

# About Tala

Tala provides fast, personalized loans based on mobile phone data to millions of underserved people in emerging countries.



## Countries we serve at

India, Mexico, Philippines, Kenya

## Customer served globally

8.5 million +

## Target segment

Security guard, vegetable vendor, driver, retailer, farmer etc

## Avg. Repayment Rate

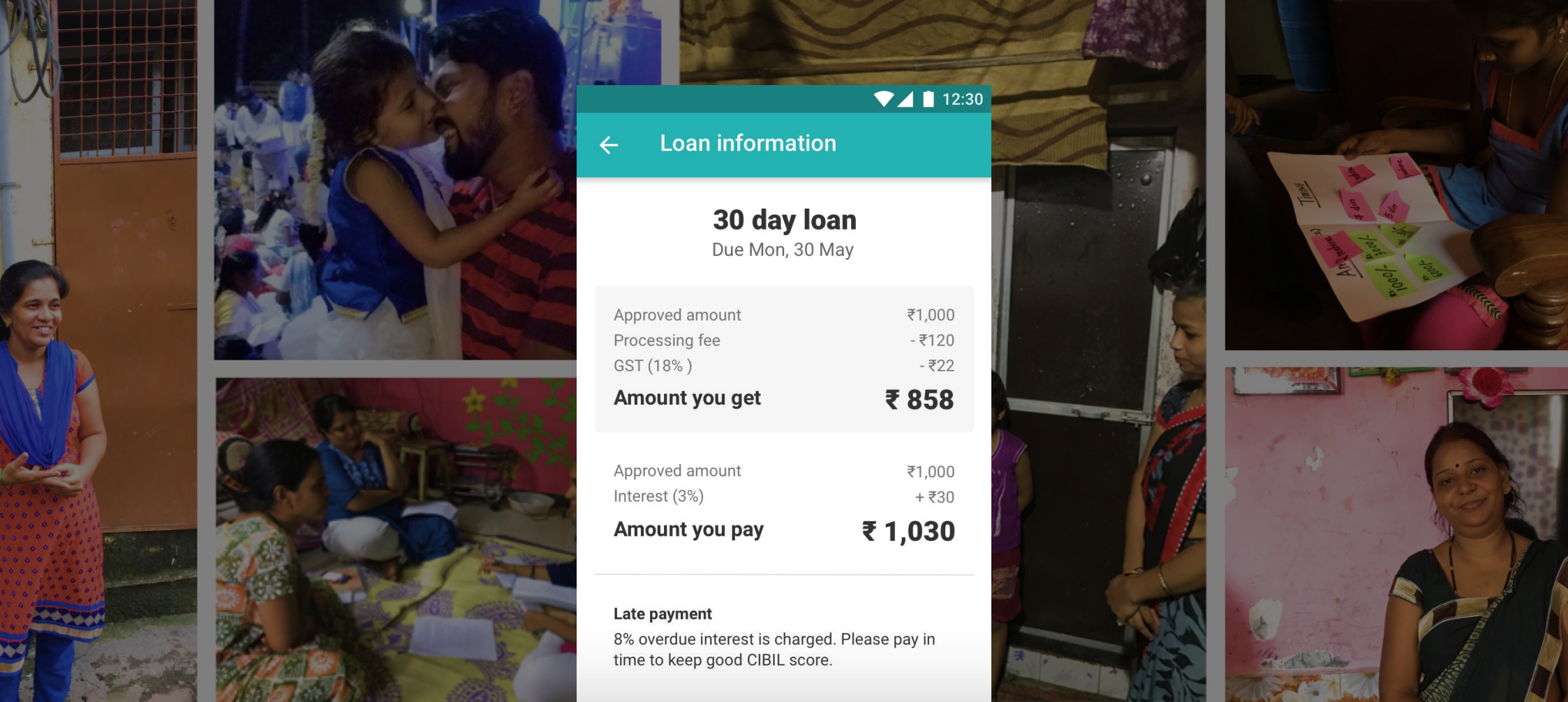
~90%

## Loan disbursement time

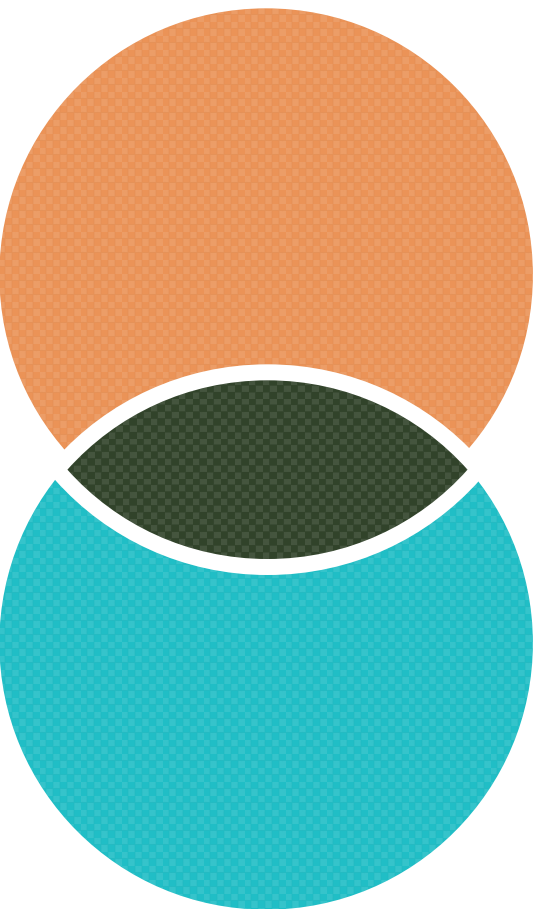
~85% borrowers get loan in <10 min

## NDA (non-disclosure agreement)

Original details/analytics/metrics replaced or blurred due to NDA.



# Project - Fee Structure







## Business Goal

As a lender, I want to provide users with a clear and transparent fee structure that complies with local regulations.

## User Goal

As a first-time user in India, I want to clearly know the amount I receive, the repayment amount, and the borrowing costs.

