



# Coope Ande

Número uno del sector educación

Costa Rica, August 2021

To whom it may concern,

Coope Ande is a Costa Rican credit union with 55 years in business, more than seventy-one thousand associates and assets worth over one billion USD. We operate 22 branches nationwide offering savings, credit, and investment products, as well as services both for the public and private sectors.

In the period between November 2020 and August 2021, we developed project "Intelligence" alongside London Consulting Group, with great focus on improving productivity and efficiency on our Commercial Services, Credit and Collection processes, thus impelling our organization to better orient our resources on improved planning, administration, and control of the core business parameters, by enhancing our tools, management and decision making.

Project "Intelligence" managed to revert a negative growth trend in our credit portfolio, moving from a -6% decline in 2020 to a 1% growth by project end in July 2021. Moreover, the improved collection management of our outstanding portfolio achieved a 27% increase in funds collected, versus our 2020 monthly average baseline. Additionally, a 5% increase on collections from written-off debt accounts was attained during the same period.

The benefits achieved from January to July 2021 during the development of Project "Intelligence", measured against a 2020 baseline, are supported by the following operational accomplishments:

## COMMERCIAL SERVICES

- 89% increase in placement of new credits.
- 96% increase in mortgage applications and 14% increase in consumer applications.
- 10% share growth in private sector credit placement.
- 59% increase in average credit amount on consumer products.
- 90% increase in associates' affiliation.
- 18% credit card usage growth.

## CREDIT

- 27% increase in credit analysis productivity on consumer operations.
- 81% increase in credit analysis productivity on mortgage operations.

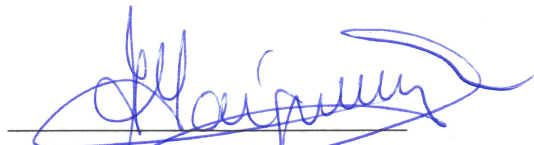
## COLLECTION

- 20% increase in average daily outgoing calls per agent in our collection call center.
- 65% increase in promises to pay generated by call center agents.
- 47% increase in fulfilled promises to pay.

The project concluded successfully with an effective 5 to 1 ROI, and an annual 17 to 1 ROI projection, greatly exceeding our expectations. Beyond these results, our collaborators took part as active participants of a deep cultural change in our company, adopting new practices, affirming their competencies, and adopting a new sustainable methodology to achieve fore coming goals.

We consider that London Consulting Group is a company to refer to in terms of professionalism and capacity to execute high impact projects, with a methodology that adapts to their customer's needs and a side-by-side implementation process that ensure participation of all team members at different organization levels and generate a positive and lasting change on our path.

Sincerely,



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Alexandra Márquez – Massino Rojas  
Gerente General