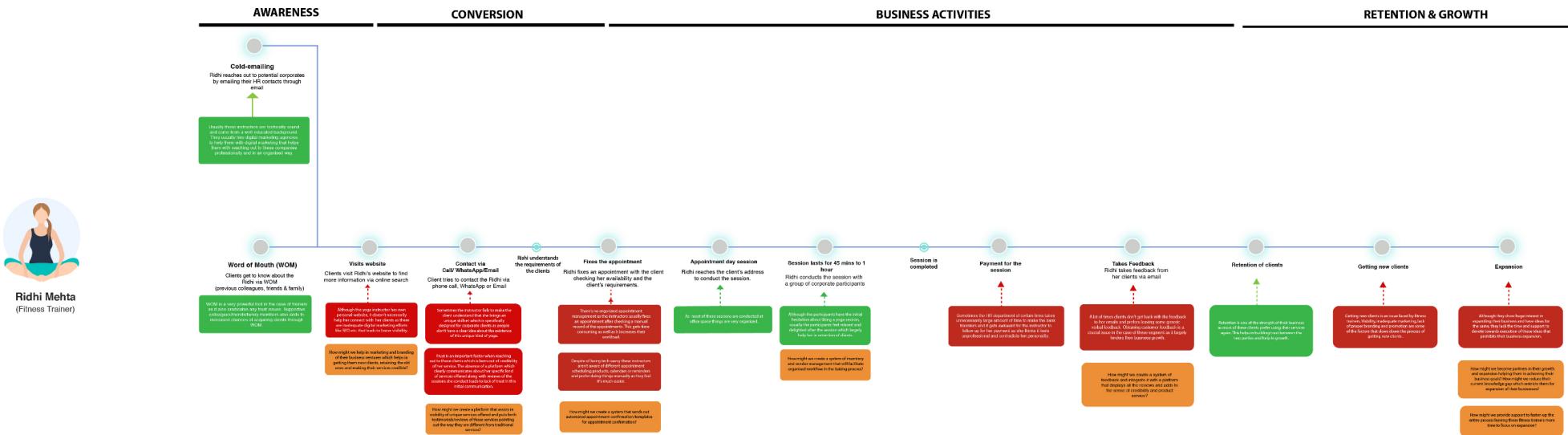
Online Banking



CATEGORY: FITNESS TRAINER-CATEGORY B

CASE STUDY

User Journey Map



Q Zoom in to view details

CATEGORY: FITNESS TRAINER CATEGORY B

Card Sorting

M O S T D I F F I C U L T

Following up payments and sending reminders

Getting new clients

Getting feedback from clients and improving services

Collecting Payments

Retaining current clients

Tracking & Managing Expenses

Managing Orders

L E A S T D I F F I C U L T

Book-keeping

Key Insights

01

Trust and getting credibility of their services are two main factors that hinders the growth of their businesses as they are unable to show reviews/feedback of the services they offer.

02

WOM acts as the best source of acquiring clients as it eradicates the trust issues involved in clients trusting the quality of the services offered.

03

Getting new clients on a regular basis is a crucial pain-point in the business cycle of the fitness trainers. Platforms like UrbanClap suffer from issues like being very expensive, connecting to clients who have have inexpensive financial expectations for using their services, etc.

04

Most of the fitness trainers aren't tech-savvy which leads to unorganised workflow, lack of knowledge about digital products that can help running their business in a more organised manner.

05

Fitness trainers are closely connected to their community where they seek mutual help and support in running their businesses via social platforms like WhatsApp, Instagram, Facebook, etc

Key Insights

06

Following up payments and [sending reminders](#) is another issue faced by this group of merchants. In the case of any delay in payments, it's very difficult for them to follow-up and send constant reminders about the same.

07

Most of the fitness trainers lacks adequate knowledge and support for [growing and expanding their business](#).

08

The fitness trainers lack an [organised system of feedback/reviews](#) on the services they offer which adds to trust issues faced by these trainers when they try to acquire new clients.

