

Lessons learnt

September 2021

The creation of customer- centric digital transformation strategies:

Lessons learnt from Central
America and the Dominican
Republic



AMARANTE
LATINOAMÉRICA Y EL CARIBE

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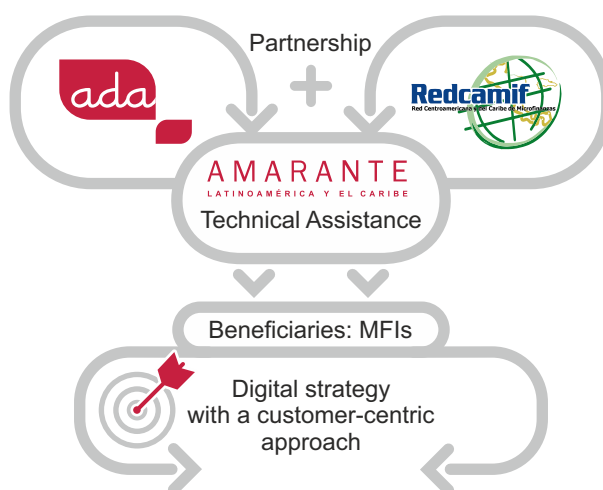
1. List of acronyms

ADA	Appui au Développement Autonome
ATM	Automated Teller Machine
BI	Business Intelligence
CBS	Core Banking System
DFE	Digital financial ecosystem
DT	Digital transformation
MFI	Microfinance institution
NGO	Non-governmental Organization
PFDO	Private Financial Development Organization
REDCAMIF	Red Centroamericana y del Caribe de Microfinanzas (Central American and Caribbean Microfinance Network)
TA	Technical Assistance

2. Introduction

As part of the programme "Improving the added value of microfinance", ADA and REDCAMIF launched the digital transformation programme aimed at microfinance institutions (MFIs) affiliated with REDCAMIF in September 2018, with the objective of creating success stories in the development of viable and effective digital strategies to meet the needs of MFIs, and of making their financial and non-financial value offerings more attractive and competitive. The programme was planned to have a duration of three years with a customer-centric approach, as well as digital and technological aspects as key pillars. ADA and REDCAMIF decided to invite Amarante Consulting (Amarante) to participate as the implementing consulting firm for the project, given Amarante's proven leadership and capacity both in the Central American and Caribbean region and around the world. The implementation of the Programme consisted of an initial component that entailed 1) supporting the selection process of a group of 7 MFIs affiliated with REDCAMIF; 2) developing a digital strategy for each entity aligned with the corporate and commercial strategy; and 3) supporting the selected institutions in the implementation of their digital strategy.

Additionally, in April 2020, due to the health emergency caused by COVID-19, the ADA team designed a Crisis Response Programme to support a group of MFIs affiliated with REDCAMIF in managing their activities during this difficult period. The aim of this second component of the programme was to support participating MFIs in designing an immediate digital crisis response strategy.



The following MFIs benefited from these two components:

MFI	Country	Legal status	Portfolio balance (USD)	No. of customers	Digital maturity index	Category
FAFIDESS	Guatemala	NGO	\$23 028 052	26 095	N/A	
Hermandad de Honduras	Honduras	PFDO	\$41 824 066	28 954	N/A	
Banco Ademi	Dominican Republic	Bank	\$218 019 541	173 736	60	Collaborator
Banco Popular	Honduras	Bank	\$127 044 269	56 933	72	Collaborator
ODEF Financiera	Honduras	Financial agency	\$66 729 551	35 537	57	Adopter
Banco Delta	Panama	Bank	\$197 097 348	22 966	55	Adopter
Integral SAC	El Salvador	Savings and credit institution	\$149 536 080	20 373	64	Collaborator
FUSAI*	El Salvador	NGO	\$2 087 591	7 312	46	Adopter
Finsol*	Honduras	Financial agency	\$45 099 536	15 584	N/A	
FUDEMI*	Nicaragua	NGO	\$928 744	1 618	41	Adopter
Vision Fund*	Guatemala	NGO	\$8 791 509	4 700	N/A	
Credicampo*	El Salvador	Cooperative	\$52 413 400	28 954	52	Adopter
CDD	Dominican Republic	Cooperative	\$2 135 460	2 910	N/A	
ADRA	Honduras	NGO	\$4 130 356	2 283	N/A	

