

INSTITUTIONAL TRANSFORMATION

Lessons Learned from the Launch of Sinapi Aba Savings & Loans

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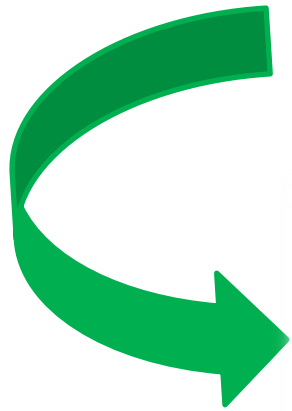


TRANSFORMING AN INSTITUTION



SINAPI ABA TRUST

Transforming Lives Through Micro-Finance



SINAPI ABA'S TRANSITION TO SAVINGS & LOANS

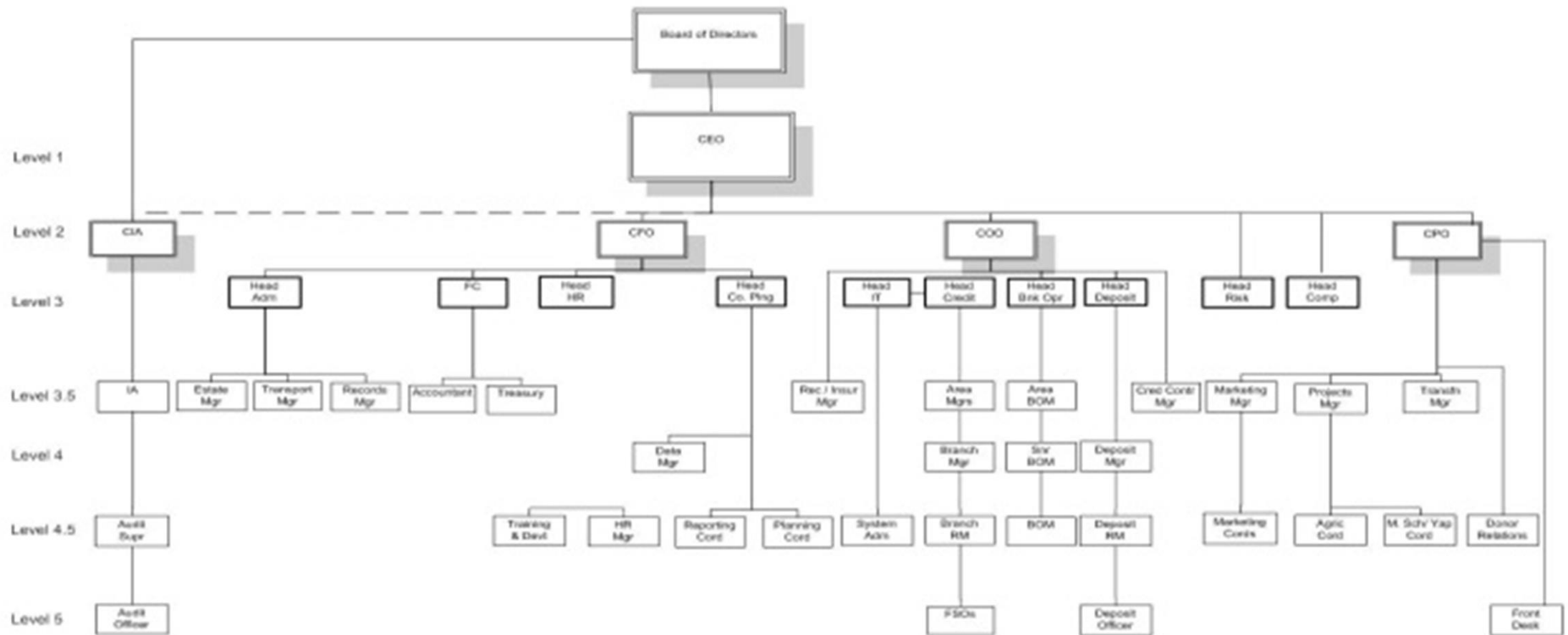
- Decision to change

- Planning the transformation
 - Strategic planning
 - Licensing

- Structural transformation

- Operational transformation

SIGNIFICANT ORGANIZATIONAL CHANGE



SEVEN CHANGES FOR OPERATIONAL TRANSFORMATION

1. Introduce the new brand (SASL)
2. Roll out institutional branding and marketing infrastructure
3. Upgrade technology and improve systemization (MIS upgrade)
4. Upgrade the branches and network
5. Develop and review procedures, policies and processes
6. Focus on staff: orientation, adaptation, training and recruitment
7. Develop new products (deposits)

PRODUCT DEVELOPMENT - DEPOSIT MOBILIZATION

Currently SASL has developed and rolled out seven deposit products

1. Compulsory Deposits
2. Flexi Savings Account
3. Premium Investment Savings Account
4. Susu Savings Account
5. Current Account
6. Fixed Deposit Account
7. Smart Kids Savings Account

PRODUCT DEVELOPMENT - DEPOSIT MOBILIZATION

Since 2013:

We have opened **103,340 new demand deposit accounts** (exclusive of compulsory deposit accounts)

Our deposit portfolio has grown from **GH¢ 22.8 million to GH¢ 44 million** (a 100% increase)

THE CHALLENGES OF ORGANIZATIONAL TRANSFORMATION

- How can we prepare our MIS and IT support staff so that they are ready to handle our new status?
- What steps do we need to take in order to maintain the same level of growth?
- How can we maintain a high standard of customer service if client numbers begin booming?
- How can we address problems with the implementation of new processes that arise from staff and clients having become used to the old ones?

PRELIMINARY RESEARCH FINDINGS - THE NECESSARY PIECES FOR CHANGE

- Developing new monitoring systems
- Staff capacity building and awareness
- Branch and other infrastructure upgrades with increased technology and security
- Revised staff incentive schemes to reflect new focus on savings
- Documenting new process flows, procedures and practices
- Staff transfers and role re-assignments
- Frequent meetings and trainings
- Staff commitment – long working hours and giving up weekends

PRELIMINARY RESEARCH FINDINGS - OPERATIONAL SHIFT

Infrastructure Costs

- “All branch buildings had a facelift...also had to change the branding... All costs a lot of money.”

Marketing Challenges

- “The marketing must be a lot different. Instead of focusing on donors, must focus on clients. Therefore, there needed to be proper marketing from company to client and from client to client.”

New Competition

- “SASL now must think about competition. There are 23 other Savings & Loans in Ghana and many other MFIs.”

PRELIMINARY RESEARCH FINDINGS - CULTURAL SHIFT

Change in Culture

- “Whole new cultures at the bank”

Becoming a New Kind of Organization

- “Reposition the bank”
- “Staff had to adapt quickly as there are so many players.”

Bringing Staff on Board with Changes

- “Challenge to get staff to understand everything that comes with becoming a Savings & Loans.”
- “People have feelings and working around those feeling can be difficult... Shifting opinions is a major challenge.”

PRELIMINARY RESEARCH FINDINGS - KEY CHALLENGES

Keeping Our Strengths

- “Maintaining positive side of our organizational culture vis-à-vis professionalism from ‘outsiders’ employed.”

Alienating Old Clients

- “Due to increased number of documents needed, it could make some existing clients uncomfortable to the point that SASL loses some good, old clients.”

Big Changes, Small Timeframe

- “Credit and loan processing becoming too cumbersome because of the new changes.”
- SASL “didn’t have time to ‘figure things out.’”

THANK YOU
MEDAASE!!