Freelancers



User Persona

User Journey Map

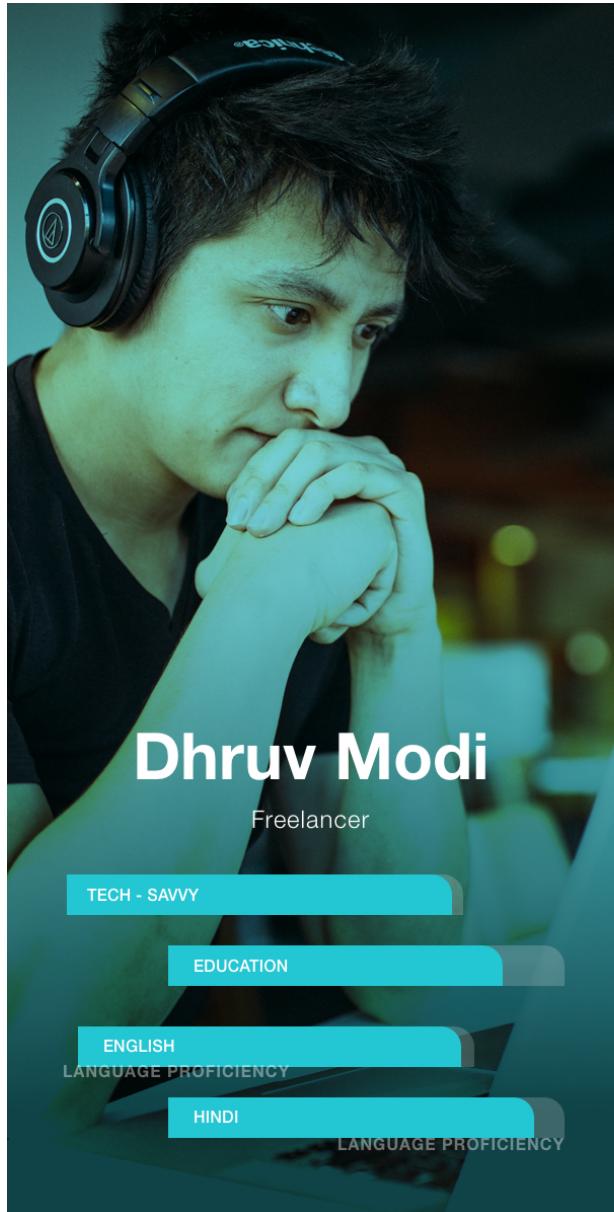
Card Sorting Results

Key Insights

CATEGORY

CASE STUDY

User Persona



Dhruv Modi
Freelancer

TECH - SAVVY

EDUCATION

ENGLISH
LANGUAGE PROFICIENCY

HINDI
LANGUAGE PROFICIENCY

BIO

Dhruv is a freelance developer who works for startups, individual clients in Delhi NCR. He has established goodwill among his previous employers who helped him getting regular projects for his business. He wants more visibility and new clients to expand his business.

GOALS

- Wants to improve his marketing and branding.
- Seeks an one-stop platform for finding new clients (easier pre-pitching)
- Increased collaboration with more freelance designers for big projects.

PAYMENT COLLECTION



MARKETING METHODS



AGE 29

OCCUPATION Freelance Developer

REL. STATUS Single

LOCATION New Delhi, India

TRACKING



COMMUNITY INTERACTIONS

Social Media



ONLINE USAGE

Social Media



Online Shopping



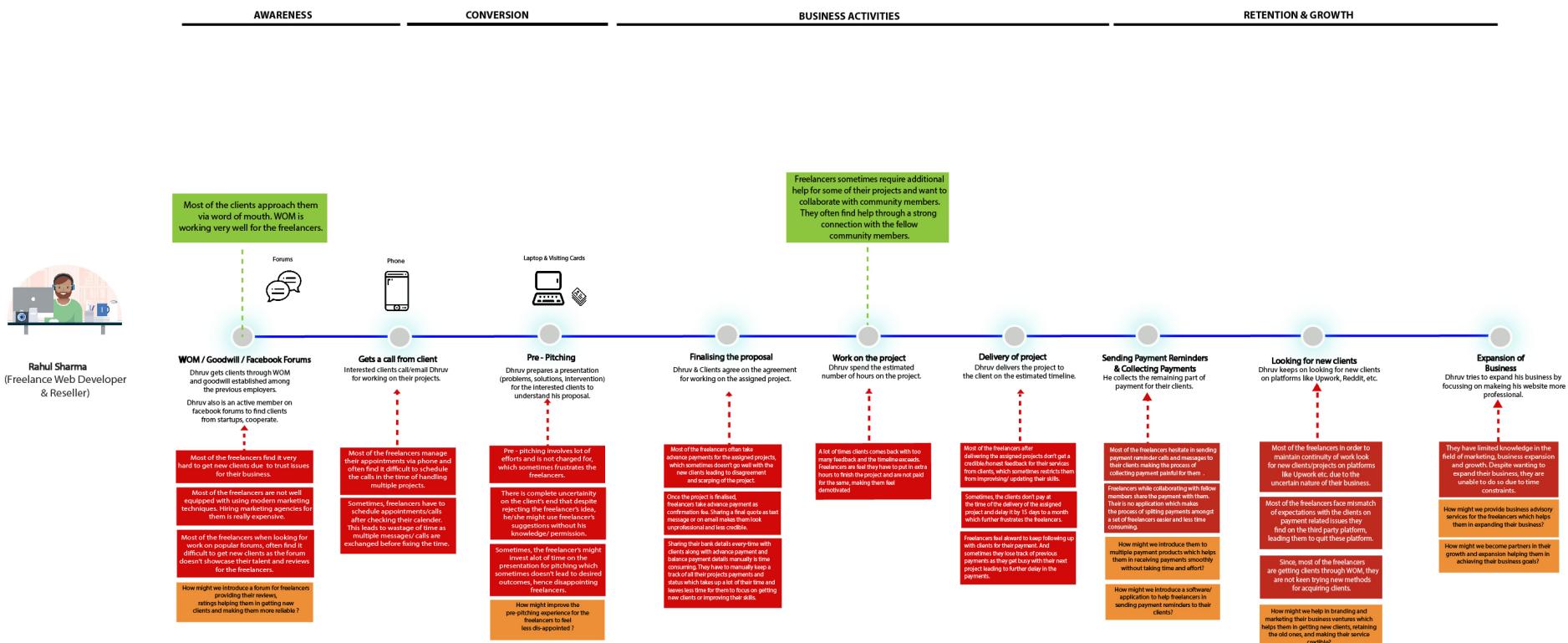
Online Banking



CATEGORY: FREELANCERS

CASE STUDY

User Journey Map



Q Zoom in to view details

CATEGORY: FREELANCERS

Card Sorting

M O S T D I F F I C U L T

Getting new clients

Getting feedback from clients and improving services

Tax Filing

Business Expansion

Tracking & Managing Expenses

Retaining current clients

Collecting Payments

Managing Orders

L E A S T D I F F I C U L T

Book-keeping

Key Insights

01

Freelancers mostly get clients through WOM and have limited knowledge about digital marketing, branding to get new clients. They feel acquiring or outsourcing these services is very expensive and quite unaffordable due to which they don't use them.

