

EMN Peer-to-Peer

Visiting Organisation	Hosting Organisation
Date of the event: December 7 th and 8 th 2022	
Name: Adie	Name: Monte Credit
Country: France	Country: Montenegro
Names and emails of people involved: <ol style="list-style-type: none"> 1. Simon BESNIER sbesnier@adie.org 2. Marine VIALA mviala@adie.org 3. Tamara GUISTINATI tguistinati@adie.org 4. Malik DOUMER mdoumer@adie.org 5. Grégoire LEMAIRE glemaire@adie.org 6. Elsa AYMARD eaymard@adie.org 7. Adrien GIZON agizon@adie.org 	Names and emails of people involved: <ol style="list-style-type: none"> 1. Svetlana Roganovic svetlana_roganovic@wvi.org 2. Luka Pavicevic luka_pavicevic@wvi.org 3. Nebojsa Damjanovic, nebojsa_damjanovic@montecredit.me 4. Igor Simovic igor_simovic@montecredit.me 5. Snezana Racic snezana_racic@montecredit.me 6. Dusan Boskovic dusan_boskovic@montecredit.me 7. Zarko Zugic zarko_zugic@montecredit.me 8. Zeljko Mujovic zeljko_mujovic@montecredit.me
Objectives of your visit: ((please answer why your organisation want's to visit the host and how this relates to your organisations situation/plans/strategy)) <p>The main goal of Adie's visit was to understand how Monte Credit pushes its loan officers to come out the door of their branches and meet potential customers (entrepreneurs) and referrers. How is this embedded into Monte Credit culture, how is this induced, managed and monitored? What are the best practices and results? What are the good and bad sides ?</p>	

Background of the meeting and the visiting delegation: (consider why you wanted to talk to the hosts and highlights/things that called your attention – 1-2 paragraphs)

While 46% of Adie's clients come from the world of mouth and 18% originate from our communication on social networks, only **5%** of our loan beneficiaries are from **direct acquisition**. In addition, our conversion rate on Direct acquisition is very low, stagnating at **2.5%**.

In response to these observations, Adie's 2022-2024 strategic plan has included a "go toward" policy on the agenda, encouraging loan officers to go more into the field and initiate the meeting instead of waiting for clients to come to the branches.

As Monte Credit consultants spend 80% of their time on the field and have excellent conversion rates on direct acquisition, we wanted to visit them to have a better overview and comprehension of their way of working.

Lessons learnt during the visit:

- The “80% of time spent outside the branch“ rule is mentioned in the job interview and the work contract and strictly monitored by Montecredit’s middle & top management.
- Exemplarity carried by the managers on the “go towards” practice who accompany the advisors and drive the process
- Priority is given to the customer relationship (close to personal level), presence in the agency is only dedicated to the administrative work.
- Use of sales pitch that does not mention the interest rate but insists on the monthly payment and the total cost of credit.
- Percentage of time spent in the field discussed in the job interview and mentioned in the employment contract/job description

Adaptation of some key lessons to your own organisation (do you plan to adapt anything you learnt in your own organisation? If yes, please specify what as we can also offer consultancy dates to support you with implementation):

Some options could be:

- The development of a low-amount, short-maturity appeal product to test customer trustworthiness & repayment capacity and approach them easily
- Rely and individual brokers to be Adie’s ambassador where Adie has no physical presence (branches, permanence), promote Adie’s offer and refer potential customers to us, in exchange of a (financial) reward.
- Identification of hot points of social life where Loan officers could spend time, organise events, bring active customers to testify...
- The use of non-traditional partnerships (e.g. in the form of sponsorship) to enhance the image and visibility of Adie among communities.
- Amendment of loan officers job description & labour contract to include the “80% clause” although with a lower %..

I will have difficulty applying the following to my organisation:

- The commercial posture and the search for profitability (ex: Flash offer with reduced rate loans)

- GPS tracking of loan officers' cars, majority of loan officers salary being flexible (depending on commercial targets achievement)

Please rate the following statements by circling the appropriate number:

1= No, not at all	2= Not really	3= Neutral	4= Yes, somewhat	5= Yes, absolutely
-------------------	---------------	------------	------------------	--------------------

· **Did the event match your needs?**

1 2 3 4 5

Additional comments:

· **Did you feel supported by EMN in facilitating the event?**

1 2 3 4 5

Additional comments:

· **Did you gain relevant knowledge and information?**

1 2 3 4 5

Additional comments:

· **Will you apply the information from this event in your work?**

1 2 3 4 5

Additional comments:

Which topics interest you the most for future events?

On which topics could you host a visiting MFI?