* MFIs supported in the design of a digital strategy for an immediate crisis response

3. Summary of the methodological approach and tools for the diagnosis, formulation and development of initiatives

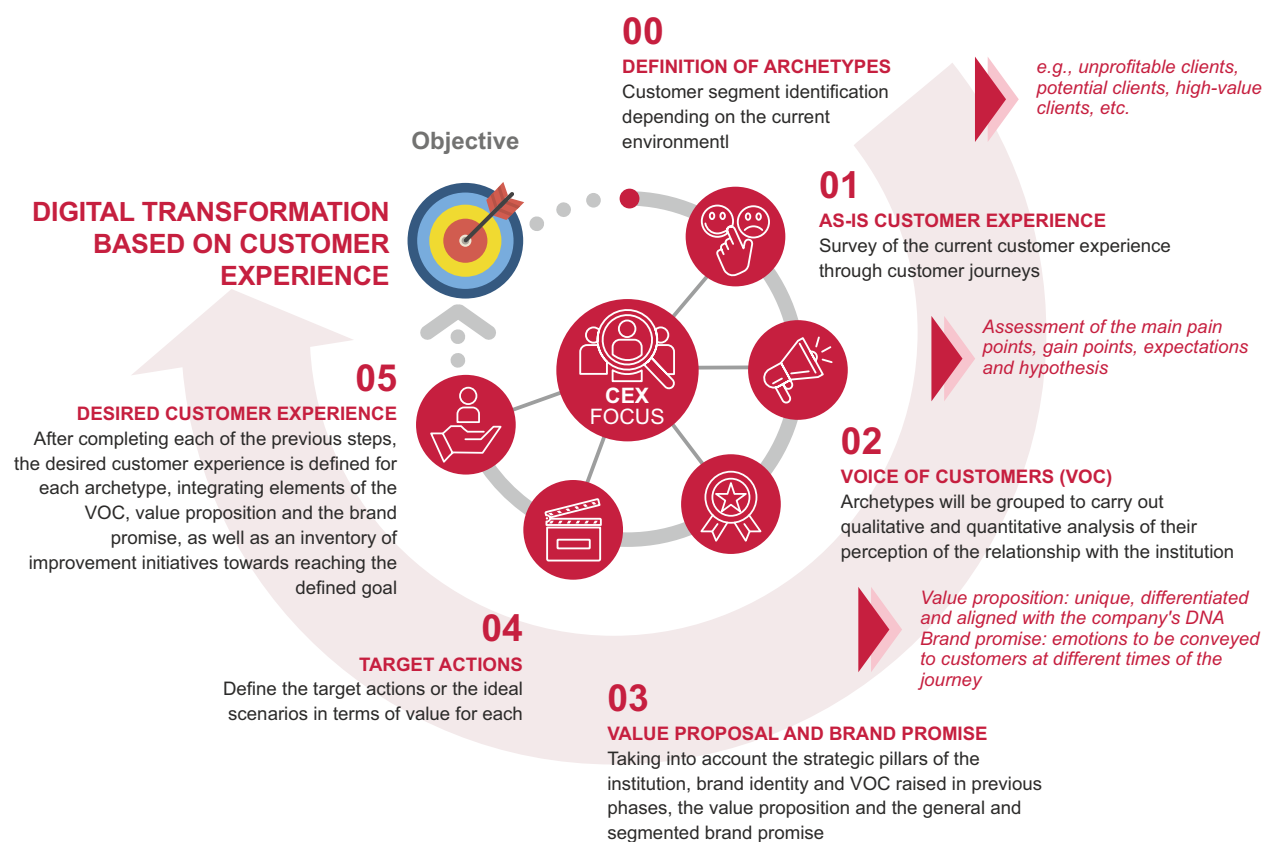
The Digital Transformation Programme of a group of MFIs was developed with a methodological approach based on Design and Learn Thinking, where priority was given to the preliminary analysis of objectives and consequences, questioning previous approaches. This ensured the alignment of the projects with the real needs of the institution in a practical context and hence oriented to meeting real needs and requirements.

In addition, the need to review strategic, organisational and process information, technology, digital expertise, risks, projects and business strategy, among others, became evident. Meetings were also held with key staff of the institution.

Regarding the competitive environment, an analysis of the Digital Finance Environment of the country where the MFI operates was conducted, including market solutions, the state of telecommunications, the fintech offering and competitive position, a review of the regulatory framework, digital channels and technologies, among other things.