02

Most of the freelancers don't like using third party platforms like Upwork, Fiverr to get clients as wages/quotes on these platforms are quite lower than their expectations.

03

Getting new clients on a regular basis is a crucial pain-point in the business cycle of the fitness trainers. Platforms like UrbanClap suffer from issues like being very expensive, connecting to clients who have have inexpensive financial expectations for using their services, etc.

04

They are quite unorganised with order management and manually track all the orders in a dairy or MS Excel which is time consuming.

05

Pre-positioning in front of the clients is a very crucial step for all the freelancers and involves a lot of thought, creativity and effort. This step is decisive in getting the client interested in working with the freelancers and often goes unacknowledged.

Key Insights

06

Payment collection is mostly through **bank transfers** from clients and they **only prefer cash** when the payments are quite high. They usually have to hire services of a **freelance CA** at the time of **tax filing** once in a year.

07

Freelancers accept **50% advance payment** at the beginning of the project and receives the rest **50% after the delivery of the project**. Taking payment in advance from the client assures the freelancer about the financial security of the project.

08

Freelancers **heavily relies** on **community members for support and collaboration**. They take help from the community members when working on big projects.

09

Freelancers **hesitate** in constantly sending out **payment reminders** to their clients as it makes them feel **awkward** and have the **fear of losing out the clients** for the next project.

10

Feedback is often missing from the client's end at the time of delivery of project and serves as a constraint for the freelancers in improvising / updating their skill set.

CASE STUDY

Financial Consultants

User Persona

User Journey Map

Card Sorting Results

Key Insights



CATEGORY

User Persona



Poonam Singh
Financial consultant

TECH - SAVVY(MS EXCEL)

EDUCATION

ENGLISH
LANGUAGE PROFICIENCY

HINDI
LANGUAGE PROFICIENCY

BIO

Gurleen runs her financial consultancy in Delhi since the last 6 years. She has the full support of her family in running her consultancy & has hired a team of 10 people to help her in carrying her daily business activities. Her consultancy provides a range of financial services and products to interested audience. She now wants to expand her business and focus on digital marketing to get more clients.

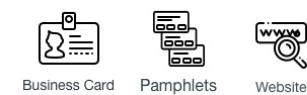
GOALS

- Wants to expand her business.
- Wants to give time to her family.
- Wants to actively invest time in writing blogs and digital marketing for her consultancy.
- Wants more corporate clients.