## Product Goal

- 1. Loan acceptance rate between 70% - 83% is maintained or improved in 4 markets    
- 2. Minimal or no increase in customer complaints.

# Team, Role and Process

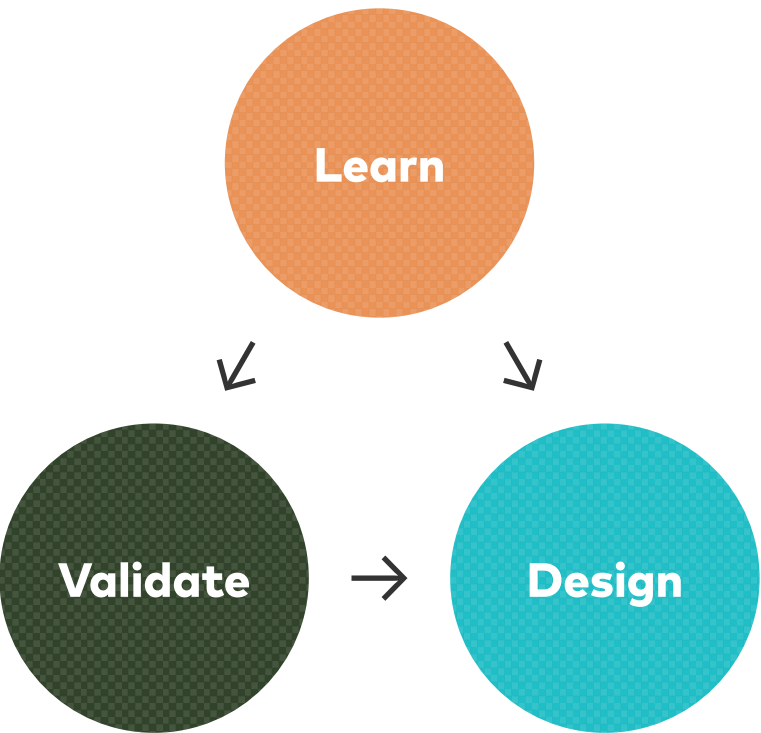
## Team

Product Manager, Designer, Frontend Engineer, Business Head, Legal

## Role

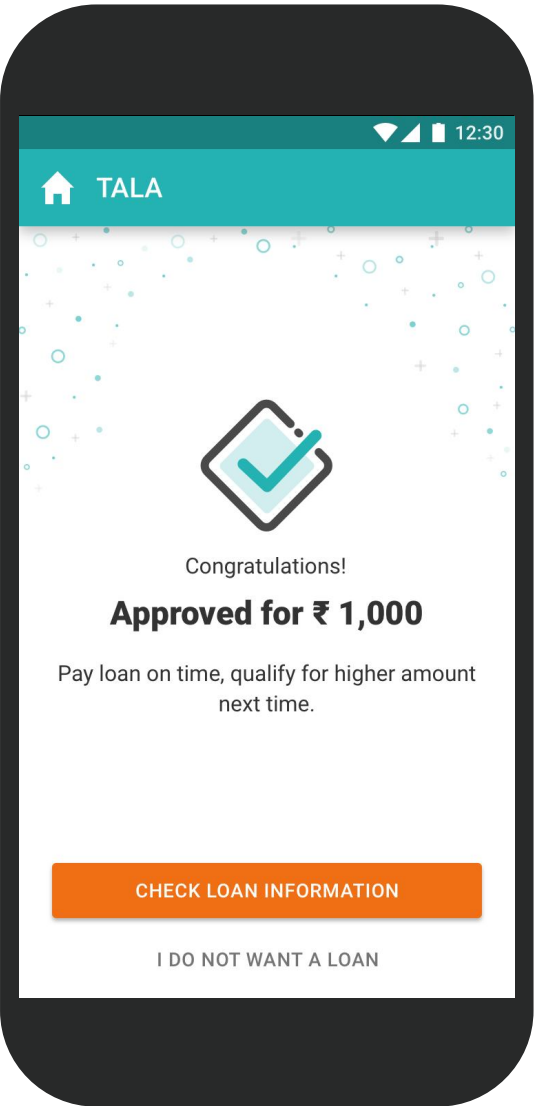
- 1. Partner with the PM on PRD
- 2. Led design end to end
- 3. Led user testing

