



PHB Academy
towards financial inclusion

**Customized courses for
DIGITAL FINANCIAL SERVICES**



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Introduction

PHB Academy, the training arm of PHB Development, offers specialized courses on digital financial services (DFS). These hands-on training sessions are aimed at bank and non-bank financial service providers, support networks, investors and donors involved in financial inclusion. In addition to gaining technical knowledge, participants acquire practical skills to design, manage and deliver DFS to better achieve their social and business objectives.

The content of our courses is based on our experience in implementing more than 100 digital finance projects across Africa and Asia during the past 10 years. Thanks to this experience, PHB Academy offers a broad range of topics relevant to institutions at different stages of implementation.

In this catalogue we present a sample of courses we can deliver. The courses we provide are tailor made to our clients' needs and those of their staff, taking into account their level of education and experience. Workshops are delivered at their convenience online, face-to-face, or in a blended format.

Course topics and structure

This Catalogue describes two sets of courses. Set 1 is most useful for the early stages of going digital and to develop a digital finance strategy. Set 2 is for implementing DFS, or to improve usage and performance if services have been launched.

Each course description has a core module and optional modules. The core module contains basic theory and concepts, and the optional modules offer more in-depth content. PHB Academy delivers a tailored combination of modules depending on your needs and your staff's experience.

All courses are available in English and in French, with some options in Portuguese and Spanish.

Our approach to training

Our training courses are designed based on the latest insights in adult learning. The highly-engaging workshops require active participation from all learners in a variety of focused activities. Participants often collaborate in teams to resolve problems in simulated environments.

They are guided in a structured exchange of their professional and personal experience, and in applying lessons learned to real situations in their own institutions. Our courses provide much more than technical knowledge; participants develop practical skills to design, manage and deliver DFS in a successful and sustainable manner.



Introduction cont:

Course format

All workshops can be delivered in various formats: face-to-face, online or blended format. Online courses are more suitable for institutions that have already launched digital financial services.

Recognising the challenge of providing regular training to large numbers of staff, PHB Academy has developed the eWorkshop as an interactive online learning model.

An eWorkshop is the closest online equivalent to the most engaging face-to-face workshop. The eWorkshop is a hands-on, professionally-facilitated learning event built around an exchange of experience among peers.



Request a quote

- i Can a PHB Academy course benefit your organization's goals?**
- i Are you looking for something closely related?**

Please contact us at :
academy@phbdevelopment.com

We are ready to discuss how our specialized professional instruction can meet your needs.

**Ask us
anything!**

Developing a digital finance strategy

PHB course set

1

Developing a digital finance strategy

Course 1.0 DFS for beginners

Summary

Going digital is a matter of survival for financial institutions. But what does it really mean to go digital? What are the options and the risks? See how Digital Financial Services (DFS) can improve client satisfaction and outreach. And find out what it takes to get a return on investment.

This course is for people who want to know the basics of DFS and Alternative Delivery Channels (ADC). It clarifies the benefits and the challenges of digital options, and equips participants with knowledge and skills required to embark on the digital journey.

Core module (2 days)

With this essential module, participants will understand the role of financial institutions in the digital finance ecosystem. They will be able to distinguish six different DFS business models: 1) Using mobile technology 2) Being an agent for a third party 3) Using an existing agent network 4) Developing one's own agent network 5) Developing a mobile channel 6) Being a mobile money provider. They will understand the benefits and the risks of each model.

Topics include:

- Understanding the role of financial institutions in DFS
- Applying six different business models for going digital
- Comparing benefits and drawbacks of different models

Applied modules (1 day each)

Participants are required to participate in at least one applied module. Upon completion, they will be able to conduct an essential first step in going digital: to select an appropriate business model.