The research was carried out with a review and analysis of documents, direct observation, semi-structured interviews and the definition of opportunities for improvement (inside and outside the entity).

Analysing and mapping the customer experience constituted a key element of the methodological approach.



Another important point was the analysis of the digital culture of the staff of each MFI, with a focus on both the internal capabilities and the external digital dynamism of the institution.

The next step was the identification and prioritisation of digital opportunities or initiatives, which would define the digital strategy and roadmap of the entities. These initiatives focus on fostering an innovative and agile business model, improving customer experience, improving operational efficiency and using data as a strategic asset.

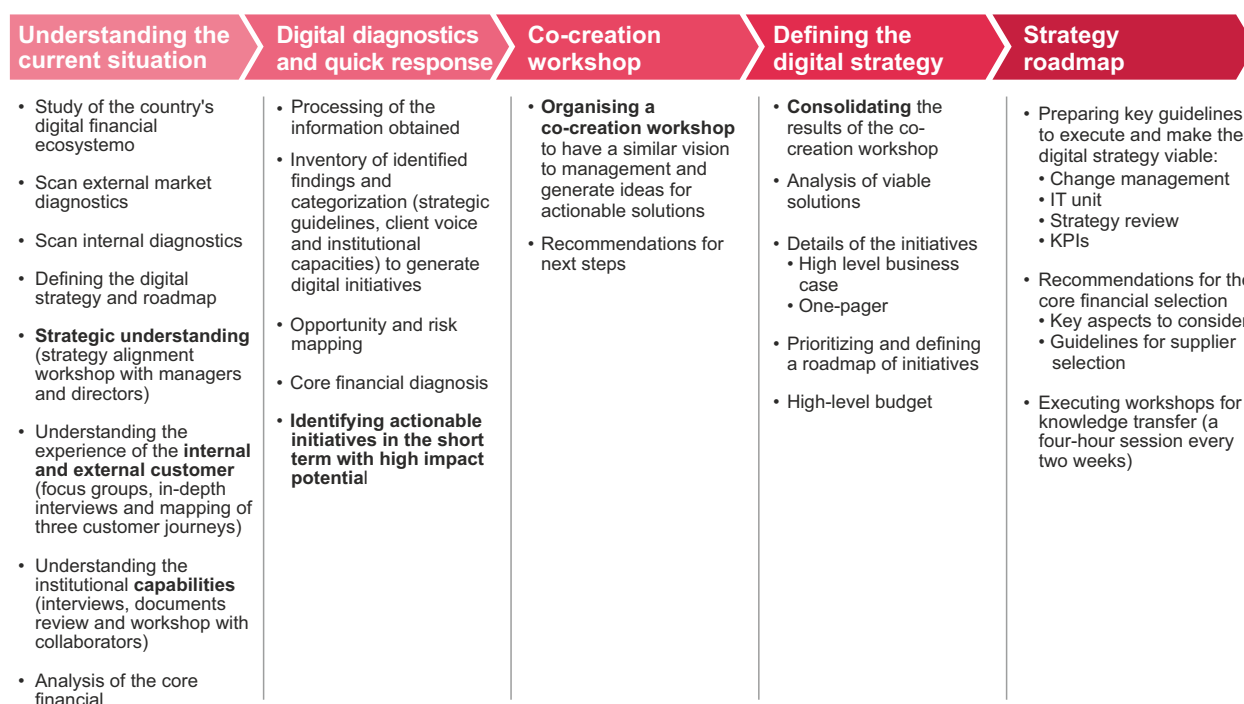
It also provided guidelines for the implementation of the digital roadmap and the strategy, with a focus on quick wins and strategic initiatives.

It is also important to note that the COVID-19 Crisis Response Programme used tools and frameworks that resulted from the Digital Transformation Programme. More details on the distinction of methodological approaches are mentioned in the next section.

Going back to the Digital Transformation Programme methodological approach, REDCAMIF called on its affiliates to participate. It asked them to fill out an online application, and then the Selection Committee formed by REDCAMIF and ADA chose the entities that would receive technical assistance based on a series of criteria.