## Process

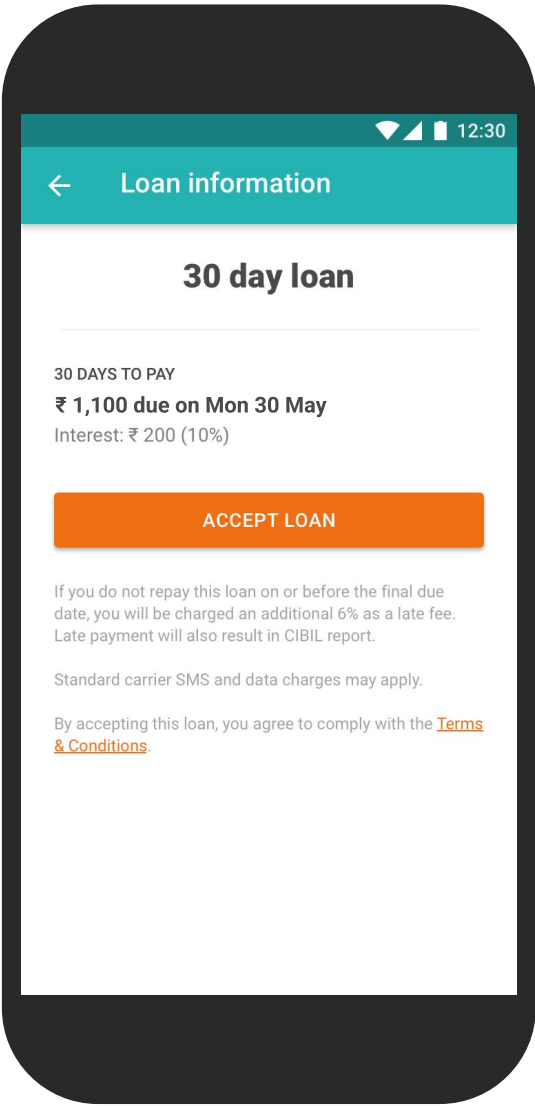


# What we wanted to de-risk?

## Current designs



Approval Screen



Loan Info Screen

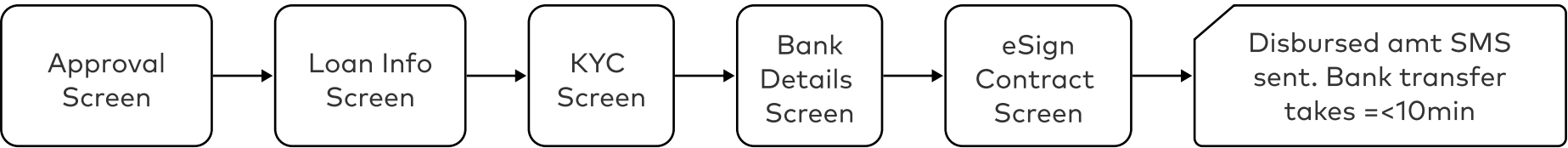
### Simple fee structure

Amount disbursed  
is same as  
Approved amount

### Current fee structure

- 1. Approval amount
- 2. Tenure
- 3. Due Date
- 4. Repayment amount
- 5. Interest

## Flow - Happy Path



## New fee structure

- 1. Approval amount
- 2. Tenure
- 3. Due Date
- 4. Repayment amount
- 5. Interest
- 6. Processing fee\*\*
- 7. GST\*\*
- 8. Disbursement amt\*\*

### New\*\* fee elements added

- 1. Tala introduced Processing fee & GST on loans.
- 2. These costs were deducted from the approved amount.
- 3. The remaining amount was then disbursed.

#### Short summary

Old reality : Disbursed amount = Approved amount  
New reality : Disbursed amount ≠ Approved amount

#### Risk implications

Unclear information will lead to trigger doubt in user mind.  
Subsequently increasing drop-offs.

Users may overlook loan fee structure in haste and feel deceived by a mismatch in approved and disbursed amounts, harming Tala's brand value 'TRUST'.



# Learn

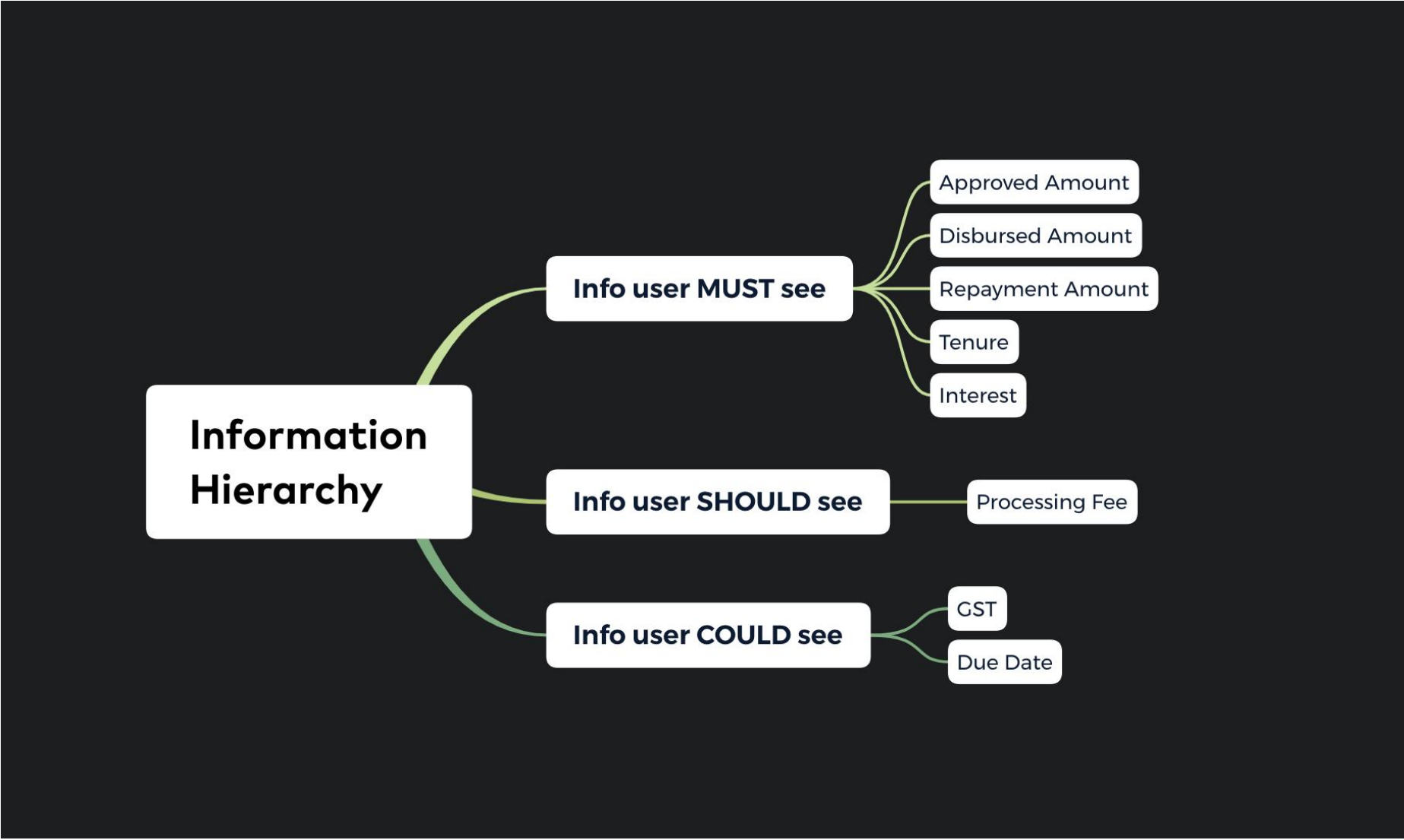
## Study India requirments

### Information hierarchy - Study, collaborate

1. Studied elements of India fee structure
2. Collaborated with PM and business head to set the hierarchy.

### MuSCoW framework for hierarchy setting

1. **MuST** - Remembering info until loan acceptance journey is must
2. **SHOULD** - Noticing/remembering info is good to have.
3. **CoULD** - Unnoticed/forgotten info is a non-issue.
4. **WONT** - Unnoticed/ignored info is a non-issue.