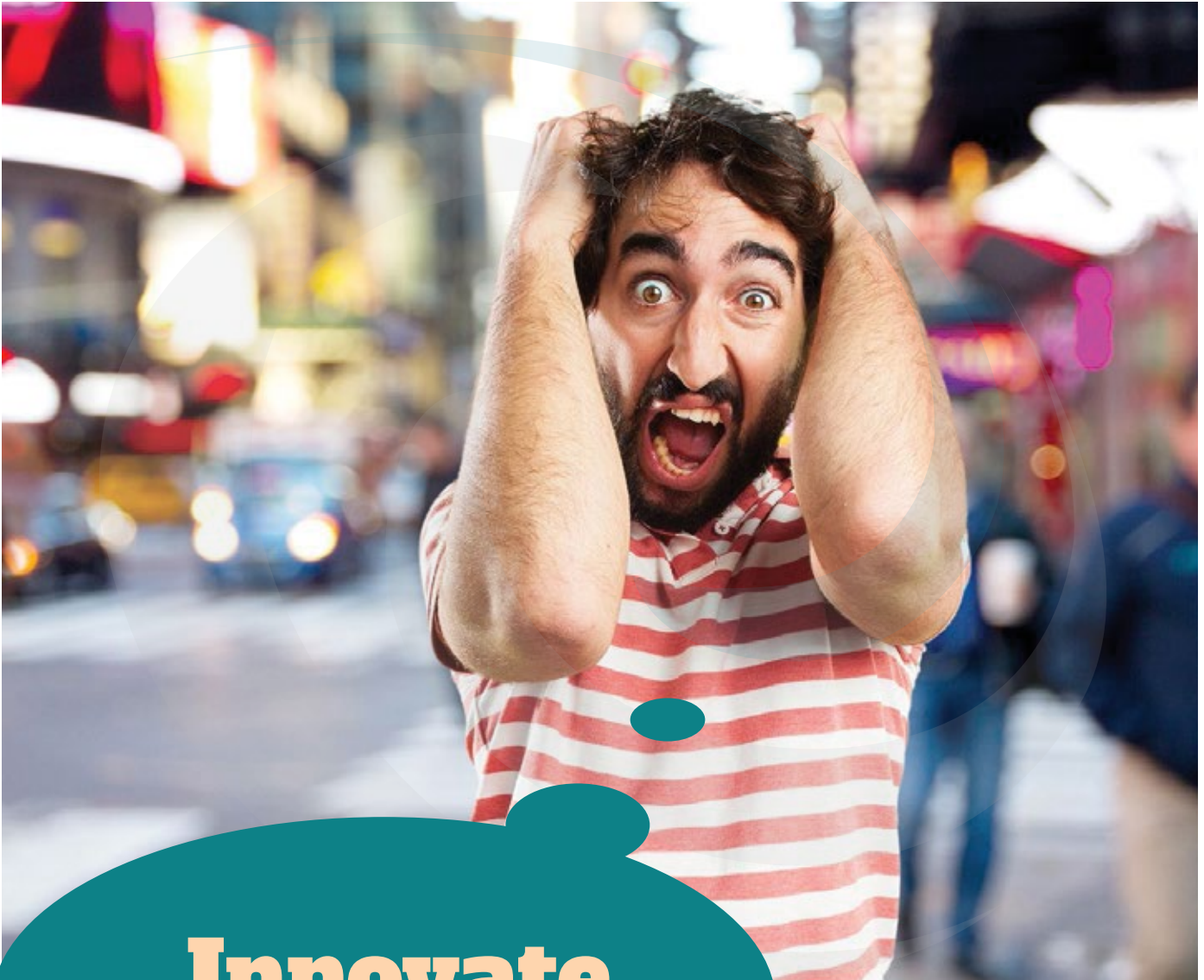
The modules are:

- **Module A:** Assessing opportunities and risks of going digital in a particular market
- **Module B:** Conducting a DFS readiness assessment
- **Module C:** Preparing a digital finance strategy

Target audiences

This course targets Board members and CEOs of banks and non-bank financial institutions, as well as senior managers involved in product development, operations and ICT. It is also beneficial for government officials and central bank staff responsible for the regulation and supervision of the banking, microfinance and digital finance sectors.

Representatives of support networks, investors and donor organisations involved in financial inclusion will find the course enlightening as well.



