

**SEGUROS CONFIANZA** is an Ecuadorian company founded in 1986 that specializes in bonds and credit insurance. Seguros Confianza's mission is to add value to its clients and other stakeholders by supporting them in their businesses and projects and contributing to their development through a focus on the client, innovation, and social responsibility.

In its quest to improve customer service and portfolio management, Seguros Confianza developed the S&C 360 project in conjunction with London Consulting Group over eight months. This project focused on the Underwriting and Payment Collection departments.

This project pushed us along the digital transformation journey that we started a few years ago using LondonCG's methodology. Using agile methodologies and collaborative tools, information dashboards were developed, and we implemented new operational processes and a governance model that ensures accountability.

The main results achieved by each department were:

#### **Underwriting Bonds**

- 42% reduction in the time it takes to rate customers for underwriting (from 3.6 days to 2.0 days).
- 39% reduction in policy issuance time, less than six hours.
- 4.67% improvement in the Weighted Average Rate (premium price).
- Implementing LeadTime indicators across all stages of the bond's operational process as well as to evaluate each employee's productivity.

#### **Payment Collections**

- Redistribution of the payment collection portfolio in order to guarantee its is managed effectively.
- 12% reduction in the bonds' overdue portfolio for accounts that are over the 61-day range.

#### **People & Culture**

The Leadership Accelerator training program consisted of 8 sessions with 28 participants: Managers, Heads, Supervisors, and Middle Management. The individual accompaniment program was carried out with 14 leaders. The program strengthened each leader's competencies so that they are able to positively impact their various work teams.

#### **Digital Transformation**

A Control Dashboard was developed and implemented and then integrated with the Power BI platform. This dashboard automatically calculates the Bond and Payment Collection departments' indicators and updates.

We are pleased to recommend London Consulting Group as a professional and committed firm that positively impacts an organization's culture. We achieved an ROI of 0.74:1 by the end of the project with a forecasted annualized ROI of 3.23:1.

We would like to acknowledge the commitment and professionalism shown by the LondonCG team who, together with the Seguros Confianza team, were able to achieve the established commitments. Sincerely:



Teresa Peña  
Chief Executive Officer  
Seguros Confianza