PAYMENT COLLECTION



MARKETING METHODS



AGE

32

OCCUPATION

Financial Advisor

REL. STATUS

Married

LOCATION

New Delhi, India

TRACKING

Manual Tracking
AppointmentsHires Freelance CA
Tax Filing

COMMUNITY INTERACTIONS

Social Media



ONLINE USAGE

Social Media



Online Shopping



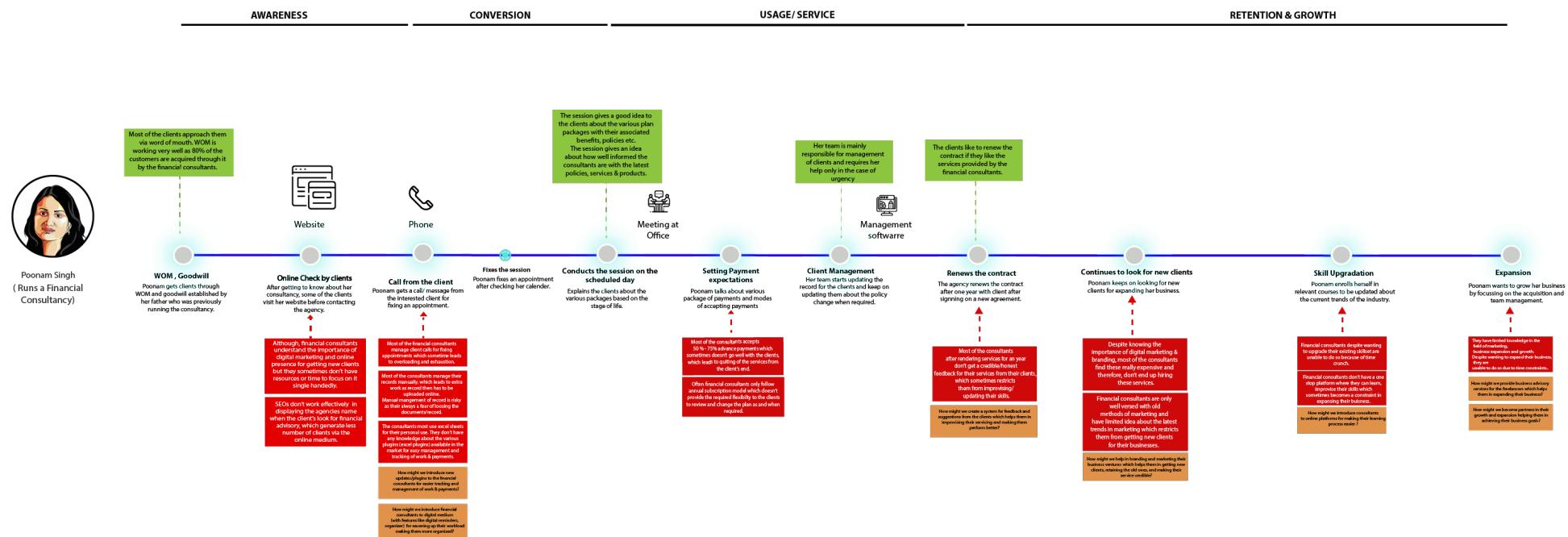
Online Banking



CATEGORY: FINANCIAL CONSULTANTS-CATEGORY A

CASE STUDY

User Journey Map



Q Zoom in to view details

CATEGORY: FITNESS TRAINER CATEGORY A

Key Insights

01

Financial advisors usually get 80% of their clients through WOM and rest 20% from the online search. Most of the clients pass referrals to family members, friends and colleagues in office.

02

Financial advisors provide financial services like personal finance, tax filling, kid planning and financial products like portfolio management, insurance covers etc. to their clients. They provide packages on the basis of the [stages of life of an individual](#).

03

They know the importance of online presence and have [created websites](#) in the name of their consultancy. But get less time to focus on the improving the branding and marketing via blogs etc. for their websites. ([They find it difficult to find the right candidate who can do the job at a nominal cost](#))

04

The client management is usually done by the [hired staff \(admin\)](#) and mostly involves doing paper work for the clients. The financial consultants provide assistance in urgent cases.

05

Financial advisors are also interested [conducting workshops](#) related to financial literacy with cooperates as they get exposure and have a good chance of getting more clients.

Key Insights

06

They usually accept payments via [bank transfers](#) and sometime accepts [cheques](#). They mostly take [advance payment](#) from their client at the beginning of the plan and receives the rest after finishing up the paper work.

07

A few of advisors get direct payments from the [agencies \(mutual fund agencies\)](#) and get [monthly payments](#) for the number of client acquired through him.

08

Most of the financial advisors also provide [single briefing session \(advisory service\)](#) to interested client (for financial literacy) and accept payments via digital wallets like [Paytm, G-Pay](#).

09

Since they spend most of their time in managing their consultancy, they feel they are unable to focus on [business expansion](#) and [growth strategy](#).

09

They are [not](#) really connected with the [fellow community members](#) and works in a silo. Unlike other freelance categories, they don't rely on community for clients, collaborations etc.

CASE STUDY

User Persona



Devika Agarwal
Chartered Accountant

TECH - SAVVY(MS EXCEL)

EDUCATION

ENGLISH LANGUAGE PROFICIENCY

HINDI LANGUAGE PROFICIENCY

BIO

Devika runs a CA firm based out of Delhi NCR along with her partner. Both of her and her partner are certified CAs who are practising for more than 4 years now. Her firm comprises of 4 individuals who help her acquire clients and help her with the different assignments. She wants to expand her business but restrictions on advertising and lack of an online portal to connect CAs to private firms act as inhibitors.

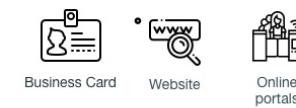
GOALS

- Wants to expand her business.
- Wants to infiltrate the private sector and have clients from the private sector.
- Wants to get more clients and expand her clientele.

