Bank of the future

Banks are not technology companies.
They should focus on providing a service to communities and the economy.
But they must choose a partner who will accelerate the transition to commitment banking.

INTRO

ETHAN CLARK
REGIONAL VICE PRESIDENT FOR LATIN AMERICA AND THE CARIBBEAN, BACKBASE

Do you interact with your clients and your team?
Or do you get involved with them?
The difference between the two is very important.
This is the era of engagement banking.

Many financial institutions believe they are "getting involved" with clients and their staff. They depend on their technology departments to make changes to legacy systems to respond to market changes. But it is too little and too late. They forget to strengthen digital sales and self-service. There is a whole world of digital optimization that can provide end-to-end automation that they waste. To truly engage with customers and staff requires agility and the ability to optimize all interactions across all channels. It demands the implementation of changes based on the needs of customers and collaborators without hindering legacy systems. It requires taking control of the customer or employee journey and orchestrating the experience. This does not mean having to become a technology company. Focus on your core ability: providing a primary service to communities and the economy. However, it does involve choosing a partner who will accelerate the transition to commitment banking. You need a coach and a change agent.

At Backbase, we take pride in working with banks and credit unions across the entire digital spectrum - those that are already digitally mature and those that are not. The six banks and credit unions described in this special report represent a wide variety of experiences and different approaches to their engagement strategy. What they all have in common is that they put the customer or the employee first and take control of their own destiny. Don't try to go it alone. But if you are willing to learn and collaborate with a partner, you will create an agile and flexible digitally focused financial institution with low-cost efficiency and increased profitability. You will stay current and ensure the future of your institution. I thank each of our leaders for sharing their experience in breaking free from an isolated technology architecture and embracing engagement management. We hope these six leaders will inspire you to take control and orchestrate the engagement of your own customers and partners. As always, we are ready to help you with whatever you need.*

Banks 2025

The new bank puts the **customer** at the center of the SCENE

BY ÉLIDA BUSTOS

The pandemic shook the drowsiness of Latin American banks. Modernization via digital transformation, which each bank undertook at its own rhythm and progressed without haste or established deadlines, gained an unexpected boost in 2020. Along with the forced home office, the new prominence of homebanking shone some light back to traditional banks at a time when Industry 4.0 appeared as a registered trademark of digital banks. “Three or four years ago, seven out of 10 CEOs we spoke to had digital on the agenda,” Gonzalo García-Muñoz, a partner at consulting firm McKinsey in Mexico, tells Latin Trade. "Now it's 10 out of 10. Everyone is thinking digital." The same is being observed at Boston Consulting Group, BCG. "The pandemic stepped on the accelerator," says Carlos Paci, managing director and partner at BCG in Santiago, Chile. “But it didn’t move the steering wheel. The direction remains the same”. With corporations of different sizes and origins operating in a heterogeneous market like Latin America, disparities were to be expected. The question is how will this process continue and what the reality of regional banking will be in 2025. Especially because, as García-Muñoz says, although many banks thought they were making good progress in digital transformation, “this crisis has highlighted that they still have a long way to go”.

As a positive example in the one-way journey that is industry 4.0, BBVA Francés Argentina eliminated paper in its branches two years ago. More than 70% of the products it offers are sold digitally and, what is even more interesting, more than 70% of its customers operate digitally or with mobile phones. All of this forced the bank to go a step further and install biometrics and robotics to support different processes. In Chile and Peru, Bci and Banco de Crédito del Perú respectively are two other examples of banking institutions committed to change. But it's not always like this. Sometimes, because in parts of deep Latin America, with its undeniable educational inequalities, clients continue to demand services "the old fashioned way," with a presence of branches and little digitization. Other times because the bank didn’t make progress with a comprehensive change, or also because digitization is not always accompanied by a cultural transformation of the bank's own executives and employees. As Paci, the BCG expert, says, "There is a vision and implementing it is not easy." Or as Francesc Noguera, CEO for Mexico of Spanish bank Sabadell, points out, “digitizing and transforming digitally are two very different things. I think banks are hell-bent on digitizing their traditional business models. And I'm not saying it's wrong. You gain efficiency, but it is not enough. It is necessary to incorporate business models in accordance with current times and that are non-traditional”. Based on his experience in the digital transformation of financial institutions, Paci explains that banks started by digitizing what in the jargon is called the “front office,” the tools to interact with customers.