**Innovate
or die!**

Course 1.1 Using mobile technology as a tool

Summary

Financial institutions can achieve numerous benefits when their staff use digital devices to conduct operations and transactions. The benefits include increased operational efficiency, reduced fraud, and improved customer service.

This course is for people who want to understand options for their staff to use mobile technology. It is particularly interesting for institutions that want to familiarise their staff and clients with mobile tools – before embarking on more complex digital finance models like agent or mobile banking.

Core module (2 days)

Participants will learn practical aspects of a wide range of options for staff to use mobile technology. They will be able to tell the potential benefits of each option, analyse whether their institution meets the minimum requirements, and define key steps for implementation. Participants will also become familiar with key risks, and able to locate tried and tested solutions within the market.

Applied modules (1 day each)

Participants are required to take at least one applied module. At the end of each module they will be able to select mobile devices, select and negotiate with technical partners, prepare staff for the introduction of mobile technology and mitigate the risks of implementation.

The modules are:

- **Module A:** Using digital field applications (e.g. for client registration, loan monitoring, savings collection)
- **Module B:** Offering services via mobile phone (e.g. sms payment reminders, text messages to convey information, digital marketing);
- **Module C:** Developing “mobile agents” (e.g. staff using mobile devices like netbooks) for digital transactions (e.g. deposits, withdrawals, currency exchange).

Target audiences

This course can benefit CEOs of banks and non-bank financial institutions, as well as senior managers involved in product development, operations and ICT. Representatives of support networks, investors and donor organisations involved in financial inclusion will find the course useful.

Course 1.2 Being an agent

Summary

An often easier way for a financial institution to introduce DFS is by becoming an agent for a third party such as a Mobile Network Operator or Payment Service Provider, thus providing the third party's products and services via one's own network of branches and service points.

This course is for institutions interested in additional income with limited investment, attracting new clients to branches, cross-selling services to new clients, and brand re-enforcement. It is an excellent way to learn about digital financial services before offering one's own products through alternative delivery channels.

Core module (2 days)

Participants will become able to describe the pros and cons of being an agent. They will also be able to compare additional income expected from commissions and cross-selling with the investments and effort required. Assessing readiness for being an agent, and knowing minimum requirements are also expertise areas that will be developed. In general, participants will be able to act on the steps to becoming an agent, and become equipped with proven solutions to meet challenges along the way.

Applied modules (1 day each)

Participants are required to take at least one applied module. During these modules, participants will have used established tools and develop practical skills that are fundamentally important to becoming an agent.

The modules are:

- **Module A:** Selecting a third party and negotiating a win-win agreement
- **Module B:** Assessing and developing a liquidity management plan

Target audiences

This course targets CEOs of banks and non-bank financial institutions, as well as senior managers involved in product development, operations and ICT. Representatives of support networks, investors and donor organisations involved in financial inclusion will find the course enlightening.

Course 1.3 Using an existing agent network

Summary

Financial institutions embark on agent banking for numerous reasons

- Increase deposits and thus reduce the costs of funds
- Reduce risks of cash handling
- Improve operational efficiency and productivity
- Reduce congestion in branches
- Increase outreach at a lower cost than by building branches
- Reduce the complexity of managing service points

This course is for a financial institution that aims to form a partnership with a digital finance service provider – and then deliver its own products and services via the platform of this provider and the agents using this platform. It is particularly relevant where agents exist in the institution's focus areas and are well managed.

Core module (3 days)

Participants will understand the benefits and risks of offering one's own services through agent networks of digital service providers such as a Mobile Network Operators, Payment Service Providers or other Financial Institutions. They will be able to assess readiness for partnerships, and know how to meet requirements. Emphasis is on market research, MIS upgrading and staff training. In general, participants will understand the steps in developing a partnership, various challenges along the way as well as proven solutions.

Applied modules (1 day each)

Participants are required to take at least one applied module. The first module enables participants to identify and select partners, and negotiate a beneficial agreement. The second module enables them to assess the third party's system for liquidity management, and develop a liquidity management plan adapted to its usual and planned cash flow.

