Súbete al bus de los regulatorios

REGULATORY BUS

Interbank  UCIC

Ética y cumplimiento

Seguridad de la Información
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Executive summary

In 2022, Interbank, one of the leading financial institutions in Peru and part of Intercorp Group, identified that their employees took almost three months to complete the regulatory courses and had a bad learning and user experience with them, since they found them very tedious to do. Regulatory courses are a set of procedures and good practices adopted by organizations that teach employees how to comply with protocols and avoid future problems. The topics covered in these regulatory courses are Ethics and Compliance, Security and Health at work, Information at work, Prevention of workplace Sexual Harassment and Fraud Prevention.

Furthermore, it’s important to point out that any bank or financial institution in Peru, in order to properly function, must be up to date in its regulatory courses and, in fact, they are supervised by several local entities such as: Superintendence of Banking and Insurance, SUNAFIL, and Ministry of Labor. If they do not comply with these courses for all their employees, they would have to pay penalty fees. To solve this problem, Interbank needed to implement these regulatory courses in another way.

In June 2022, Interbank started a partnership with UCIC (Intercorp’s Corporate University) to develop a new methodology in which regulatory courses could be elaborated to reach their objectives. This initiative was called “Regulatory Bus” and had the mission of being able to reach more than 6,500 employees of Interbank to complete the courses. It is important to highlight that Interbank wanted to reach the 90% of participation of Interbank’s employees in two weeks and have a Net Promoted Score (NPS) of 70 points of program satisfaction. This initiative was rooted in gamification and microlearning, making an easier way for the Interbank employees to execute the regulatory courses.

The initiative was implemented in August 2022 and achieved the following:

- Achieved participation of 100%
- Improvement of the NPS score by 60 points

This initiative has proved that it can be done every year to make sure that the employees comply with this obligation. Also, it has been noted that this same mechanism can be replicated and adapted for other companies within the Intercorp group, that has more than 98,000 employees within +35 companies around the country.
Introduction

UCIC began as a learning and training center for the Interbank company, 15 years ago. The Corporate University was created out of the need of the same companies of the Intercorp group, which have "never stop learning" as part of their values. As a service-learning house, UCIC promotes, develops and strengthen learning and interconnection skills for Intercorp employees, based on the use of high pedagogical technology, a powerful team of experts and a large network of allies, with focus on business strategic objectives achievement.

Interbank was founded in 1987 and since its inception, it had the vision of creating a new way of doing banking in Peru, and with the aim of turning each agency into an authentic financial store where, just by entering, the client would feel that they were accessing a different, reliable and trustworthy bank. A place where you could find financial products and services provided with the necessary advice and special, agile, convenient, close and innovative attention. Nowadays, it serves more than 2 million customers. As part of one of the largest banks in Peru, Interbank, implements a set of good practices of governance, transparency, ethics, in this way, we can provide an optimal service to the final customer.
The Challenge

Located in Peru, Interbank is one of the largest banks in this region with more than 2 million customers. One of the responsibilities that Interbank must face is to carry out the regulatory courses.

Formerly, in previous years, Interbank has had a hard time getting its more than 6,500 employees nationwide to comply with the responsibility of regulatory courses. It is known that these courses are an obligation that must be fulfilled within all companies. As part of Interbank's corporate governance, ensuring that its employees have the necessary knowledge in ethics and compliance, security and health at work, information security, prevention of workplace sexual harassment and fraud prevention is a priority. In this way, they can always act responsibly and avoid problems that may happen. In addition, it is important to highlight that in Peru regulatory courses are considered a vital issue, since compliance with them is reviewed by local government entities.

On the other hand, despite the mandatory nature of these courses, Interbank firmly believes that it is important that its employees are aware of these rules to help them in the development of their work. Knowing these different topics not only gives important knowledge to the employee, but also provides a climate and culture to the company so that everyone knows how to evolve in these different subjects.