But not the "back office", the internal processes to respond to what the client asks for. This obviously causes friction and slowness. The key to smooth progress is getting back processes moving forward with digitization at the same time as front processes. There are banks that are aware of the problem and, also, that it is a foreign concept to their digital native competitors. “So, the pressure is going to come from the competitors and from the demand of the clients who are going to say 'I don't care if you have a front office and a back office. Not my problem. Fix it,'" he says. For this reason, “the key is to look at the processes from end to end with a customer-centric view,” where subsequent support is as important as the sale of a service.

“WHEN YOU ORDER A TAXI, YOU KNOW EXACTLY WHAT THE SERVICE IS. WHEN YOU ASK FOR A CREDIT CARD THEY START TO EXPLAIN IT TO YOU "

Customer **experience**

This leads to a central theme, the founding pillar on which banking will be based in the coming years: the customer. As unusual as it may seem, it is only now that the customer matters to banking. And so much, that the customer is the new protagonist, the one who makes decisions. This new philosophy of banking, enhanced by the digital revolution, focuses on the "experience" that that customer goes through when they need a financial service. “Before, when you wanted to offer a great experience to a customer, you would have a very nice office, leather chairs, a nice executive and invest in marketing and promotions,” says BCG’s Paci. “Today, being able to capture and enchant that customer has to be achieved through digital networks and offering a unique experience. This is achieved with advanced analytics and digital marketing”. As Daniel Puerta, Scotiabank Chile's vice president of digital banking, exemplifies: “We have to start innovating from the perspective of better services, delivering our digital proposals, starting to think of the client as the center of our decisions and becoming their true financial advisor”. Or, summed up in the words of Francisco Mejía, president of Banco Agrario de Colombia, “to the extent that it improves the customer experience, it improves loyalty. That's where the focus has to be”. But there are also those who bring the issue down to earth. Garcia-Muñoz, the McKinsey expert, is more cautious. “I think you have to demystify it a bit. Everyone wants to be the bank that offers the best customer experience but I think few understand how that translates into monetary value,” he says. “I think there is a bit of thinking with desire. My 'customer experience' is phenomenal, but how does it translate into action? ”. For the McKinsey expert, in a region with a low level of financial education like Latin America, the "experience" should go through services that are easy to understand and available on any device. "We need simpler experiences, more user-friendly financial products," he says. “When you order a taxi, you are very clear about what the service is. When you ask for a credit card they begin to explain it to you, they tell you if you want something that is revolving, that the rate is so high, or if you have a limit,” he explains. To enter segments that have not been penetrated by traditional banking or financial services, you have to offer simple products or services. "User experience and how we can include more people go hand in hand," he says.

Guillermo Güemez, Director of Innovation of Grupo Financiero Banorte, from Mexico, agrees. "We have 70 versions of a credit card, but it is a credit card," he says. The issue is to make the options available to a client more flexible according to their needs or possibilities. "That's where artificial intelligence comes in because what you don't want is to give 50,000 options (to the client) and they don’t know what to choose". *

The **fintech** boom

On the sidelines of the digitization of traditional banking is the intense activity that fintech companies have developed in recent years, a true spur of the financial sector, and very relevant to the banking model in the region over the next five years. These are agile, dynamic start-ups that do not carry the weight of any legacy system on their shoulders and have free and unfettered thinking. Seen at first as an alarm signal by traditional banking, little by little they began a fruitful cooperative relationship that enhances digitization and results in a win-win situation for both parties. Their technological developments have already revolutionized, for example, the way of making purchases and payments. "The new business models are closely associated with what we call 'ecosystems', the collaboration between different actors - companies, clients, competitors, other industries - which can reinforce a virtuous circle for the client," says BCG's Paci. "If I can have a product offer that the client is looking for and I can integrate into that transaction by putting a means of payment, there I have an ecosystem ... But that requires the connection of different nodes, working at the service of a real need of a client and interpreting the information that each node generates to create value".