The modules are:

- **Module A:** Selecting a third party and negotiating a win-win agreement
- **Module B:** Assessing and developing a liquidity management plan

Target audiences

This course targets CEOs of banks and non-bank financial institutions, as well as senior managers involved in product development, operations and ICT. Representatives of support networks, investors and donor organisations involved in financial inclusion will find the course useful.

Course 1.4 Building an agent network

Summary

Financial institutions embark on agent banking for numerous reasons

- Increase deposits and thus reduce the costs of funds
- Reduce risks of cash handling
- Improve operational efficiency and productivity
- Reduce congestion in branches
- Increase outreach at a lower cost than by building branches & Reduce the complexity of managing service points

This course is for institutions that aim to create their own agent network to provide access to their own products and services. It is particularly relevant where such agents do not exist in an institution's focus areas or where existing agents are not well managed.

Core module (3 days)

Participants will understand the benefits, costs and risks of setting up an agent network. They will be able to assess their readiness for this major transformation, and be aware of needed resources. In general, they will understand the steps involved in creating an agent network, challenges commonly faced, and proven solutions.

Applied modules (1 day each)

Participants are required to take at least one applied module:

The modules are:

- **Module A:** Developing a positive value proposition for institution, agents and clients
- **Module B:** Selecting agent and transaction management platforms
- **Module C:** Recruiting and training agent supervisors
- **Module D:** Setting up systems for selecting and training agents
- **Module E:** Setting up systems for monitoring and managing agents
- **Module F:** Designing an approach to liquidity management

Target audiences

This course targets CEOs of banks and non-bank financial institutions, as well as senior managers involved in product development, operations and ICT. Representatives of support networks, investors and donor organisations involved in financial inclusion will find the course applicable.

Increasing usage of digital financial services

PHB course set

2

Increasing usage of digital financial services

Course 2.0 Developing digital financial products and services

Summary

Building customer satisfaction is essential to success in any business. This is even more important in digital finance, because there are no profits or impacts unless clients actually use products after the initial sale. In short, financial institutions need to create digital products that meet customer needs, and then constantly adapt those products as the market place evolves.

This course is for people who want to apply solid methods for collecting information on client financial behaviour, and apply this knowledge in developing and adapting digital financial products and services.

Core module

Participants will be able to design market research that puts clients at the centre. They will be proficient in distinguishing different market segments, and designing a set of products adapted to the characteristics of each segment.

Topics

- Conducting human-centred client research
- Undertaking financial diaries research
- Defining client profiles
- Designing innovative products, and testing prototypes
- Adapting existing products to a multi-channel approach
- Ensuring a value proposition for client, institution and agent
- Building systems for constant product development

Target audiences

This course targets senior managers of banks and non-bank financial institutions. It is particularly interesting for managers involved in product development, marketing and operations. Representatives of support networks, investors and donor organisations involved in financial inclusion will find the course motivating.

Course 2.1 Marketing and selling digital financial products and services

Summary

Communicating the benefits of a product to intended customers is absolutely vital. Moreover, increasing the use of digital financial products requires an effective marketing strategy as well as hands-on sales expertise.

This course is for people who aim to develop marketing and branding strategies for their digital products, and understand skills needed by staff to promote the products face-to-face. It is highly useful for institutions that want to transform their frontline staff into their most valuable ambassadors.

Core module

Participants will be able to design an effective marketing and branding strategy for existing digital finance products. They will define key messages that convert registered clients into active users of digital services. They will also be able to identify and manage relevant media for productive dissemination.

In addition, participants will know how to increase the use of digital products through direct sales interactions with clients, and follow-up on all areas of need

Topics

- Above-the-line and below-the-line marketing to gain and retain clients
- The customer journey: from awareness to active usage
- Choosing/managing key media, and defining core messages
- Building credibility through branding or co-branding
- Building sales skills - The ABC approach to sales
- Selling new channels internally – getting buy-in

Target audiences

This course targets senior managers of banks and non-bank financial institutions. It is particularly interesting for managers involved in product development, marketing and operations. Representatives of support networks, investors and donor organisations involved in financial inclusion will also benefit from the course.