## Study Kenya, Mexico, Philippines requirements

### Why?

1. Tala is a global product. Change in one country impacts the other.
2. Aim of the study was to come up with extensible layout and design patterns.

### Key Takeaways

1. Number of fee structure elements ranges from 5 to 8 in different countries.
2. A typical text/string length of fee elements is 20-30% higher or lower than India.
3. India is the only country with a different approved amount and disbursed amount.

## Constraints

### PM's conveyed

*New design shouldn't demand too much iteration. Reuse current design as much you can. But take care, brand value doesn't take a hit. If required do usability test.*

### Design Takeaway

Design high impact but low-cost solution

## Learn phase concludes

Concludes with a 70-80% finished PRD covering goals, user stories, constraints, etc.

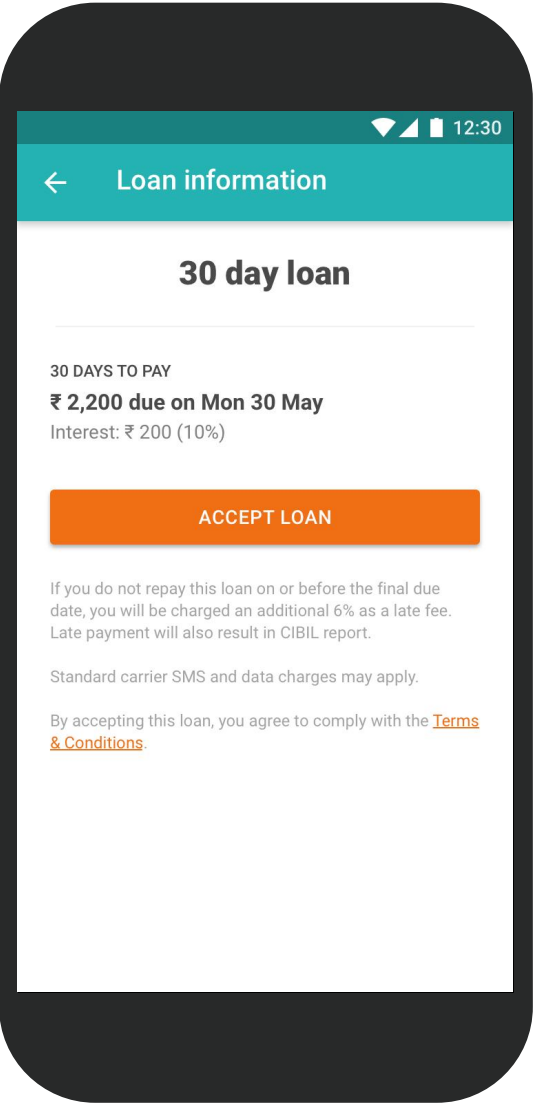
<b>Spec: Update fee structure for India (single loan amount &amp; loan duration)</b> Shalaka Gole   Updated: 2019-11-08 Brief   <b>Spec</b>   Zeplin   JIRA   Tech Design   Flow Diagram   <a href="#">Research</a>		
Demonstrate a clear, detailed fee structure for users in India that complies with local regulations.		
Context:		
<div></div>		
<a href="#">Detailed Flow Diagram</a>		
Happy Path: Loan Survey → Loan Approval → <b>Loan Information</b> → KYC (Home Screen)		
<b>Requirements</b> As an Indian lender, I want to separate the cost of payment for my customers into interest fee, processing fee, GST applied for a processing fee. I want to disburse only the principal to users, and make clear to them their loan amount and their payment amount.		
<b>User Stories</b>	<b>Priority</b>	<b>JIRA</b>
<b>Display clearly</b> As an Indian lender, I want to make clear to the user the cost breakdown of each loan at the point of loan approval including: <ul style="list-style-type: none"><li>Processing fee - 12%</li><li>GST on processing fee - 18% of Processing fee</li><li>Interest rate - 3%</li><li>Disbursal Amount = Approved amount - Processing fee - GST</li><li>Total Repayment amount</li></ul>	Must	↑