He explains that in Asia, particularly in China, there are multiple players who operate with this logic of ecosystem integration. The classic example is that they develop a "super application" that functions as a single point of contact with the client and that allows them to access multiple services, such as buying movie tickets, paying for public transport, ordering food, searching for other services online, etc. Everything is integrated. These nodes are generating information and require transactions, which opens the door to the financial sector. "They are business models that are leveraged on collaboration between companies and new technologies," he says. "This was unthinkable in the old way of working," because the organizations were so rigid. Latin America is not immune to this logic of complementary supply. Clear examples are Rappi or Glovo that in a short time managed to change the dynamics of payments and collections and made hundreds of thousands of people abandon cash when operating with them and join the digital highway. They sought (and managed) to streamline and transform a purchase operation into an "experience" for customers. Just what the banks were aiming for..*

"IF I HAVE A PRODUCT AND A MEANS OF PAYMENT, I HAVE AN ECOSYSTEM ... BUT THAT REQUIRES THE CONNECTION OF DIFFERENT NODES, WORKING AT THE SERVICE OF A REAL NEED OF A CUSTOMER AND INTERPRETING THE INFORMATION THAT EACH NODE GENERATES TO CREATE VALUE."

ITAÚ Paraguay

The leader's priorities are very different.

Andre Gailey, CEO Itaú Paraguay

André Gailey, **CEO Itaú Paraguay**

André Gailey is Brazilian and for more than a year he has led Itaú's operation in Paraguay. Passionate about changes and the new digital era, in this interview with Latin Trade he talks about the renewal of banking, the vertigo of transformations and the new way of working. Plus, the characteristics that CEOs should have in 20 years.

How did the bank's business approach change from the digital transformation?

We had to rethink our strategy, review our internal structures, which have to be much more integrated and with a much more focused look at the customer experience, not just efficiency.

How did you do it?

Changing our work methodology, leaving behind separate areas and moving towards a community environment. And this is a very important point because when you only want efficiency, the logical way is Taylorism, Fordism, a production line with one area after another delivering the products. When one prioritizes transformation, one cannot be transformed if the areas are not integrated and do not have the autonomy to make adjustments. It is a giant change in work methodology and organization of a company. This is where communities come into play.

How do they work?

They are like mini startups within the bank, with autonomy to make decisions. The effectiveness of the solutions is greater because it is more precise and closer to the customer's needs. The speed of implementation is much faster and the cost is much lower. The groups begin to be organized by purpose.

How does the CEO exercise his leadership after this change in structure with the communities?

It is a super change. The leader's priorities are very different. You have to choose people well, because you need very dynamic people, who can change jobs very quickly. If we look back 20 years ago, the good worker was the one who had the answers ready. Today the questions change all the time. So you don't have to choose the worker because they have the answers, but because they have the ability to find the answers. You start to go with the most strategic decisions.

When did digital transformation start in Paraguay?

Itaú has a great digital transformation plan for all its units. The thing is, Paraguay is a less digital country. So the contrast is much stronger. This is an important point to show that the digitization of the client is an effort of the whole society but it is also an opportunity for each company to lead the process within its reality.

How do you make a career in a bank today?

Today every person owns their career and has to choose how to do it. The role of the company is to create learning and reassignment opportunities. This means there are many more opportunities to learn and do new things. Meritocracy gains a different meaning in this context.

What message would you give to an executive just starting his career in the industry?

You have to prepare for the demands 10 or 20 years from now, because the market will be different. The world will be more digital, the speed of change will be faster and the need to work and lead in an environment of great dynamism, with constant changes, requires very good communication, group dynamics, knowledge of technology, and mathematics. It is a much more strategic vision, not only of the information but of what is going to happen. There are new soft skills and hard skills. And perhaps the key message is that you don't learn that today in our schools. Our schools, our colleges, do not prepare people for this new reality.

What will banking be like in five years? More concentrated, with lower costs?

An increasingly simple, comprehensive, inclusive bank, integrated into people's day-to-day lives. In five years we will have almost no physical experiences, only digital ones. In 10 years, I don't know. I don't think coins as we know them today will exist anymore.