A five-phase methodological approach was developed for this stage of the programme, which is described and discussed below:

Phases of the digital strategy project



3.1. Distinction of methodological approaches used as part of ADA's COVID-19 crisis response programme

ADA's COVID-19 Crisis Response Programme was developed in order to support a group of MFIs in Central America (and other countries) to counteract the effects of the COVID-19 pandemic, such as strict quarantines, the lack of contact between MFI staff and external clients, the obligation to work remotely, and in general the stabilisation of MFI portfolio management, placements and collections, as well as the use of digital channels available in the market.

After ADA selected the group of entities eligible for support through this Programme, Amarante almost immediately launched seven projects in Central America. Two of these projects (ADRA in Honduras and CDD) aimed at validating the purchase of digital solutions to meet immediate needs. Both solutions were found to be effective and appropriate, and Amarante's technical assistance helped align the expectations of the IT, commercial and risk teams, as well as provide essential guidelines for the rapid implementation of the solutions.

The rest of the projects (five) would have a similar outline and methodological approach, which was also similar to the methodological approach of the digital transformation strategy to some extent. The approach of these projects was, first, to make an in-depth diagnosis of each entity using the same methodological approach used in the seven projects implemented before the crisis: the capacities of the institution's management were assessed through document reviews and interviews; external and internal customer experience was analysed, and these findings were discussed with the entities. There was also a co-creation workshop, where short-term (quick wins) and long-term (strategic) initiatives were proposed. However, emphasis was placed on quick wins to enable the institution to recover and stay afloat, and to continue serving its customers as efficiently as possible while leveraging technology.

Almost all the projects included a quick-win implementation phase. In some cases, the implementations took the form of in-depth consulting on pilot schemes for initiatives that the banks were already implementing. The banks had also changed some of their placement and collection policies in an extraordinary way, partnered with mobile money providers or taken other action.

4. Main findings from the Digital Financial Ecosystem

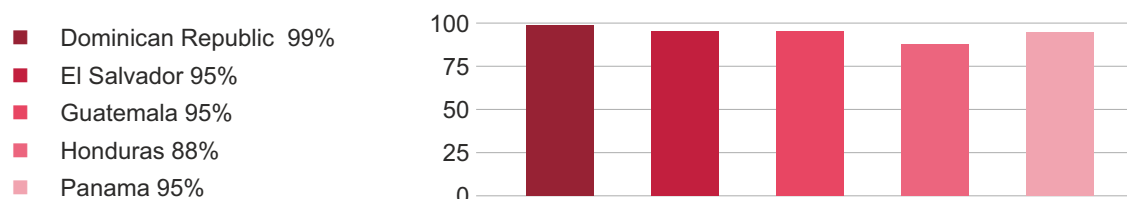
4.1. Similarities at a regional level

The following are the main findings, similarities and trends at the regional level from the Digital Financial Ecosystem (DFE) studies conducted in 2019 in Central American countries and the Dominican Republic in which the MFIs selected for the Digital Transformation Programme operate.

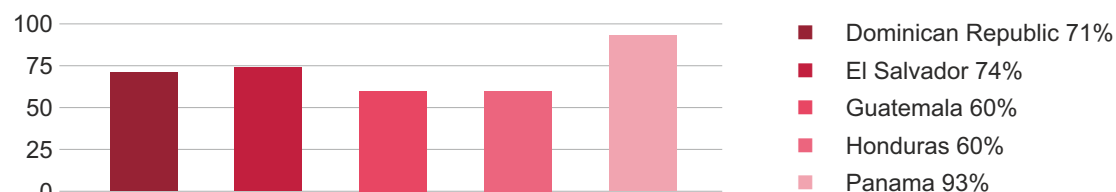
- ▶ The regulatory bodies in the digital financial ecosystem are interested in digital transformation and innovation, and there has been a pattern of creating and maintaining round tables on these topics and openness to better understand global trends.
- ▶ Regulatory frameworks for correspondent banking, non-correspondent banking and mobile money networks are in place in all the countries analysed. Some already have regulations or are in the process of discussing digital signatures.
- ▶ There is a lack of discussion and regulation on more complex digital financial transformation issues, such as cybersecurity, the regulation of fintech companies, interoperability, open banking and financial cloud services.
- ▶ Some of the countries have developed national financial inclusion strategies. Some have very strong implementation mechanisms involving both the public and private sector.
- ▶ Fintech associations have recently been launched in each country, and this has raised interest in DFEs. Partnerships between fintech companies and other DFE members, such as financial institutions or telecommunications companies, have also been observed.
- ▶ There is a trend of expanding access to financial services through electronic channels, such as ATMs, points of sale (in urban areas) and non-correspondent banking agents (in rural areas).
- ▶ There is a tendency to continue to use cash as the first means of payment or transaction.
- ▶ In these countries there is high penetration of mobile phones, and users are connected to the internet via their devices. The infrastructure is acceptable in urban areas but needs significant improvement in rural areas.
- ▶ Access to financial services has been increasing in the region, both through banking and microfinance institutions. Despite this steady increase, the region remains below the Latin American average (with the exception of the Dominican Republic).
- ▶ There is a trend of including and reinforcing financial education programmes, including digital programmes. In some countries, there is the intention to include these elements in school curricula.

