

CARE International

Peru



Welcome To Your 60dB Results

Throughout the report, only meaningful differences by key segments have been called out.

We enjoyed hearing from 306 of your loan and wrap-around clients in Peru – they had a lot to say!

Contents

Headlines

- 03 / Performance Snapshot
- 04 / Top Actionable Insights
- 05 / Customer Voices

Detailed Results

- 06 / Deep Dive Into Key Questions

What Next

- 45 / How to Make the Most of These Insights

Appendix

- 46 / Staff Quiz Results
- 47 / Detailed Benchmarking Summary
- 50 / Methodology

CARE International – Peru Performance Snapshot

CARE International Peru outperforms 60 Decibels’ Latin American Financial Inclusion Benchmarks on metrics related to financial access, client satisfaction, and impact.

<p>Gender</p> <p>86%</p> <p>female clients</p>	<p>Impact</p> <p>89%</p> <p>improved quality of life</p>	<p>Sales</p> <p>72%</p> <p>increased sales; 15% average increase</p>	<p>First Access*</p> <p>53%</p> <p>first time accessing a loan</p>	<p>Customer Voice</p> <p>“With the training, I have been able to train myself for my clientele; how to acquire clients, and how much profit can I have.” – Male, 57</p> <p>Data Summary</p> <p>Company Performance: 306 loan and wrap-around clients phone interviews in July – October 2022, in Peru.</p> <p>Quintile Assessment compares Company Performance with 60dB Latin America & Caribbean Regional Financial Inclusion Benchmark comprised of 40 companies, 12 countries, and 12k+ customers. Full details can be found in Appendix.</p> <p>Performance vs. 60dB Benchmark</p> <ul style="list-style-type: none"> – TOP 20% – TOP 40% – MIDDLE – BOTTOM 40% – BOTTOM 20%
<p>Financial Management</p> <p>89%</p> <p>improved ability to manage finances</p>	<p>Net Promoter Score®</p> <p>64</p> <p>on a -100 to 100 scale</p>	<p>Customer Effort Score</p> <p>4.43</p> <p>on a scale of 1 to 5</p>	<p>Access to Alternatives*</p> <p>58%</p> <p>could not easily find a good loan alternative</p>	<p><small>* Only asked to clients accessing loans</small></p>

Top Actionable Insights

1 Going Great:

Clients report deep and broad impact and are highly satisfied with CARE International Peru.

Most clients report improved quality of life, stress levels, confidence in running their business, ability to manage finances, and sales because of CARE International Peru.

Among clients receiving wrap-around services, the majority agree that the training they received was important to their business and almost all have applied what was learned.

CARE International Peru has an excellent Net Promoter Score of 64 and a high Client Effort Score of 4.43/5.

Pages: [21](#), [23](#), [24](#), [27](#), [30](#), [31](#), [35](#), [40](#)

An idea: This is marketing gold – share it with potential clients, partners, and funders.

2 A Finding that Jumped Out:

Depth of business impact, financial impact, and client satisfaction vary by service provider and the service they offer.

While loan clients (Emprendiendo Mujer clients) are more likely to report positive outcomes in their quality of life, stress levels, financial resilience, and business goals, wrap-around clients (IGNITE clients) are more likely to report positive outcomes in business confidence, financial management, sales, and use of digital tools/services.

Loan clients (Emprendiendo Mujer clients) are more likely to ‘strongly agree’ that it was made easy for them to handle any issues (63%) than wrap-around clients (IGNITE clients) (49%).

Pages: [21](#), [23](#), [24](#), [26](#), [27](#), [28](#), [29](#), [40](#)

For discussion: Are the trends a surprise? What can Emprendiendo Mujer and IGNITE learn from each other to drive deeper impact?

3 Area for Improvement:

Clients want broader training content, particularly on the use of online platforms for marketing and business operation.

Nearly half of clients desire more hard skills and 2 in 5 desire more loans for their business growth.