Digital banks

The dreaded competition

The vertigo of going down the digital highway was not limited to start-ups with a lot of initiative and low capital. In recent years, there were entrepreneurs who absorbed everything that the 4.0 revolution put within their reach and advanced at a determined pace, willing to take advantage of the shortcomings and rigidity of traditional banking. They became the banks of the millennial generation, digital and with a new philosophy: to be agile and more inclusive. They base their service on lower costs for the client, with an entirely digital operation focused on applications that save the user from face-to-face procedures, since one of their most distinctive characteristics is that they do not have branches. As the advertisement for Nubank, the largest digital bank in Latin America, founded in Brazil, says: “We are passionate about challenging the status quo. And we are on the client's side: we create a simple experience, without fine print and with transparent communication”. And it ends with: "We fight against complexity, paperwork and all those abusive fees." Undoubtedly the message was something the market was waiting for because it began operating in 2014 and five years later it already had 8.5 million customers and other impressive product sales figures. For example, its credit card (with no maintenance cost) is used by 15 million people in Brazil alone. Nubank’s business model spurred traditional banking and pressured it to move forward on the digital highway. But above all, it raised a question that carried more weight before the pandemic. Can both models coexist or will the digital-native bank engulf the century-old institution by 2025? For Martín Zarich, executive president of BBVA in Argentina, "this competition from challengers will help us innovate and develop". And he remembers that banks are used to a competitive environment and are not afraid of the challenge. Zarich makes explicit points for and against each of the parties. "As a traditional bank we carry two weights," he points out. “With cost structures that have to do with very traditional distribution networks. And, the most important problem, cultural legacies that we have to transform faster and faster”.

“If you look at these two factors,” he adds, “it seems that the future smiles more at a challenger than at a traditional bank, but it is also true that when you are a challenger you die for having millions of clients, the value of years and years of sustained and built relationships; you're dying to have the brand or the complete product catalog that traditional banking has developed”. Similarly, Francisco Mejía, president of the Banco Agrario de Colombia, points out: "Traditional banking has the advantage of having more points of contact with the customer and if it does a good job, solving their needs, giving them a good experience, they have the opportunity to retain that customer and have more loyalty," he says. He recalls that in 1994 Bill Gates decreed the death of the banks. "He said that the banks were dinosaurs that could be 'bypassed'. And that has not happened. That is not to say that there is not a great challenge for traditional banking, but it wasn’t so true that the mere fact that technology companies emerged automatically wiped out the banks ". Ultimately, industry experts believe that new competition is a lethal threat to established institutions. "The traditional bank as such is not going to die, it is going to continue to exist," says García-Muñoz of McKinsey. "But it has to be modernized in a major way". “The challenge for these institutions that compete with (traditional) banking is that they have a sufficient scale. They also have their own fixed costs and the bet is to grow fast, generate a user base and be able to cover those costs by gaining scale. If they cannot do it quickly, they consume a lot of liquid money and in the end they disappear”. In this way, the digital revolution generated fintech and ecosystems, and made digital banks disembark. So far, it seems to be a controlled environment that adapts to coexistence. But some industry insiders warn that a greater danger may lurk behind the scenes. As Francisco Mejía, president of Banco Agrario de Colombia, says: “I think the biggest threat is not in fintech but in‘ bigtech ’. There is a critical mass of customers that can create a challenge for traditional banking, as has happened in China". *

"WE ARE ON THE CLIENT'S SIDE: WE CREATED A SIMPLE EXPERIENCE, WITHOUT SMALL PRINT"

Martín Zarich, CEO BBVA Argentina

BBVA Argentina

30 million digital transactions per month

Martín Zarich, CEO BBVA Argentina

BBVA has been operating in Argentina for 20 years. It has a network of 250 branches and it turned to digitization before it boomed, when the trend was taking over internationally but it was not well established in the country. CEO Martín Zarich is a banking veteran, used to exercising command in the turbulent waters that the Argentine economy always presents. He then talks about the change, the transformations of the sector and the importance of continuous training.

When did BBVA's digital transformation begin in Argentina?

Seven or eight years ago we began to move in that direction. The last four or five have been the ones that have had the most visible changes in how we operate.

How does the client get used to the fact that the procedure is different?