PAYMENT COLLECTION



MARKETING METHODS



AGE 34

OCCUPATION CA

REL. STATUS Married

LOCATION New Delhi, India

TRACKING



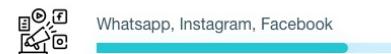
COMMUNITY INTERACTIONS

Social Media



ONLINE USAGE

Social Media



Online Shopping



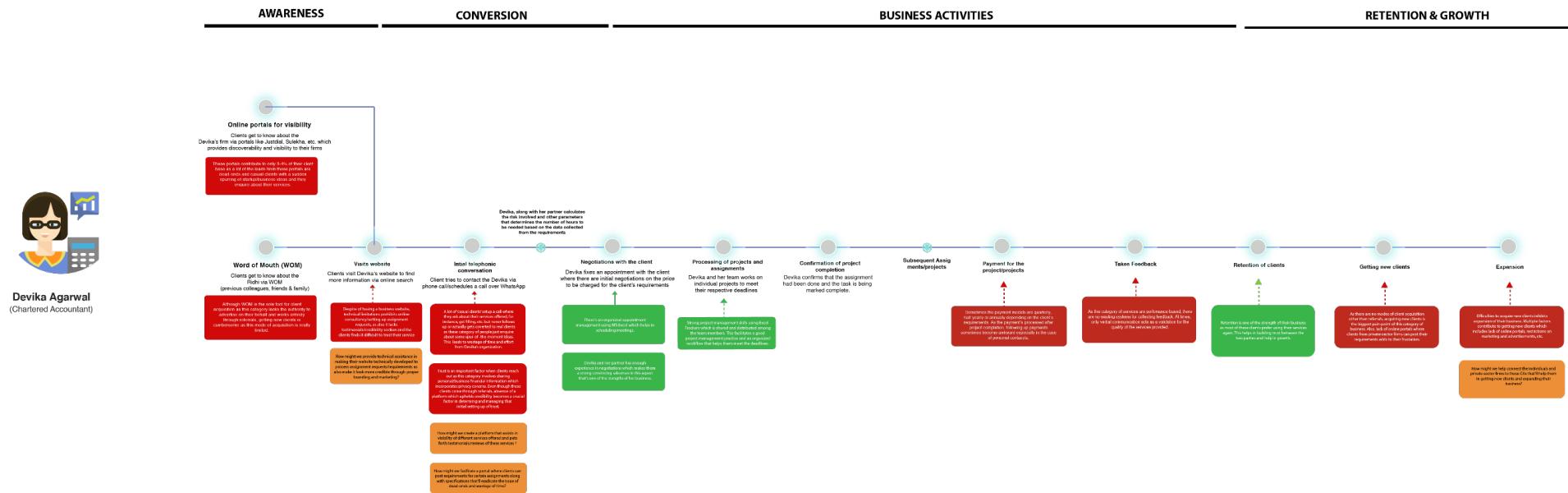
Online Banking



CATEGORY: FINANCIAL CONSULTANT-CATEGORY B

CASE STUDY

User Journey Map



 Zoom in to view details

CATEGORY: FITNESS TRAINER CATEGORY B

Key Insights

01

WOM and referrals are the main mode of client acquisition that contributes to around 90% of the total client acquisition.

02

Most of their clients are government sector firms with a small proportion of individual clients.

03

Trust is a huge factor when a client approaches them. They feel building that initial trust is a touchpoint because of which they lose certain clients who don't come through referrals. As this category requires sharing all financial information, trust and privacy concerns plays an important role.

04

Portals like Sulekha and Justdial are ineffective as they lead to dead ends and only 3-4% of clients. Still they're subscribed to these portals as they are the only platforms for discoverability and visibility.

05

Tracking and managing expenses, client management and income management isn't an issue as they're proficient with accounting as it falls under their profession.

Key Insights

06

The present **retention rate** is more than **80%**, which helps in the retention of the clients. Although there **isn't any organised system for collecting feedback**, most of the feedback is collected verbally.

07

Connecting to the **private sector firms** and infiltrating that sector is another pain-point as there **aren't any platform/portal** where the private sector firms can post their requirements for any assignments for a CA agency/firm, which the participant wishes to have as it'll solve a huge problem of **acquiring more clients** and **expanding their business**.

09

Getting new clients is undoubtedly the biggest challenge faced as this category lacks the freedom to advertise for their business. Inability to implement client acquisition strategies inhibits expansion of business.

CASE STUDY

Workshop 01

Present
Brainstorm
Envision
Ideate

ENVISION

10:00 A.M - 12:15 P.M

PRESENT

Presentation of research report to the team.
Individuals are asked to write any HMW(How-might-we)s on post-its and place them on respective journey maps.
Q&A session for the last 15 mins.

12:15 A.M - 1:30 P.M

COLLATE

Affinity Mapping of HMWs into open groups for each individual personas.

2:30 P.M - 3:30 P.M

IDEATE

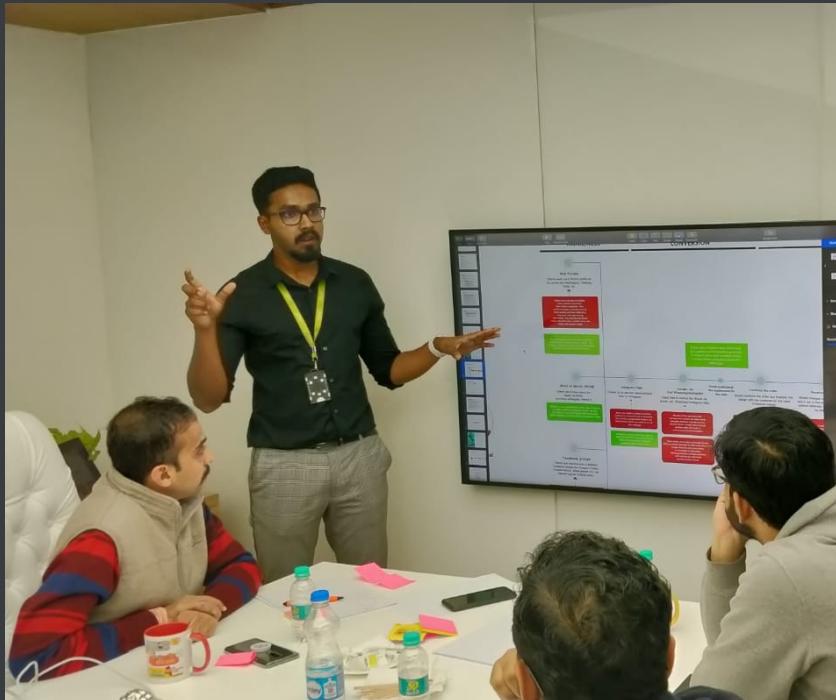
Team divided into groups to ideate about possible solutions through Crazy 8s, 3-step sketch, to formulate a complete business model as solution.