All clients have specific training needs primarily related to reaching more customers through virtual marketplaces, digital marketing, and e-commerce platforms.

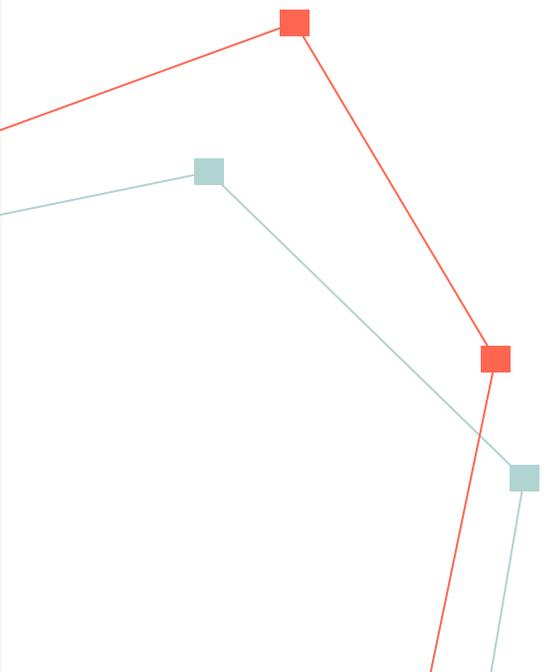
Lower interest rate was among the top suggestion for improvement among loan clients and the top request among wrap-around clients who are considering loans.

Pages: [37](#), [38](#), [42](#), [43](#)

A recommendation: Where possible, address suggestions raised to make clients feel valued and become heard.

Client Voices

We love hearing clients' voices.
Here are some that stood out.



Impact Stories

89% shared how CARE International Peru had improved their quality of life

“I was able to make some purchases that I needed, and I pay the loan each month for my business.”
- Female, 57

“I have more clients. I am busier and have more income. I am more orderly in my accounts.”
- Female, 45

“Thanks to the loan they gave me, I was able to further the implements in my store. I mean, I bought more products than I sold.” - Male, 21

“My sales grew, and the management of my business structure improved a lot since I implemented all the tools I learned.” - Male, 37

“It was very easy to get money for what I needed without so much paperwork and demands from other banks.” - Female, 65

“I made more profit selling through social networks and my delivery schedule and online prices were more attractive to my customers.”
- Female, 38

Opinions On CARE International Peru Value Proposition

69% were Promoters and were highly likely to recommend

“The training helped me know how to advertise my chicken shop, despite only working weekends. I was able to make my clients recommend me and continue asking for deliveries.” - Female, 69

“The attention of the advisors is excellent, very friendly, and very fast. What you have to pay is favorable for all the benefit that it gives.” - Male, 41

Opportunities For Improvement

73% had a specific suggestion for improvement

“Delve into the marketing area to learn how to build branding and advertising to attract customers.” - Female, 31

“Provide other interest rate options. Lower interest a bit.” - Female, 21

“Call me, because sometimes it's hard to talk to someone when you have a question.” - Female, 66

● Who Are You Reaching?

- Client profile: Services offered and demographics
- Business profile: Sector, tenure, means of sales, and revenue
- Decision-making: Financial, female decision-making needs, and business control
- Loan profile: Access, drivers, and usage

● What Impact Are You Having?

- Quality of life and wellbeing
- Financial status
- Business performance
- Digital usage and training

● How Can You Improve?

- Net Promoter Score & drivers
- Loan performance: Repayment burden
- Challenges
- Client needs and suggestions for improvement

“I used the credit to open a food business, and I bought everything for the kitchen that I needed.”- Female, 66

Client Profile: Service Offered

Strivers are micro and small entrepreneurs with 2-20 employees but lack the correct financings. Non-strivers are those with larger businesses.

All clients receiving services from Financiera Confianza through the Emprendiendo Mujer project received only loan services. 98% of clients receiving services from IGNITE received wrap-around services, while the other 2% received both loan and wrap-around services.