# Collect team feedback on initial concept

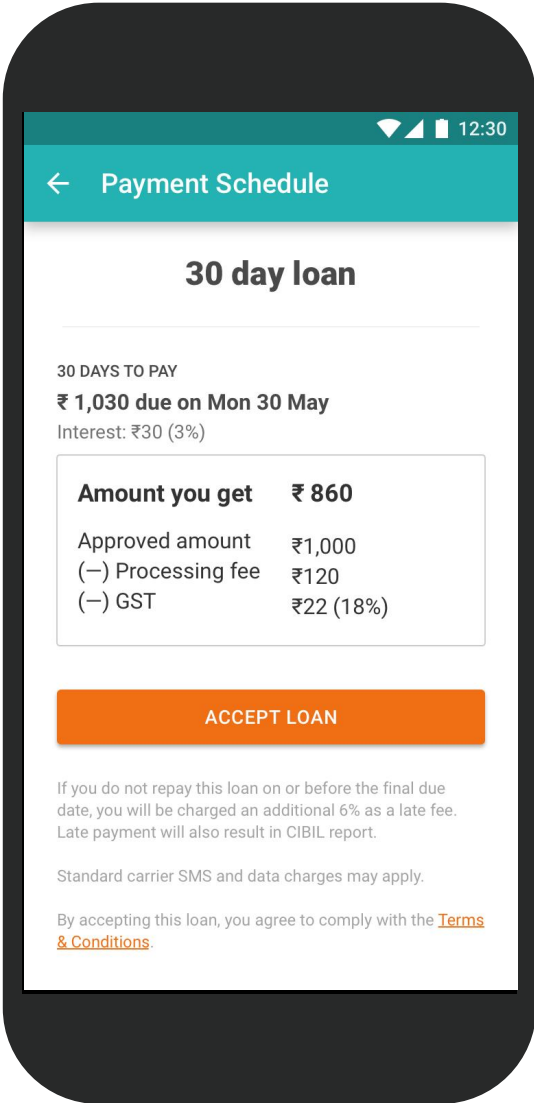
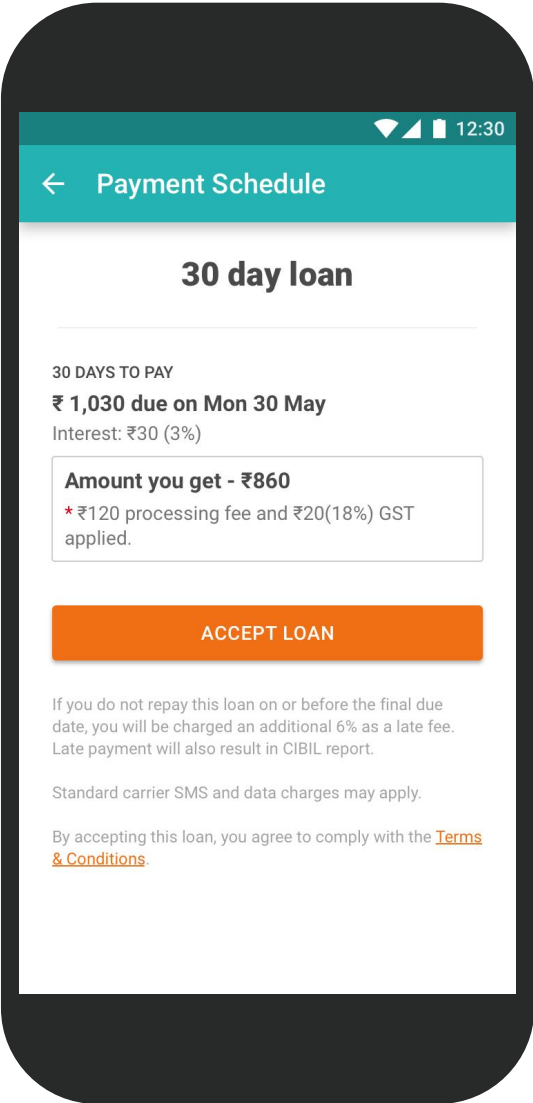
## Feedback prompt given to the team

- 1. Question asked to team members
  - a. What’s your 1st impression?
  - b. Will the old UI prove efficient enough to communicate the fee structure clearly?
  - c. If unclear, what are the risk?
- 2. Feedback sought
  - a. From PM and designer from 4 countries 🇮🇳🇰🇪🇮🇹🇵🇭
  - b. Business head in India 🇮🇳

### Old designs



### New design proposals - 2 options



## Team reaction on 1st impression

- 1. That’s too much information
- 2. Which section is more important information is not clear
- 3. So much text
- 4. It’s confusing.

## Conclusion

Project scope revised. Got a buy-in to do 100% reimagining UX.

### Learning

“If a picture is worth 1000 words, a prototype is worth 1000 meetings.”  
 — Tom & David Kelley

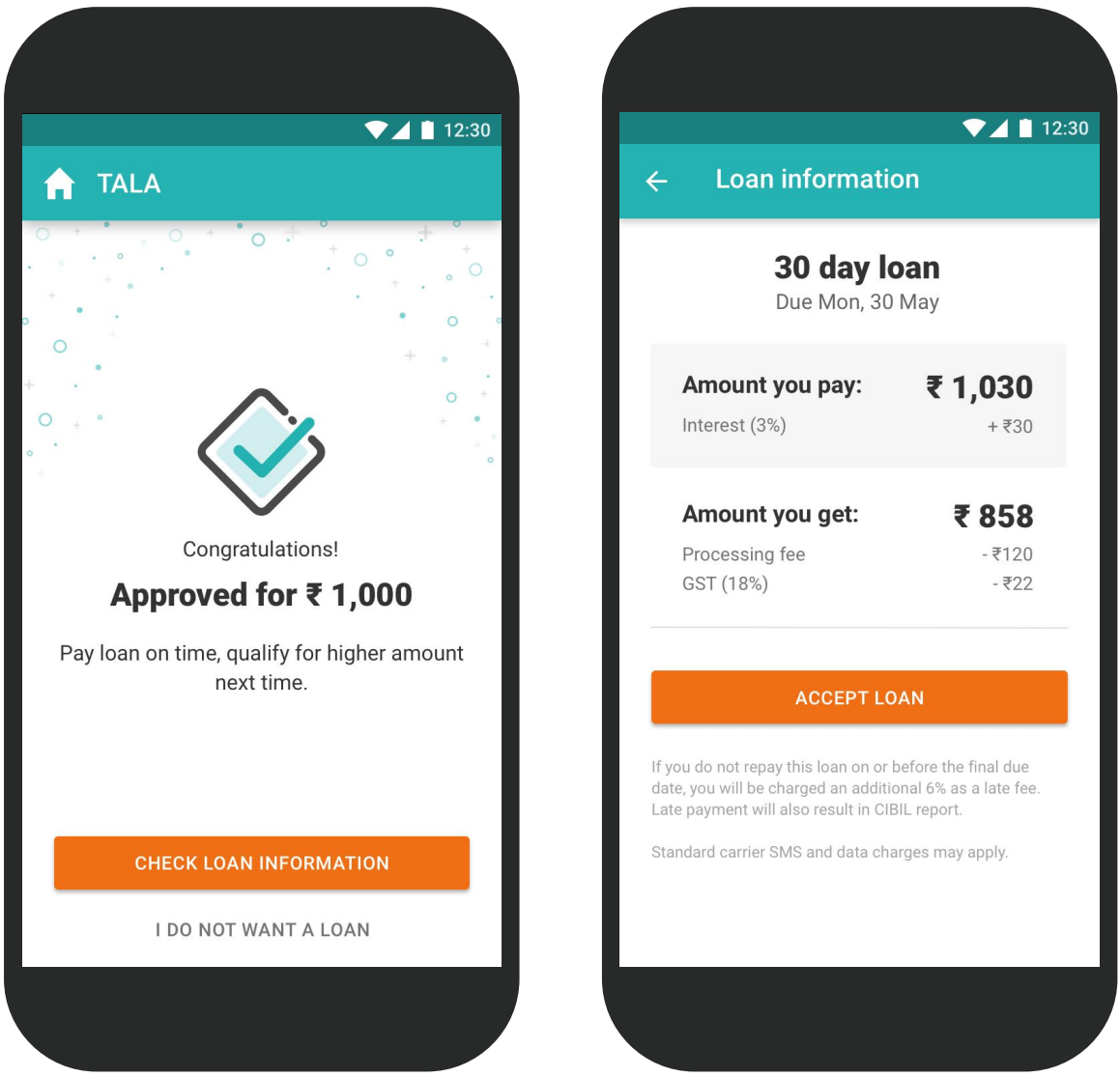
In the interest of speedy development and shipping, the project was constrained within the boundaries of current UI patterns.