An important point is Who pushes whom? Do we push the customer or does the customer push us? If we see figures for 2015, approximately 20% of our clients had some kind of digital relationship with us. At that time it was basically web and some mobile. Today that figure is between 65% and 70%. In that same year, we sold 5% of traditional retail banking products through digital channels. Today it is 70%.

How much was it in March of this year (before the pandemic)?

60%. We had already come a long way.

What are the most profound changes in the operations of a branch?

There are products that have already disappeared from the branches. Nobody buys, sells or rescues an investment fund in a bank branch, or the constitution of a fixed term (deposit), which is done online. And the other point is the level of transaction at the cashier. We are all used to a branch with lines of people waiting at the cashier. That no longer happens. Four or five years ago there were 1.2 million cash transactions per month. Today there are 200,000, with 25-30% more customers. Today, digital transactions are about 30 million per month. You need absolutely ready, attractive channels that everyone can handle. You have to do a very deep reconversion of your processes.

Will the industry concentrate in five years?

In general, banking in Latin America is quite concentrated, except in Argentina. It is a concentration of what we would typically call traditional banking. But traditional banking no longer knows if it is still traditional. We should rethink the names. When one looks at the world of newcomers, digital banks, the fintechs that are most specialized by product or segment, they are new and very valuable competition from the customer's point of view. Traditional banks have to fight the competition like any industry.

And the battle with the legacies?

I think there are cultural legacies that still tie us to the past and a digital bank, a fintech, has none of that, it has no commitment to the past. But at the end of the day the customer cares little about all of this. They want good service, that we solve their financial issues. Nobody gets out of bed in the morning saying 'how lucky! I'm going to do a financial procedure.'

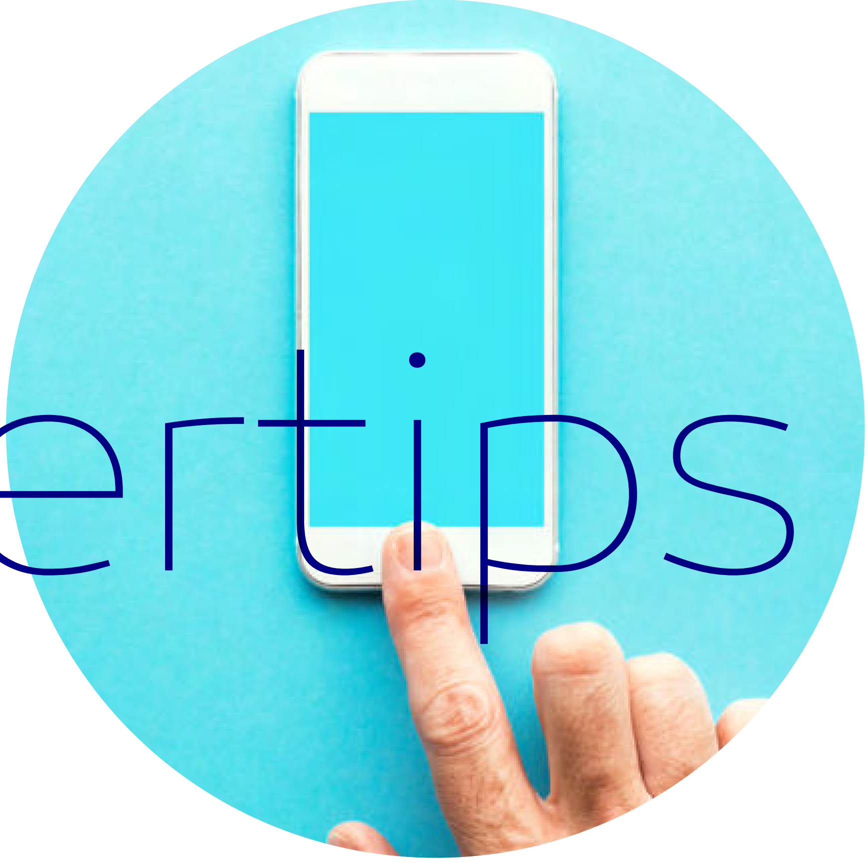
What professional risk has been worth taking in your career?