4.2 Some country data on telecommunication and users

3G mobile connectivity coverage (as a percentage of the population), data for 2019.



Access to a smartphone (as a percentage of the population), data for 2019



1. Source: GSMA intelligence, <https://www.mobileconnectivityindex.com/>. Last accessed on 29 October 2021.

5. Main findings and similarities between the different types of institutions

5.1 Similarities

According to Amarante's analyses, there is a group of at least fifteen similar findings in almost all the institutions that were analysed, as detailed below:

- ▶ Entities have basic to intermediate level experience in implementation.
- ▶ Payments are made through digital means.
- ▶ There are partnerships with correspondent banks for customers to make their fee payments through alternative channels
- ▶ There is a trend towards interconnectivity between agencies and head offices.
- ▶ There is support for innovation from the Board of Directors and managers.
- ▶ The field officer is a key part of the business model, and some MFIs already use field officers.
- ▶ Institutions use different credit scoring tools.
- ▶ The institutions have a long tradition and track record in their respective markets.
- ▶ Institutions have the opportunity to maximise the use of their respective core systems.
- ▶ Customers are loyal to their institutions.
- ▶ Training programmes exist for staff and clients.
- ▶ Staff demonstrate social commitment and commitment to the institution where they work.
- ▶ Institutions have adequate recruitment and onboarding programmes for advisers.
- ▶ There are advisers who specialise in specific methodological approaches (when there are several).
- ▶ They have started to hire key staff with digital transformation in mind.

Additionally, digital and non-digital opportunity areas were determined in the institutions targeted by the Programmes. The non-digital areas could be considered necessary to prepare for the implementation of a digital strategy and roadmap. These are presented below:

Digital areas of opportunity

- Low adoption of the application by customers
- Improvements to the application (location of payment points)
- Lack of BI (Business Intelligence)
- Customers prefer to pay at branches
- Manual reconciliations (not online) with third parties
- Field app lacks features (follow-up of prospects, no specific information on credit, collections)
- Elimination of manual processes
- Need to introduce digital files of customers
- Need to reinforce reporting (online, across branches, with BI)
- Lack of omnichannel solutions
- Low use or non-use of digital promotion channels (website, social media)
- Duplicate data entry (onboarding or renewal)
- No automatic renewals
- Lack of alert system, automatic notifications
- Lack of communication with the customer via SMS
- Adoption of WhatsApp by consultants and internal customers
- Digital training and learning platforms
- Staff have digital tools, but do not use them
- No ATM network

Non-digital areas of opportunity

- Entities continue to rely on paper, manual processes and the use of Excel as their main desktop tool
- Few or no mapped processes
- No business process or project management
- No customer segmentation
- No loyalty or reward programmes
- Many projects exist, but there is no road map
- Creation of innovation and channel management team
- Improvements are needed in the organisational structure
- Focus on a single product
- Credit approval bottlenecks on certain days of the month
- Significant staff turnover
- Over-centralisation of decision-making in central branch
- IT teams overloaded with requirements
- Only approved credits go to the CBS (traceability)
- Quality of service is not evaluated. There is a lack of satisfaction surveys, focus groups and customer journey mapping
- No promotion of alternative channels, entity's applications, etc.
- Low quality of information collected and therefore credits are delayed
- No differentiation in the origination of new credit and renewals
- The call centre needs to be redesigned and strengthened
- Lack of change management
- Entities have multiple technology providers and therefore system integrations are complicated

5.1.1. Similarities among banks

The general similarities found among the Programme's banks are as follows:

- ▶ Banks already have digital tools, but there has been some resistance from internal customers to use them.
- ▶ External customers express distrust of correspondent agents to pay their fees.
- ▶ The creation of innovation units to lead the process of digital transformation and change management is still pending.
- ▶ There is a need for more efficient and comprehensive management of digital initiatives to allow for adequate governance.
- ▶ Banks have a need to measure key performance indicators related to culture change and to obtain change management tools.