In this way, in order to fulfill its responsibilities, Interbank had the challenge to make sure that their employees finished the regulatory courses in the shortest amount of time, because in previous years these courses lasted up to two months (between the beginning and the end of the activity). Meeting this goal meant for Interbank less operational burden and being able to have time to devote to other things. Additionally, there was a bad experience with this type of course, since normally they were taught separately and at different times. Previous experience caused Interbank employees to be constantly checking whether they reached the quota of employees who completed the courses.

This challenge responsibility was given to the Interbank Learning, Training & Talent Team and they asked UCIC to help them carry out this mission.
Together, they discussed the importance of the regulatory courses, given that the percentage of participation is an indicator that must be achieved all the years.

Overall, the desired impact of the Learning Development initiative was the following:

- **Reach 90% of people who have completed the program in two weeks**, considering that in previous years that percentage had only been reached in 2 months.

- **Achieve a better Net Promoter Score (NPS)**. It was expected to raise the NPS from 20 to 70 points, which was very challenging.

- **Include advanced digital learning tools**, such as gamification, that allowed students to have a better learning experience.

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*The image includes a cartoon illustration of a bus route from Estación 1 to Estación 2, with stops for activities such as “Ética y cumplimiento.”*
The Commitment

The analysis that was made to execute changes in the regulatory courses was the following:

1. Make the courses more interactive through gamification. In this way, the employees would have the motivation to be able to finish them in less time.

2. Use microlearning technique to make the content more concrete and easier to digest.

To elaborate this project, the teams in charge had a month and a half to carry it out. August 2022 was the month in which the employees would begin the process of doing the regulatory courses. In order to execute these objectives with the necessary time, there were two principal commitments:

**Interbank**: It was agreed that the courses would take place in the first week of August. To ensure that employees take the time to do the courses, the Human Talent Team scheduled a time in their agendas to make sure that employees would have the proper time to complete the courses.

**UCIC**: To have the gamified classroom ready for the agreed date. In addition, they ensured that the content of the courses using the microlearning technique was optimal, in this way, the time in which the employees would take to carry out the course would be shortened.

This synergy worked by having weekly meetings between both companies, so that they were aware of the implementation of the classroom and the contents of the courses.

On the other hand, in order to meet the objectives and promises they had to face a series of complexities such as:

- Develop a new gamified classroom format.
- Improve expertise in their instructional design to be able to make powerful scripts that result in microlearning.
- Work collaboratively and symmetrically, since all courses should have the same quality standard level.
The L&D initiative

UCIC designed a centralized space in their Portal (learning platform), creating their own classroom that was called "Regulatory Bus". This name was given because they wanted to play with the concept and communicate to the employees that they had to "get on the bus" of the regulatory courses to complete them progressively. In August, the Interbank Learning-Human Talent Team scheduled spaces for the more than 6,500 Interbank employees to take their regulatory courses. The communication was sent by email so that everyone was aware of when it was going to be launched.

The first thing that had to be answered was: How was the employee going to follow a route intuitively? The way they decided to solve this problem was by making sure that the employee followed a path that had stops. Each stop had different courses that they had to do and complete. \(\text{See Appendix 1}\)

Within each course, there were educational resources that had to be developed by each employee. After that, there were also documents that they had to review. At the end, there was an evaluation that certified that they had finished the course. \(\text{See Appendix 2}\)

Once Course 1 was finished, the following levels were unlocked, one by one, until Course 5 was completed.

At the end of the 5 courses, a certificate was downloaded stating that they had completed 100% of the regulatory courses.

After completing this structure of the program, UCIC deployed several materials to Interbank, so they could execute the program:

- **A Virtual Classroom**: This is the platform where each employee entered and could find the regulatory courses.
- **Audiovisual Resources**: Animated videos were made explaining each course. In them you could see reflected the microlearning methodology.
- **Data**: It was always considered that the data should be accessible to all Interbank learning managers. Thus, they could visualize the number of people who had taken the courses.
On the other hand, it is important to highlight that this program was based on two main learning axes to be executed: Gamification and Microlearning.