As a bank in Argentina we had to make a strategic decision a few years ago. We could not follow the same growth path (of other leading banks, of opening more branches) because we were not going to achieve our objectives. We saw the opportunity to grow in the open market, basically in the digital world. And we did very well. The banks that increased (the branches) substantially today have to think about reducing them, which is a trauma.

What advice would you give a young executive?

I would clearly tell them to prepare to be willing to come up with really good ideas and five years later to throw them away. And that is a very difficult process. You have to generate that detachment at a greater and greater rate. And fundamentally not to believe it. I think it is a sin that could be committed by players in the industry who think they have found the fundamental formula. Perhaps those of us who have spent a little longer on this relativize that concept.

The future at your fingertips



With the current dynamism of the corporate world, a five-year projection is presented as short-term. The banking sector - and the financial sector as a whole - has reached boiling point, and the obvious conclusion is that the transformation already underway will deepen in the coming years. "The digital age is here to stay," says Alejandro Valenzuela, CEO of Banco Azteca, Mexico. “The most efficient way we are working is going to accelerate. It is a dizzying and really wonderful change, but many are also going to be left out,” he says. "If we don't re-educate them and change their way of thinking, we are out of the game." He raises the less visible side of the coin: that not everyone embraces digital banking. "The reality is that we still have a hard time convincing them to work digitally," both customers and staff, he says. “There is a lot of resistance and in many cases it will happen to us as happened to air lines when they changed from analog to digital booths. There were pilots who could not fly with digital tools and they had to retire,” he reflects. And that's what he anticipates can happen to executives who don't adapt.

Francesc Noguera, from Banco Sabadell shares his experience. “We have had to open the bank's system architecture.

We had to launch products that we didn't have, which are one hundred percent digital. And along the way, we had to incorporate people, talent from other sectors, with a much fresher vision and more sensitive to the customer's experience. And that was a great challenge”. Concentration or fragmentation?

Francesc Noguera, from Banco Sabadell

FRANCESC NOGUERA, FROM BANCO SABADELL SHARES HIS EXPERIENCE. “WE HAVE HAD TO OPEN THE BANK'S SYSTEM ARCHITECTURE.

Concentration or fragmentation?

More open architectures, more interrelation with fintech, a more omnichannel offer and new generation talents are part of the future model. Carlos Paci from BCG believes that open banking regulation will help maintain competitive dynamism. Mainly because the most efficient players will be able to access more customers, which will allow for niches in which each company specializes, always with the competitiåve pressure of keeping the customer delighted. “Fintech companies are like hares next to elephants that find it difficult to move their legs. (The banks) have bureaucratic structures, they are not prepared to be innovative and they have a regulatory framework that is a challenge,” said Diego Prieto, CEO of Banco Caja Social de Colombia. He argues that the banks' strategy evolved from competition to full collaboration. In recent years, for example, Banco Caja Social launched with the help of the fintech Backbase a fully digital product line, a point of sale financing program and a digital wallet. Getting the new digital credit lines up and running took five weeks from the decision to develop it until it was productive. "As a bank alone we could never have done that," he said. But they are also flexible solutions that are ready to be modified if the initial definition does not go well or if the regulatory or competition conditions change.