5.1.2. Similarities between entities with an intermediate profile

For the purposes of this study, entities with an intermediate profile are considered to be those that are not subject to banking regulations, nor do they have the profile of an NGO or foundation. However, they are authorised to take deposits from the public. Among this group we find two Honduran financial institutions (ODEF and Finsol), one savings and credit cooperative institution (Credicampo), one savings and credit institution (Integral), and one private financial development organisation (HDH). The similarities in this group of entities are:

- ▶ There is an interest in exploiting data and information through the use of business intelligence tools.
- ▶ There is still a heavy reliance on paper and manual processes in credit operations.
- ▶ They have invested heavily in technology, especially to facilitate and streamline their internal operations and customer on-boarding.

5.1.3. Similarities between NGOs and foundations

The following similarities can be found among the group of NGOs and foundations:

- ▶ Despite being small entities, they have robust, and in some cases under-utilised and under-exploited, core banking systems (CBS).
- ▶ There is an urgent need to review, standardise, improve and map core processes.
- ▶ These entities are always looking to adapt to external challenges, and generally their main response is to change policies to allow for more agility.

5.2. Important distinctions to be made by country

The following are some important distinctions that need to be highlighted for each country where a technical assistance project of the ADA-REDCAMIF Programmes has been carried out.

5.2.1. Guatemala

In Guatemala, the considerable level of technology adoption in rural areas and by indigenous women was identified as a distinction.

5.2.2. El Salvador

El Salvador already has a regulation for electronic signatures; however, entities are not yet ready to implement them.

5.2.3. Honduras

On the other hand, there are already successful examples of electronic signature implementation in Honduras.

5.2.4. Nicaragua

A high level of communication between the entity and the customer through digital channels was determined.

5.2.5. Panama

The distinction in Panama was the lack of a Project Management Office (PMO), which is necessary for the management of innovation projects.

5.2.6. Dominican Republic

The distinction in the Dominican Republic is the lack of a network of ATMs by the participants of the Programmes, as well as a lack of an automatic notifications system by SMS.

6. Project results

The programme resulted in a digital roadmap of initiatives for each entity of the ADA-REDCAMIF Programmes. These initiatives were defined during a co-creation workshop between the consultants and the different teams of the entities.

It is important to note that these initiatives were defined as part of the Digital Strategy and Roadmap, but have not necessarily all been implemented by the entities.

Below are the similar initiatives included in the digital transformation roadmaps defined with each of the entities by type of institution.

6.1. Similarities among banks

- ▶ Customer segmentation analysis.
- ▶ Communication campaigns for use and adoption of channels aimed at non-users.
- ▶ Digital credit.
- ▶ Marketplace-type virtual community.
- ▶ Credit process management workflow.
- ▶ Development of a collection application.

6.2. Similarities between entities with an intermediate profile

- ▶ Adoption of Business Intelligence tools and SMS messaging.
- ▶ Management of operations with correspondent agents.
- ▶ Measuring customer experience.
- ▶ Customer loyalty programmes.
- ▶ Adoption of agile methodologies.
- ▶ Financial education application.

6.3. Similarities between NGOs and foundations

- ▶ Digital field application, operating online and in real time, integrated with the CBS system and allowing bureau enquiries in the field.
- ▶ Development of an application for customers.
- ▶ Development of a chatbot communication system with artificial intelligence.
- ▶ Launch of a Project Management Office.
- ▶ Digitisation of the credit process.
- ▶ Development of channel strategy.
- ▶ Digitisation of credit case files.

7. Achievements of MFIs in relation to their digital transformation strategy

A digital strategy is not enough to initiate digital transformation. There are other elements that precede and complement the strategy, such as budget planning, preparations to execute pilot plans, strategic alignment, acceptance by Senior Management and the Board of Directors, and having a team to lead the implementation of the strategy.

The following is a progress report on the initiatives of some MFIs participating in both programmes regarding the implementation of their digital transformation strategy.