3:30 P.M - 4:30 P.M

SCOPE

Teams present their models and highlight key aspects and possible monetisation strategies.

CASE STUDY



Presentation of the research report

Present
Brainstorm
Envision
Ideate

Affinity mapping sessions

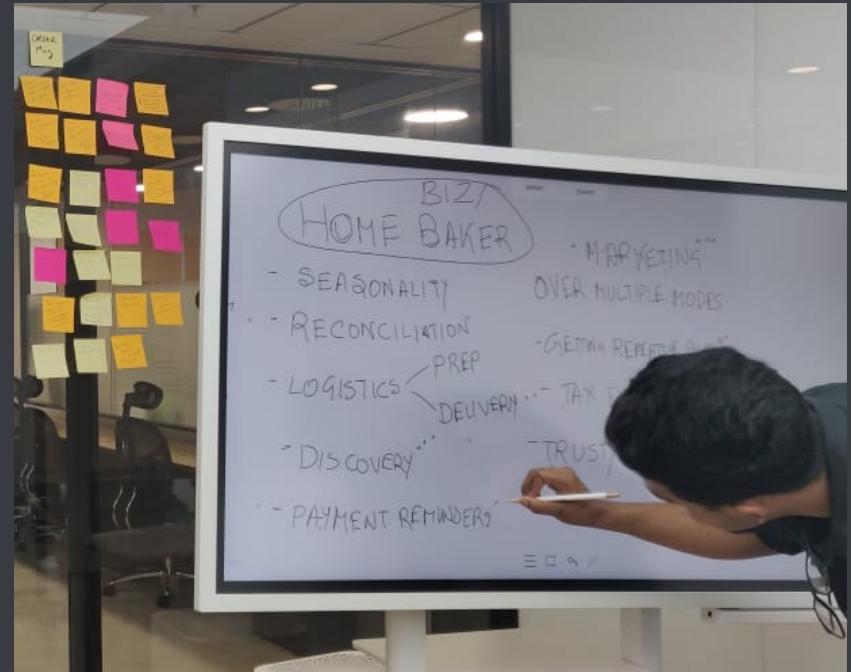


CASE STUDY



User Journey Maps

Present
Brainstorm
Envision
Ideate



Final themes (Areas of Opportunity)

BUILD CREDIBILITY/TRUST

Showcase various offerings online.
Customer reviews.
Certifications and their qualifications.

COLLECT AND MANAGE PAYMENTS EASILY

Send confirmation invoice.
Automated reminders
Partial and international payments.
All payment options

COMMUNITY PLATFORM

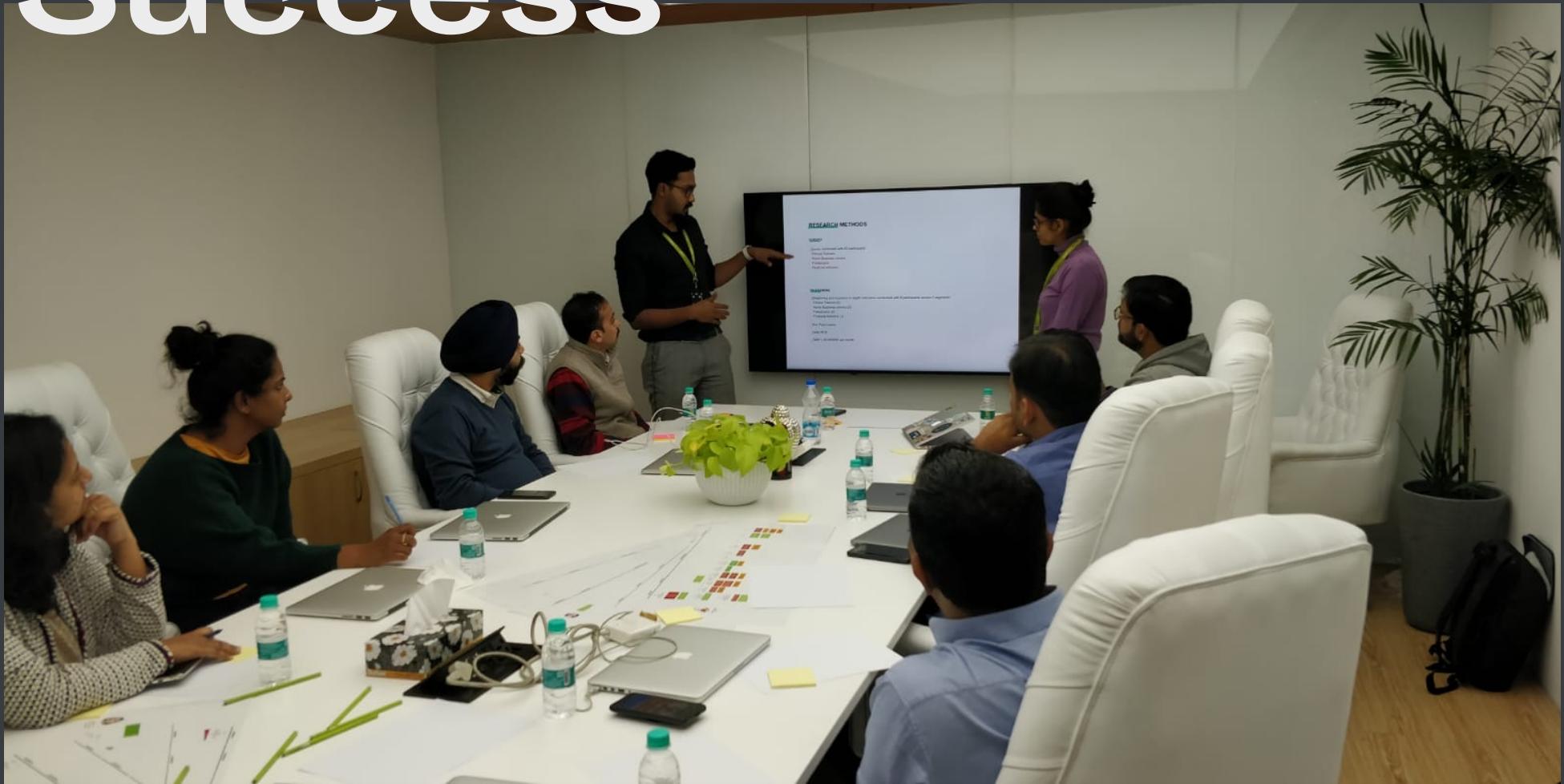
Platforms for segments to come and hunt for new projects & clients.