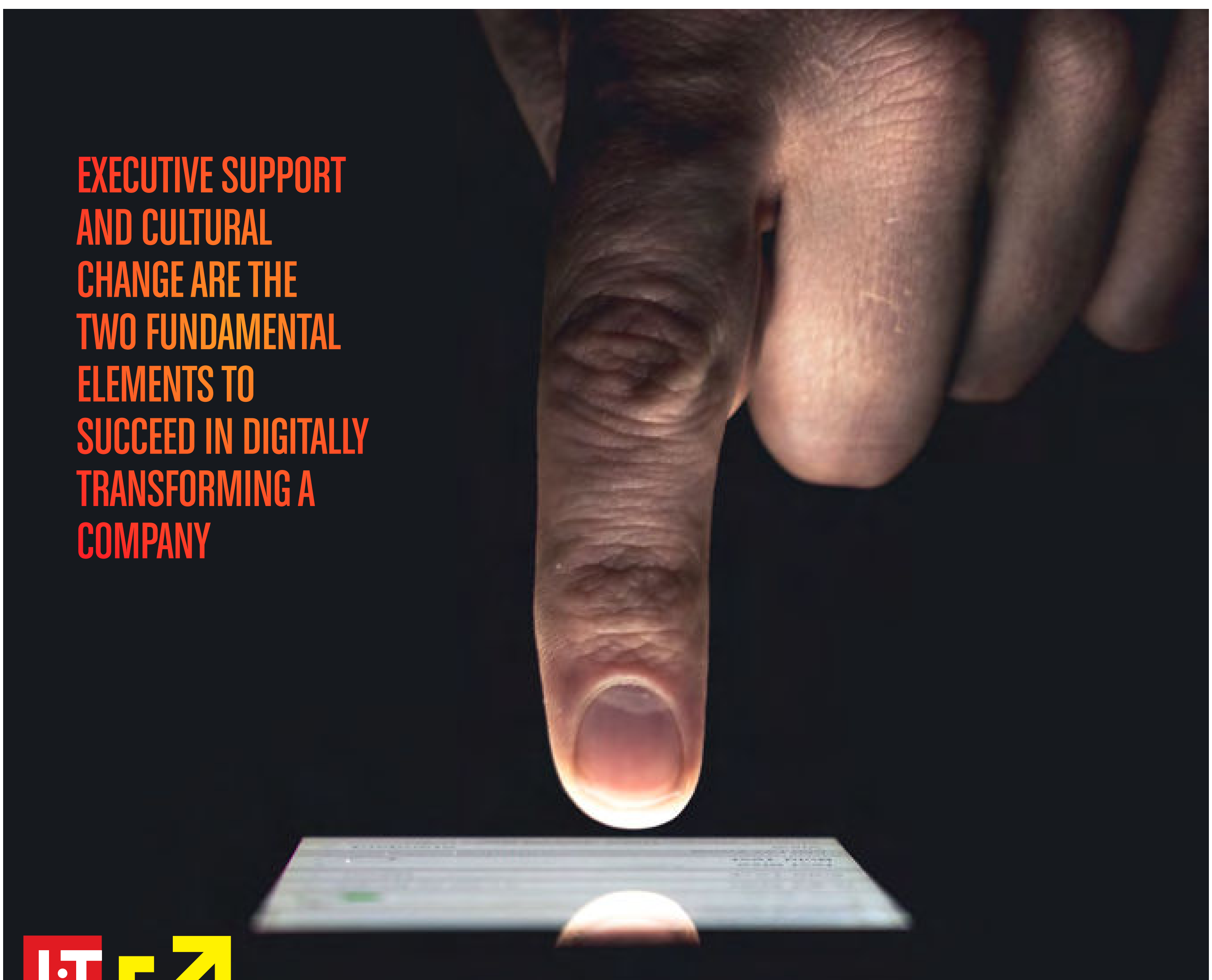
Faced with this panorama of multiplicity of factors, by 2025 will the banking sector become concentrated or will there be more interconnected actors?

Paci believes that both situations will occur. Some entities will be successful in their transformation and will increase their position hand in hand with ecosystem moves, while others will not be able to keep up with these changes and will have to be reduced. He believes that there are cases in which scale is worth a lot and those who are effective in occupying those spaces will have advantages, for example in the payment niche. "It's a very competitive space," he says. There, progress will probably be made in the consolidation of models that will be dominated by collaborative ecosystems of various companies, something that he defines as "an important trend".

MODELS DOMINATED BY COLLABORATION ECOSYSTEMS BETWEEN SEVERAL COMPANIES WILL BE CONSOLIDATED.

COMPETING IN THE NEW REALITY WITH AN OLD ORGANIZATIONAL MODEL IS A RECIPE FOR FAILURE.