Entity	Legal status	How has the TA project supported the implementation of the digital roadmap?	Which initiatives have been implemented?
HERMANDAD DE HONDURAS	Regulated institution	It made it possible to establish a vision and strategy to develop modern processes and digital tools that efficiently address and focus on customer needs.	1. Existing initiatives HDH MOVIL, HDH MOVILCEL, HDH PUNTOFACIL were re-evaluated.
FAFIDESS	Foundation	It allowed us to first establish the digital transformation strategy of the institution and to establish a roadmap to guide the digital actions.	<ol style="list-style-type: none"> 1. Implementation of digital communication channels to support customers and staff during the COVID-19 pandemic. 2. Improvement of core business processes of the FAFIDESS Foundation in the regional offices of Sacatepéquez and Chimaltenango, respectively. 3. Digital transformation of bank reconciliations in FAFIDESS, through robotic process automation (RPA). 4. Implementation of a mobile pre-credit system, obtaining credit references from customers through credit advisors in the field by digital means. 5. Currently in the process of implementing the mobile digital agenda to facilitate credit administration.
FUSAI	Foundation	Major contributions in terms of streamlining, efficiency and productivity.	1. Incorporation of some new modules in the transactional system: QR code, barcode, web service, online payments.
FUDEMI	NGO	It was the key to defining the strategy and the priorities over time.	<ol style="list-style-type: none"> 1. Application to manage portfolios and the placement of new loans. 2. Implementation of a chatbot to facilitate communication with customers.
CREDICAMPO	MFI	Greater proximity to the customer, as well as greater precision in customer service.	1. Development of an online interface to establish communication between the payment network and the core banking system.
Banco Delta	Bank	Profitable growth by developing new payment alternatives.	<ol style="list-style-type: none"> 1. Integration with Payment Hub 2. Updating of data in mobile banking and online banking (under development).
BANCO ADEMI	Full-service bank	Increased the executive team's awareness of the reality and need to implement the digital roadmap. This was a prerequisite for starting the process.	1. Ongoing initiatives from the Digital Transformation Strategy. Not yet completed.
ODEF FINANCIERA	Finance agency	Development of the digitisation plan.	<ol style="list-style-type: none"> 1. Implementation of a mobile credit tool. 2. Implementation of a chatbot for customer service.
BANCO POPULAR	Commercial bank	Authorisation of products.	<ol style="list-style-type: none"> 1. Mobile banking 2. Online banking 3. Authentication through token generation in digital products
FINSOL	Financial institution	With the financial support provided, we have developed a technological tool that has facilitated the management of the credit portfolio of the advisors; the tool is our own development and we are continuously improving it.	<ol style="list-style-type: none"> 1. Implementation of an electronic agenda for credit advisors 2. Implementation of a chatbot and consideration of online banking tools to build our digital ecosystem.

8. Conclusions

Finally, the most important conclusions of this experience systemisation process are presented.

8.1. Prerequisites for working on a digital transformation strategy

- ▶ Work with entities that have teams in place for the digital transformation implementation process or with a firm commitment to do so. There is no point in having a digital strategy if there is no team capable of implementing it.
- ▶ It is ideal to have the acceptance and conviction of senior management and the Board of Directors regarding digital transformation as a prerequisite for working on a digital strategy.
- ▶ The entity needs to assign an experienced project leader capable of managing multiple activities as a counterpart in the project.
- ▶ Across the organisation, there must be a positive appetite and expectation for the shift to digital, agility in processes and the customer at the centre.
- ▶ The entity must be curious about technology. This would be demonstrated in the development or acquisition of solutions with the expectation of scaling up.
- ▶ The entity must have the capacity to execute pilot plans and make successful solutions accessible.
- ▶ An important prerequisite is that the entity must have the intention to incorporate the resulting digital strategy as an integral part of the corporate strategy.
- ▶ The entity must have a designated budget and the intention to use that budget to make the necessary investments in the digital transformation process.
- ▶ Have a stabilised, functional, up-to-date core banking system (CBS) in place so that it does not delay the strategy implementation process.

8.2. Lessons learned from the programme implementation

▶ Prioritisation of initiatives

The prioritisation of initiatives was based on two basic criteria: the benefit and level of complexity of each initiative. These in turn presented sub-levels that made up the score. This methodological approach allowed the different initiatives to be effectively located and mapped according to these two criteria. This resulted in four quadrants: quick wins, high impact, medium impact and low priority initiatives.

During the co-creation workshops with staff, they expressed interest and curiosity about the prioritisation criteria. They were also positively surprised at the end of the workshops with the results obtained.