MANAGE AND TRACK ORDERS DIGITALLY TO SAVE TIME

ENABLE EASY COMMUNICATION BETWEEN MERCHANTS & CLIENTS TO FACILITATE SALES AND ORDER UPDATES

TRACK BUSINESS HEALTH, MANAGE CUSTOMERS AND FOCUS ON BUSINESS EXPANSION

Success



The workshop involved all the key stakeholders of the project, and proved to be a key success in achieving business goals set by our organization. This was the first innovation research by PayU and the UX Research team was appreciated for the efforts.

CASE STUDY

Workshop 02

Business Model
Monetisation Strategy
Distribution
Product Development

PRODUCT SCOPING

Ideate



Teams gathered at different locations and connected virtually to come up with unique value propositions, discussed the business models and possible monetisation strategy.

Business Models

Things that followed after the second workshop

-  The business models were formulated for **home chefs** and **fitness trainer** segments as they had a lot of common issues and opportunities.
-  The freelancer segment was taken up as a different proposition and a separate project was kicked off for that user segment.

The business models, competitive benchmarking, monetisation strategy and other parameters are confidential to PayU and hence not displayed in this case study

Product Development

It was time for us to build

02

Products

1000

Iterations

1000

Meetings

1000

Sleepless Nights

PRODUCT DESIGNED

CASE STUDY

The champions

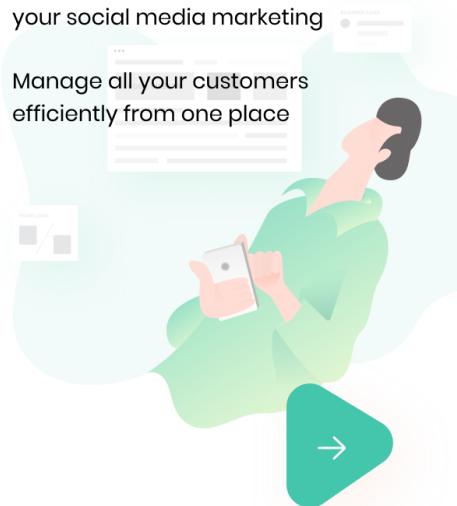
Hey Priyanka,

Here's the easiest way to build your brand

▶ Setup your website hassle-free in 2 minutes

▶ Use our built-in templates to boost your social media marketing

▶ Manage all your customers efficiently from one place



Welcome Parvati !

A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well.

Check out your awesome brand

Customer Overview

Learn from your customer insights to work on business expansion



Marketing Tools

Simple and easy to use tools



Social media post templates

Create posts and stories for your Instagram, Facebook, YouTube, and many more.



Advertisement materials

Create beautiful brochures, pamphlets, newsletters from our wide range of templates.



Home



Customers



My Website



Profile

PRODUCT

Brand Builder

Wireframing by Rounak Ghosh

Visuals by Rounak Ghosh

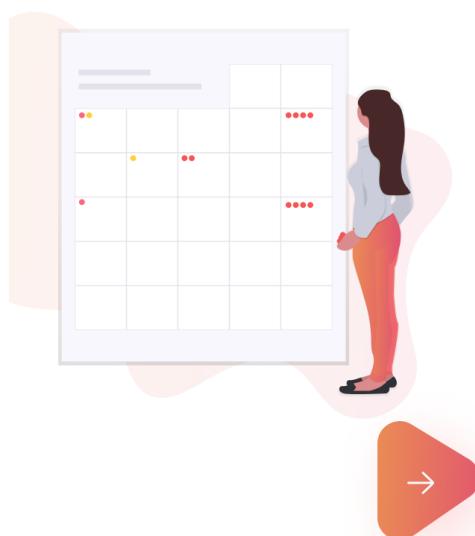
PRODUCT DESIGN

CASE STUDY

The champions

Let us manage your orders and payments!

You bake the world happy with your delicious baking.



Hey Priyanka!