Above design helped me negotiate the design scope and timelines in a short time.

# Design → Validate → Learn

## Design chosen for validation

After vetting multiple ideas with a diverse team across time zones, we selected this concept for user testing.



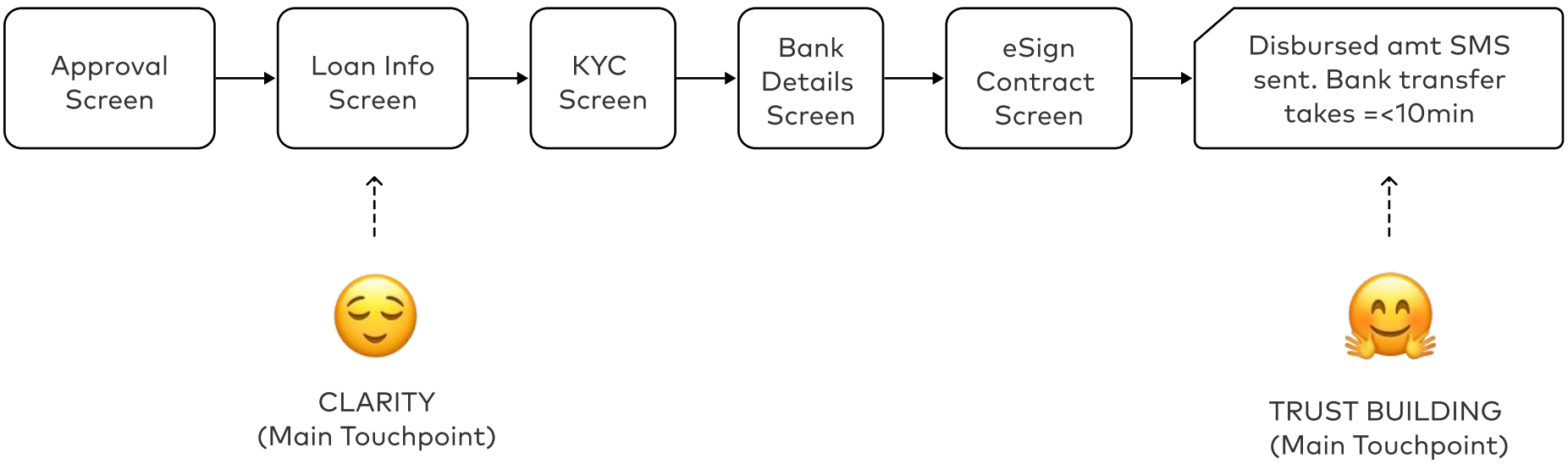
## Validation goals

Design for clarity and trust.

### How will we know if design met clarity and trust building goals?

- 1. **Clear** - After completing the loan acceptance journey, user is able to clearly answer
  - a. What is the approved loan amount? ₹ 1,000
  - b. What is the amount the user will get? ₹ 858
  - c. What is the amount the user will have to pay? ₹ 1,030
  - d. What is the interest? ₹ 30 or 3%
  - e. What is the tenure? 30 days
- 2. **Trust** - ₹ 858 disbursed amount SMS doesn't shock the user

### Flow - Happy Path



## UX research

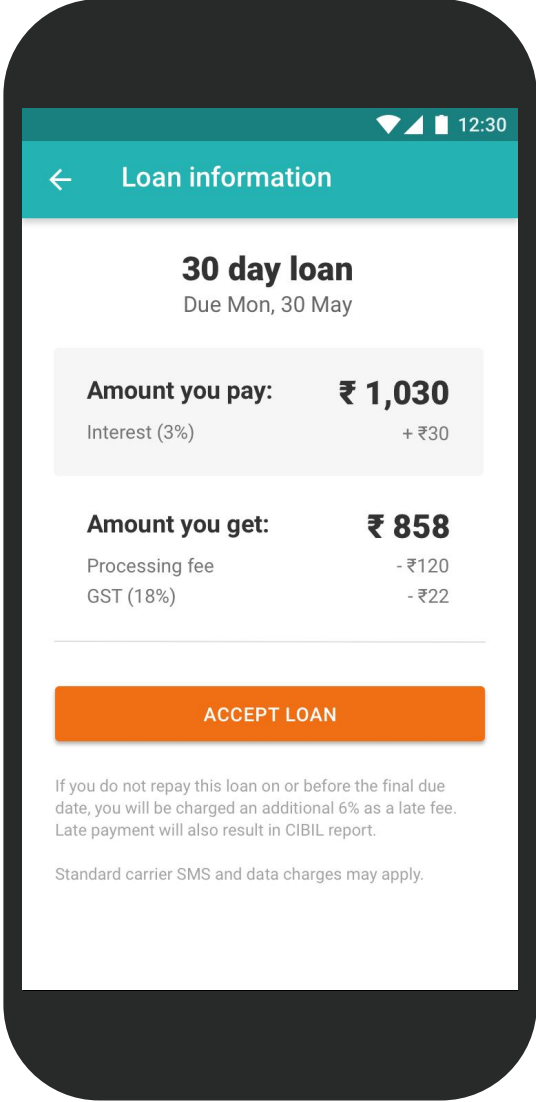
- 1. **Methodology:** Guerrilla test, hallway test, think out loud and blink test.
- 2. **Participants:** 20+ participated. Tested with drivers, security guards, florists etc
- 3. **Duration:** 4 days