▶ Development of the digital roadmap

For the development of the digital roadmap, the different criteria of initiative categorisation were used, the implementation time was estimated and the dependencies of the initiatives were considered in order to propose an organised roadmap. The use of this methodological approach was effective in providing entities with a summary picture of their digital roadmap.

▶ Implementing quick wins without a digital strategy

An important lesson learned from these experiences is the possibility of implementing quick wins without necessarily having developed a digital strategy. Quick win initiatives are those that require less effort and provide a high benefit. In the case of the emergency projects, the implementation of these quick wins proved to be effective in providing a rapid response that allowed entities to react to the contingency.

8.3. Key success factors for the implementation of the Programmes

A number of success factors were identified that were key to the implementation of the ADA-REDCAMIF programmes.

▶ Methodological approach

The methodological approach (Design & Learn Thinking) used by the consulting firm Amarante was key to the successful implementation of both programmes. The methodological approach guides the process of forming and evaluating initiatives step by step; as a result, proposals for initiatives are obtained and prioritised in a digital roadmap.

▶ **Customer-centric approach**

The customer-centric approach was demonstrated through the analysis of the customer journey with two different approaches. First, information on this journey was collected from advisors, who were interviewed through an interactive workshop. Second, focus groups, surveys and individual interviews were conducted with the beneficiaries of financial services to gain a better understanding of their needs, uses and habits, and demographic characteristics. The initiatives proposed during the co-creation workshops integrated this customer-centric approach, and the most relevant initiatives were precisely those aimed at maximising customer value and minimising customer pain points during the customer journey.

▶ **Profile and experience of the consultants providing technical assistance**

The programme included Spanish-speaking consultants with experience in countries in the region and Latin America. All the consultants have extensive experience in financial inclusion, digital transformation and digital financial services.

▶ **Relationship between the consulting firm and ADA-REDCAMIF**

The relationship between the consulting firm Amarante and ADA-REDCAMIF has been effective and efficient in terms of coordination and communication during all stages of both Programmes.

▶ **Logistical support from the entities**

This organisational support was key to the success of the projects. The MFIs provided support from the beginning by submitting information, coordinating interviews with staff and advisors, face-to-face or WhatsApp interviews with clients, convening focus groups and coordinating visits to the businesses of the institutions' customers.

8.4. Recommendations for future projects

- ▶ Expand the on-site visits to include more in-depth visits and interviews in several rural areas. External customers in rural areas are more complex to study and it takes time to understand how to propose solutions that increase the adoption and use of digital communication tools and forms.
- ▶ In a post-COVID context, a return to on-site visits is recommended. Although remote activities have a high level of effectiveness and success, consultants need to analyse and understand the environment, get a feel for the field work of the advisors and talk face-to-face with the staff of the entities.
- ▶ The digital maturity survey should be sent to all of the entity's employees from the moment it is launched. This allows for a representative sample that gives us certainty about the entity's level of digital maturity. It is also a way to consider the opinion of employees on digital transformation and digitisation in a democratic way.
- ▶ Schedule demos of key technology solutions that entities already have in place. This would allow consultants to learn about the features of the tools that advisors already use and identify potential gaps and opportunities for improvement.
- ▶ Continue to use the different tools designed to collect and analyse information on external customers.
- ▶ The strategic alignment workshop proved to be key in understanding the expectations regarding the digital transformation of the entity from the point of view of senior management and some members of the Board of Directors. It is recommended to continue this good practice in future projects.
- ▶ In the preparation of project schedules, it is necessary to consider the customer's review times for deliverables. It is also recommended to make periodic reviews and updates of schedules, and to propose the next steps in cases where there are delays of any kind.
- ▶ 1-2 training workshops on topics associated with digital transformation and agile methodological approaches could be included. Topics that could be proposed include innovation, change management, use of customer insight tools, agile methodological approaches, digital transformation performance indicators, and implementation guidelines, among others.
- ▶ Consider including a budget to develop a high-level business plan that allows entities to understand the potential financial benefits of key initiatives. This would allow entities to have a better understanding of the benefits of implementing the digital roadmap in terms of growth and return, as well as to better understand the cost structure of the initiatives being proposed.
- ▶ From the outset, consider including a budget for project management support for the implementation of the strategy. This recommendation is addressed specifically to donors who sponsor these programmes.



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