His colleague Garcia-Muñoz from McKinsey also anticipates changes to the board. "I think there is going to be a concentration in the sector," he says, and he mainly points to the disparities in operational quality in the region. “There are banks that are operating at a 70% efficiency rate and others at 30%. This raises important questions because you are trying to compete in this new reality with an old organizational model. And that is a recipe for failure,” he says. This set of factors anticipates that the investment decisions banks will have to make in the coming years will not be minor and, with advances in digitization, it is easy to anticipate a reduction in branches. The pressure on margins that was already being felt will also deepen as a result of the pandemic and will add pressure. They were falling due to greater competition, greater risk rates and the growing expectations of customers who ask for more services for the same price. “Every day the profitability of the bank faces a greater challenge,” says Paci. There is general agreement among experts that digital transformation is a cultural transformation. "In the end, it is a transformation of the industry," says García-Muñoz. And he cautions that “changing the 'core' (the bank's main software) and spending a gigantic investment does not guarantee success. “70% of the transformations fail and, of that number, more than 60% the reason is people, the bank's culture. It is not a technological issue,” he says. In conclusion, executive support and cultural change are the two fundamental elements that must always be considered to achieve success in the task of digitally transforming a company. *



THIS IS A SPECIAL PUBLICATION BY EDITORA LATIN TRADE UNDER THE AUSPICES OF BACKBASE :: EDITOR SANTIAGO GUTIÉRREZ TEXTS ELIDA BUSTOS
EDITORIAL DESIGN CAMILO JARAMILLO + STUDIOVISUAL.CO PHOTOS PEXELS TRANSLATION AND EDITING DAVID BUCHANAN - ENGLISH ADMINISTRATIVE AND FINANCIAL DIRECTOR CLAUDIA BANEGAS LATIN TRADE EDITOR © 2021

Leonor Melo De Velasco, Presidente

Banco Mundo Mujer, Colombia

Colombia Lend a hand to financial inclusion

Leonor Melo De Velasco, Presidente
Banco Mundo Mujer,Colombia

It was born as a foundation to help the vulnerable population with microcredits, and today it is the largest private microfinance bank in Colombia by gross portfolio balance, with more than 700,000 clients. The essence of Banco Mundo Mujer, BMM, is to work for the community. With that in mind, it has a financial education program so that families learn the value of money, the importance of saving to face any eventuality, caring for natural resources, the benefits of having a good credit history and administrative heritage.

How and why did you start on the path of microfinance for women?

In 1983 a strong earthquake occurred in Popayán and thousands of people with many needs had their finances and homes affected. I knew of different microcredit programs and I knew that it was time to help those people who had informal businesses, who needed a livelihood to get ahead and who were mostly female heads of the family. We decided to create the Mundo Mujer Foundation as an NGO to help access microcredit and reactivate the economy of the region at that time.

What changed from an organizational point of view when you became a bank?

The changes were many. However, the philosophy of microcredit and the essence of the foundation remain. We have grown and evolved with our clients. We accompany them and build a culture of commitment together, teaching them the importance of having a good credit history, the benefits that this behavior generates and of course that they see saving as a source of wealth and progress.

At what stage of the digital transformation process is BMM at?

We have already defined the path of digital transformation that we must follow. We have been developing some tools and digital platforms such as the Mundo Mujer app that allows you to make payments of credits, see your products and transfers, easily and safely from your cell phone, etc. We continue working on strengthening virtual banking with a transactional portal.

When you started your professional life, did you imagine that you were going to become a banker and with a social focus?

I never imagined becoming a banker, but I have always been focused on social service to the community. When Fundación Mundo Mujer was created and I learned about the benefits that microfinance had for the most vulnerable populations, I always had the goal of turning it into a bank with a social focus and I was able to make it happen.

What does the word "reinvention" mean to you?

It means having the ability to initiate and achieve change for the better. Reinvention intrinsically involves a change to add value or start a new process.

Of the professional risks you've taken throughout your career, which one do you think was really worth it?

Making the decision to be a bank and all that this entails from a regulatory, operational, strategic and professional point of view. Seeing all that we have achieved during these five years fills me with satisfaction and happiness.

With your experience in the financial industry, what would be your advice to a manager who is just starting his career in the administration of a Latin American bank?

It is important to be very clear about the bank's mission and objectives, to have a promise of realizable value and to understand very well the needs, behaviors and expectations of customers. All this will define the navigation route towards where the business should focus.

How do you anticipate the banking sector in five years?

It will be more inclusive and humane. The pandemic has allowed us to reaffirm that microcredit continues to be the best instrument and a real support to combat poverty and gender inequality.