# Validation / Round 02

## Concept 01

### Minimalistic



#### Test findings

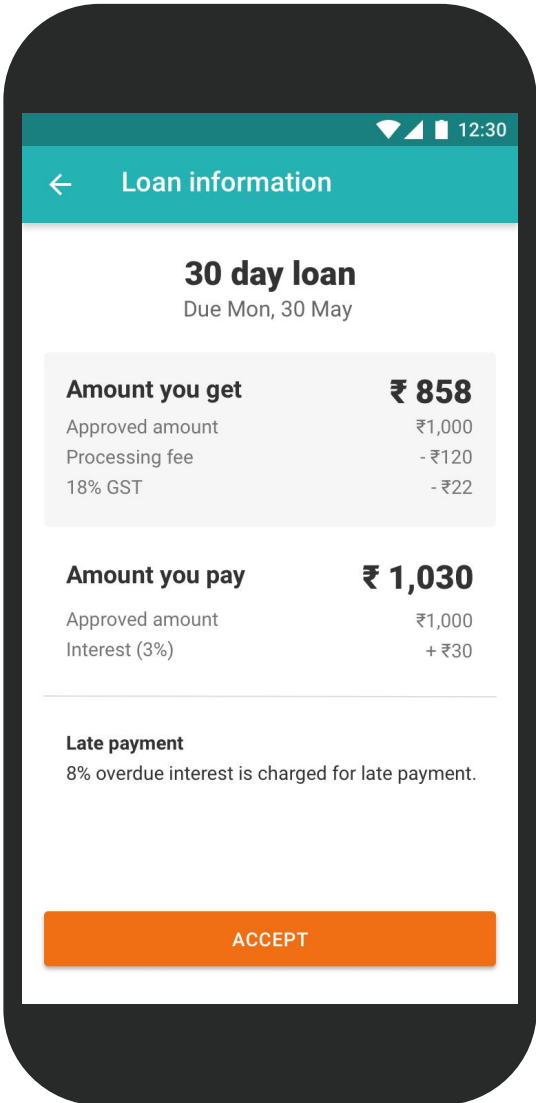
1. Pressed back button to verify whether they saw ₹ 1,000 or less.
2. Felt unsure whether to pay ₹ 1,030 + 30 or total ₹ 1,030.
3. ₹ 858 disbursement SMS was not a shocker.

#### Meets design goal?

- Trust
- Clarity

## Concept 02

### Breakdown style



#### Test findings

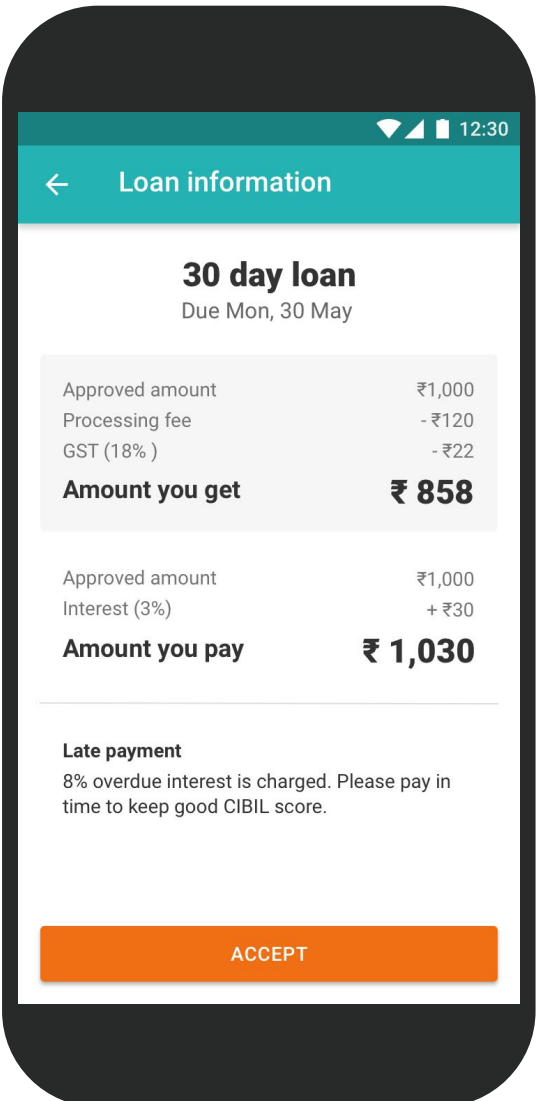
1. Stared at details attentively and curiously.
2. Pressed back button to verify approved amount.
3. Multiple people said "₹ 858 confused me, but felt clear after reading the breakdown".
4. ₹ 858 disbursement SMS not a shocker.