**Gamification:** It was proposed to redesign the virtual classroom using a new playful course format that told a story with challenges that had to be overcame. In addition, a social recognition tool was used according to the rules defined with the team and to the objectives and contents of the courses.

The gamified proposal had a route format that helped participants to advance along the path of courses and each time they entered and completed one of them, a sign appeared.

The advantages of making the proposal gamified were the following:

- Awarded points to participants for their actions.
- To show a leaderboard according to the results of the participants.
- To earn rewards according to grades.
- All participants could visualize who was first in the ranking.

**Microlearning:** It was proposed to move the contents of the topics to the microlearning format, since it was a way to reduce the time in which participants had to spend on the platform. This system allows immediate learning and a complete adaptation of almost any training process, allowing participants to measure their effectiveness instantaneously.

Finally, UCIC and Interbank had several indicators for these programs, some of them were:

- % of participants that completed the program.
- Top 10 rankings of employees that had good score in the program.
- % of time spent in E-Learning platform
- NPS obtained from surveys
Impact

The following indicators were the ones achieved by the program:

- **S/50,000 (PEN)** was saved in penalty fees, since all participants were able to finish the program in the indicated time. In this way, Interbank was able to respect the rules that are established by the Peruvian authorities.

- The goal was to reach an NPS of 70; however, the program achieved an **NPS of 80**. It is important to establish that before the NPS obtained was one of **20 points**.

- 90% of participants completed the regulatory courses in two weeks. Previously, employees took two months to do so. At the end of the month, 100% of employees had completed the course.

- The program achieved a **ROI (return on investment) of 15.5%**. This was calculated considering the cost of the learning initiative versus the savings generated in penalty fees and extra follow-up time.

Anecdotally, there are many ways to demonstrate the success of the “Regulatory Bus” program. Interbank employees showed a lot of interest in regulatory courses, thanks to gamification and microlearning. It was possible to develop the motivation on the part of the participants, since they felt rewarded for completing the courses 100%. This could be reflected in the scoring system (rankings).

The “Regulatory Bus” course has given company leaders the confidence to implement this new methodology again in the coming years, so they don’t have to worry about reaching the quota of participants. On the other hand, implementing this type of courses reflects that the company has a great concern for its workers. This can be reflected in the following testimony from one of the participants: "It is always gratifying to confirm that we are an important part of a culture that supports values and good practices, from the position we have in charge or the activities that we can perform within the institution in which we can develop as professionals. Thank you Interbank and UCIC for making these courses the most dynamic, friendly and timely." Comments like this one have been really gratifying and it confirms how this system has also contributed to a good atmosphere within the company.
Additionally, this kind of actions influences happiness, productivity and can lead to happier and more motivated employees.

As a result of this program, UCIC decided to duplicate this methodology with Izipay (another financial company from Intercorp group). The same objectives were achieved this second time. They were able to score an NPS of 100, meaning that the employees felt completely satisfied with the program.

**Conclusions & remarks**

When we were doing this project, the first thing Interbank's Human Talent Team asked itself was: How could we transform this ordinary process into something extraordinary? As we have explained, regulatory courses are something normative and it is an activity that must be done. So, this is how through gamification and microlearning we devised a product with an added value that improved the perception that employees could have about it.

The results we obtained were optimal, since in two months it was possible to reach 100% of participation, which in previous years had been achieved in four months. Also, we managed to make visible the level of satisfaction from Interbank employees, since a score of 80 was obtained in the NPS survey.

Finally, the greatest teaching that this program left us is to allow both Interbank and UCIC to question the processes and programs that we currently manage. There are always processes that stay the same for a while, but that does not mean that we shouldn't change it to something better. We must understand that the products we offer to our collaborators have to be something that must attract attention.
Appendix

Appendix 1

Appendix 2