Course 2.2 Selecting and training agents

Summary

The key to efficiently managing an agent network is ensuring the majority of registered agents are active. This requires careful selection and a smart investment in quality agent training.

This course is for institutions that aim to set up their own agent network, or have already done so. It is also highly useful for institutions that use a third party existing agent network, and have influence on the way agents are selected and trained.

Core module

Participants will be able to identify potential agents that are likely – or unlikely – to be active. They will be able to facilitate procedures that ensure the right agents are contracted. In addition, participants will be able to design and deliver training-of-trainers to staff and for agents, based on the latest andragogic insights.

Topics

- Defining agent selection criteria
- Developing agent selection tools
- Managing the agent verification process
- Contracting and on-boarding agents
- Principles of adult learning
- Learning to train: The EDGE method
- Principles of instructional design: The ADDIE method
- Summative and formative evaluation for improvement

Target audiences

This course targets senior managers of banks and non-bank financial institutions. It is particularly interesting for managers involved in operations, digital finance services and agent network management. Representatives of support networks, investors and donor organisations involved in financial inclusion will discover useful methods in the course.

2.3 Managing agents and liquidity

Summary

Research shows that the number of transactions conducted by agents and the quality of their services are both closely related to how they are supervised. Financial institutions are well advised to help agents plan and manage their liquidity. Monitoring agents closely and providing the right coaching in turn improves performance.

This course is for institutions that aim to set up their own agent network, or have already done so. It is also highly useful for institutions that use a third party agent network, and have influence on the way agents are selected and trained

Core module

Participants will be able to adapt and apply tools for planning and managing agent liquidity. They will be able to develop strategies for helping agent to improve their cash flow management, and thus guarantee service to clients. Participants will also be able to adapt and apply tools for onsite monitoring. Coaching agents and their supervisors to improve performance is another important expertise to be gained in this course.

Topics

- Planning agent cash flow
- Monitoring agent transactions and balances
- Diversifying agent options to rebalance
- Improving agent liquidity management
- Developing tools to measure performance and define actions
- Principles of coaching: The GROW method
- Coaching agents and agent supervisors to improve their performance

Target audiences

This course targets senior managers of banks and non-bank financial institutions. It is particularly interesting for managers involved in operations, digital finance services and agent network management. Representatives of support networks, investors and donor organisations involved in financial inclusion will gain valuable insights in agent management.

2.4 Using data to optimise digital performance

Summary

This course is for microfinance institutions that aim to improve the performance of digital products through better use of data analytics. It is especially useful for managers and staff responsible for implementing strategies to increase an institution's outreach and profitability through various financial products and delivery channels.

Core module

This part of the course is required. Participants will gain core knowledge and learn a series of skills in the use of data and analysis to improve MFI performance.

Topics

- **Defining the data needed to improve design and performance**
- **Designing systems and processes for the collection of data**
- **Using tools for the organisation, analysis and presentation of data**
- **Proposing decisions and actions based on data presented**

The core module will include some concrete examples of key use cases, i.e. typical tasks to which the knowledge and skills can be applied.

Applied modules (1 day each)

Participants are required to take at least one applied module. Applied modules enable participants to apply the knowledge gained in the core module, and to practice their skills on a specific use case.

Participants will be asked to bring in a set of real data from their institution. They will be helped to analyse the data in excel or in a programme they are familiar with. They will also experience the power of more sophisticated tools for the organisation, analysis and presentation of data for decisions.

The modules are:

- **Module A:** Improving operations
- **Module B:** Improving products and services
- **Module C:** Improving reporting to regulators and donors
- **Module D:** Improving social performance and inclusion

Target audiences

This course targets senior managers of banks and non-bank financial institutions. It is particularly interesting for managers involved in operations, product development, compliance and reporting, ICT, digital finance services and agent network management. Representatives of support networks, investors and donor organisations involved in financial inclusion will benefit from the applicable insights on data and analysis.





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