#### Meets design goal?

- Trust
- Clarity

## Concept 03

### Calculation style



#### Test findings

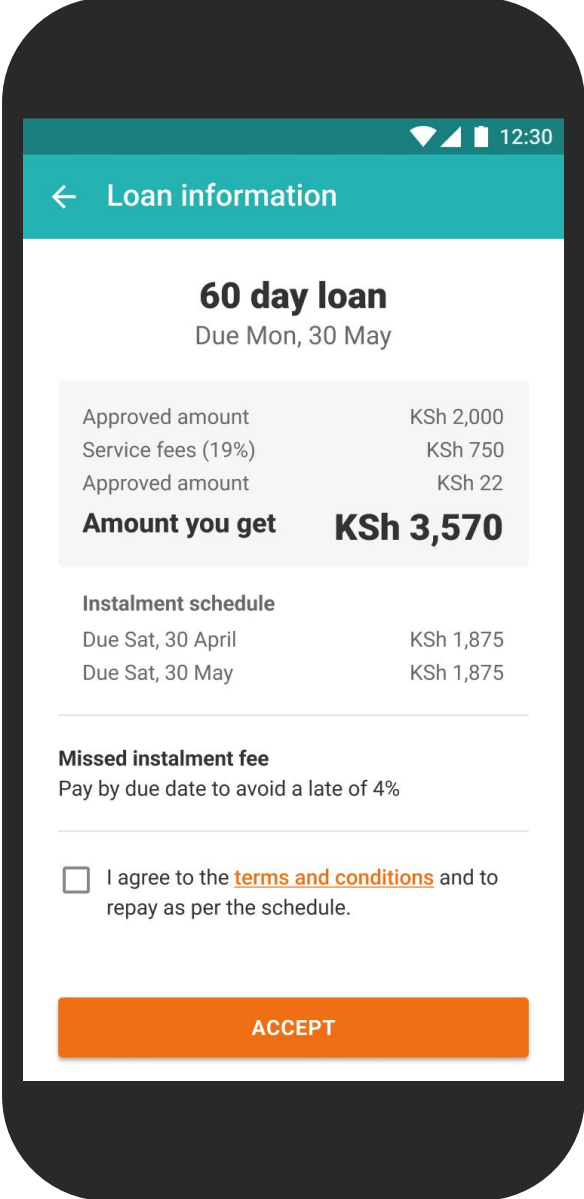
1. Info was scanned from top (₹1,000).
2. No back button pressed. Moved to the next screen in the reasonable time.
3. Users used words like "step by step" or "logical" or "order" while giving their design feedback.
4. ₹ 858 disbursement SMS was not a shocker.

#### Meets design goal?

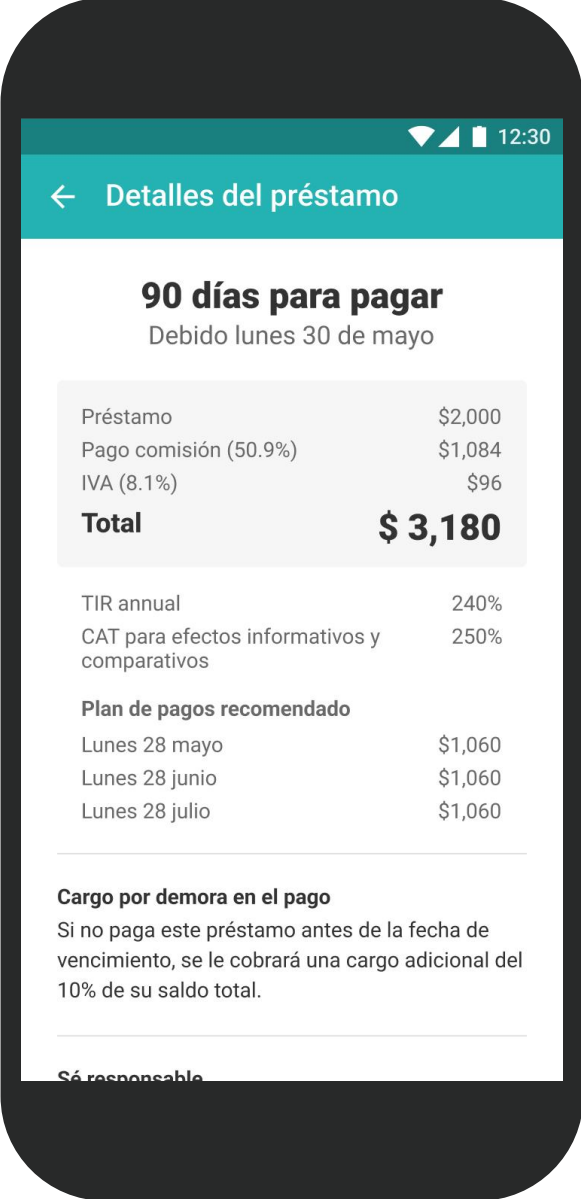
- Trust
- Clarity

## Final designs - Other countries

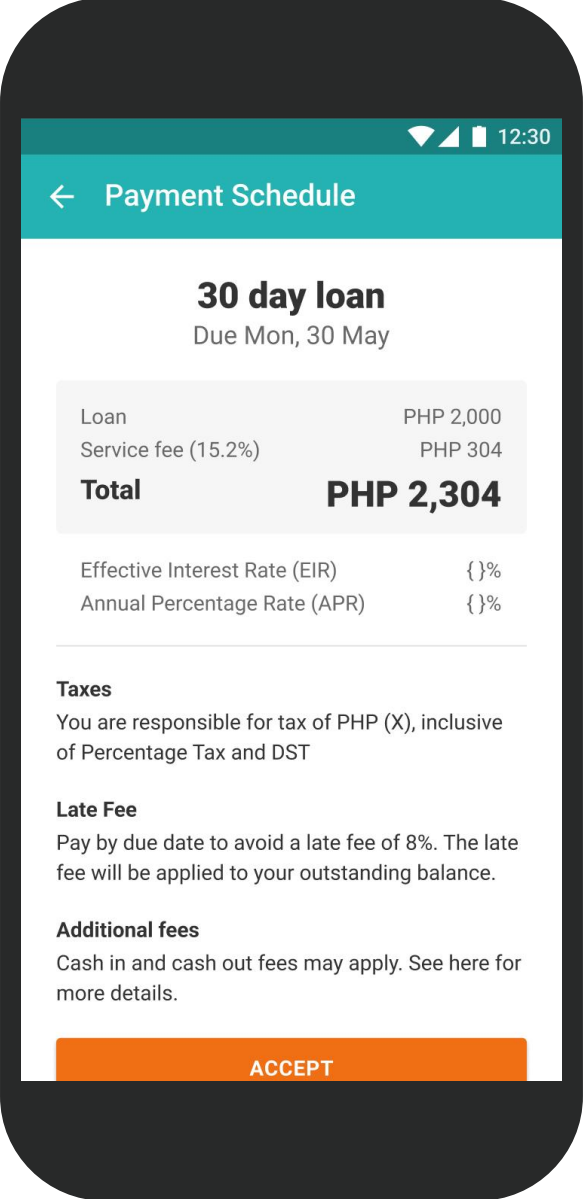
### Kenya



### Mexico



### Philippines



## Impact

1. Loan acceptance rate performed in the range of 71% - 88% in 4 markets.
2. No support ticket raised for amount discrepancies
3. No negative feedback on amount discrepancies in PlayStore