Happiness is knowing that there is a cake in the oven :)



Order Summary

[View all](#)

3	TOTAL
3	PENDING
0	DELIVERED

Payments Summary

[View all](#)

₹ 0,000.00	₹ 0,00.00
Amount Settled	Settlement Due

Want to get more clients?

Adding testimonials to your website helps build trust and get more clients.

[Add Testimonials](#)

Your Orders

[View all](#)

New Enquiry

Theme Cake Delivery: 10 Mar'20
Holi theme cake in 3 kgs & 2 tiers. Chocolate flavoured with chocolate ganache and...
Ravi Mehta (+91-9891020488) Order ID: CB001

Delivery Today

Baby Shower Cake Delivery: 8 Mar'20
Holi theme cake in 3 kgs & 2 tiers. Chocolate flavoured with chocolate ganache and...
Ravi Mehta (+91-9891020488) Order ID: CB002

[Home](#) [My Website](#) [Orders](#) [Payments](#) [Profile](#)

PRODUCT

Order Manager

Wireframing by **Surbhi Gupta, Rounak Ghosh**

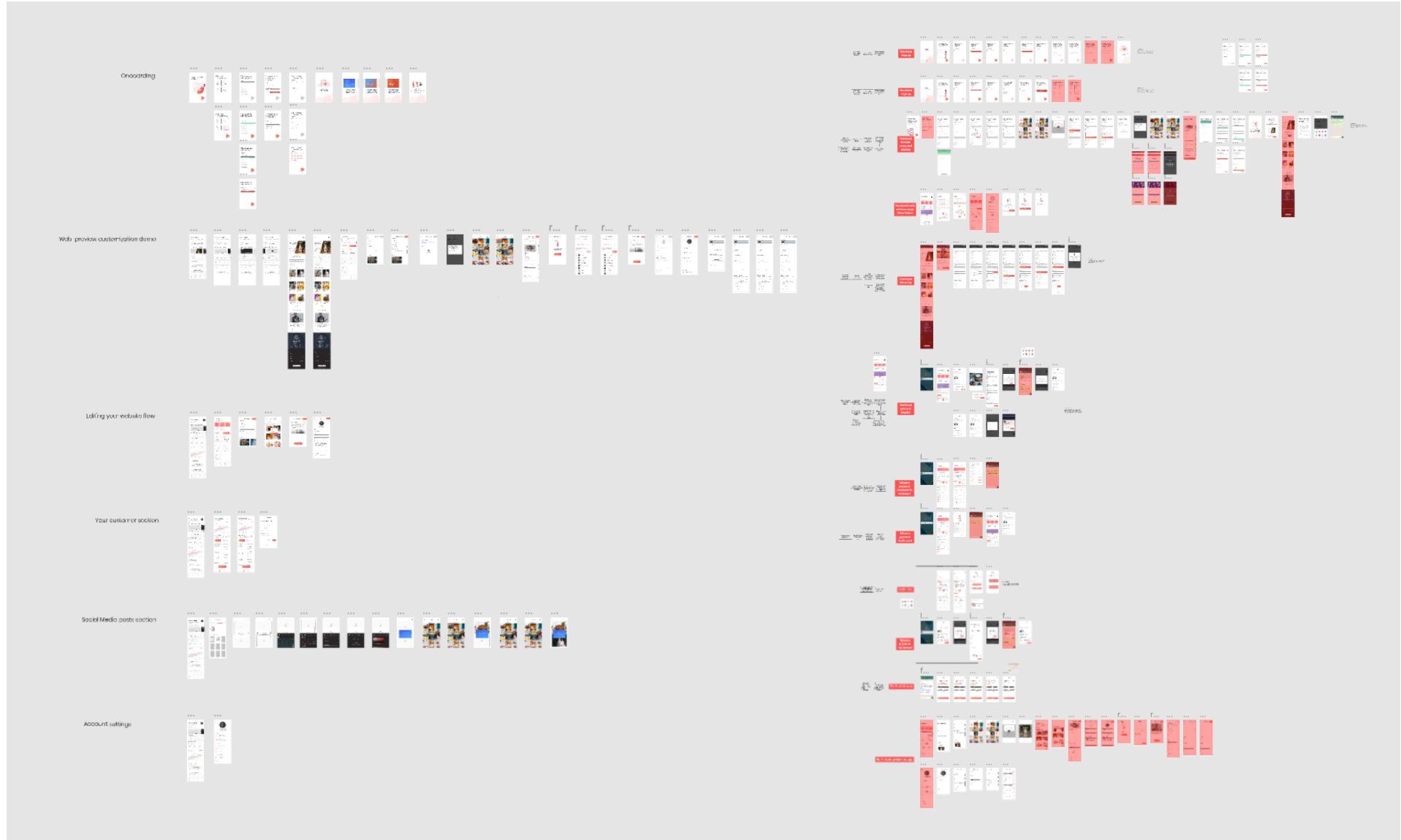
Visuals by

Surbhi Gupta, Rounak Ghosh

PRODUCT DESIGN

CASE STUDY

Behind the Scenes



PRODUCT DESIGN

Next Steps

Things that are ongoing and upcoming

 These two products are to undergo **user testing** to incorporate further iterations that have to be incorporated to fulfil the user needs.

 Brainstorming for new features for the next phase and evaluate the human behavioural responses while using the applications.

 Further improvise on product and business strategies to facilitate scalability of these products across other merchant segments.