The sample breakdown by service provider and services offered are in line with the target study proportion of even splits.

We spoke with clients from 2 service providers with an even split of services received.

About the CARE International Peru Client Services

Data relating to client services (n = 306)



Client Profile: Demographics

Male clients (64%) and those in the city (39%) are more likely to have university education than female clients (25%) and those in the village (23%) and town (14%).

Loan clients are more likely to be female and from the Coast (99%, 65% respectively) than wrap-around clients (71%, 46% respectively).

Wrap-around clients are more likely to be highly educated clients in the city (46% with university education; 87% in the city) than loan clients (15%; 43%).

Clients are more likely to own a smartphone if they:

- Are in the city (94%) than those in town (66%) and the village (65%)
- Are male (96%) than female (82%)
- Are younger (89%) than older clients (80%)

A typical CARE International Peru client is a 38-year-old female living with 3 others in an urban area. More than half live in a female-headed household.

About the CARE International Peru Clients We Spoke With

Data relating to client characteristics (n = 306)

Gender Breakdown

86% Female

● ● ● ● ● - Top 20%*

Household Profile

54% Female-headed

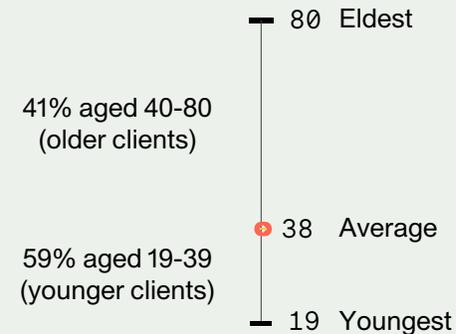
4 Average size

67% With children (<18 years)

Owns a Smartphone

84% With a smartphone

Age Distribution



Region

Coast	56%
Highlands	34%
Rainforest	10%

Education Level

University or higher	31%
Technical Degree	23%
Secondary School	31%
Primary School	14%
None	1%

Location

Urban (city)	65%
Peri-urban (town)	26%
Rural (village)	9%

* Benchmark comparison: Proportion of female clients

Business Profile: Sector & Tenure

More than 2 in 3 clients' businesses are in the retail sector; over a third of clients' businesses have been in operation for 5 or more years.

Female clients are more likely to be in the retail sector (72%) than male clients (46%).

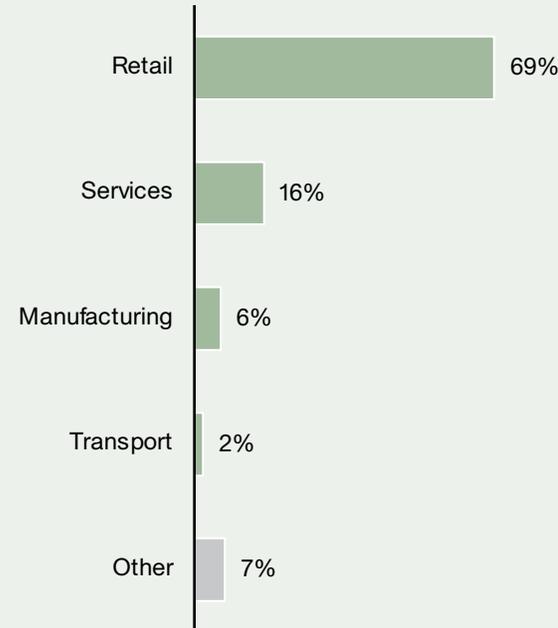
Unsurprisingly, older clients are more likely to have more than 5 years of business operation (51%) than younger clients (23%).

There were no statistically significant differences in business tenure by gender, with 36% of female clients having more than 5 years of business operation compared to 26% of male clients.

Given the low sample size of the manufacturing, transport, and other sectors, we have bucketed them when doing segmentation throughout the report.

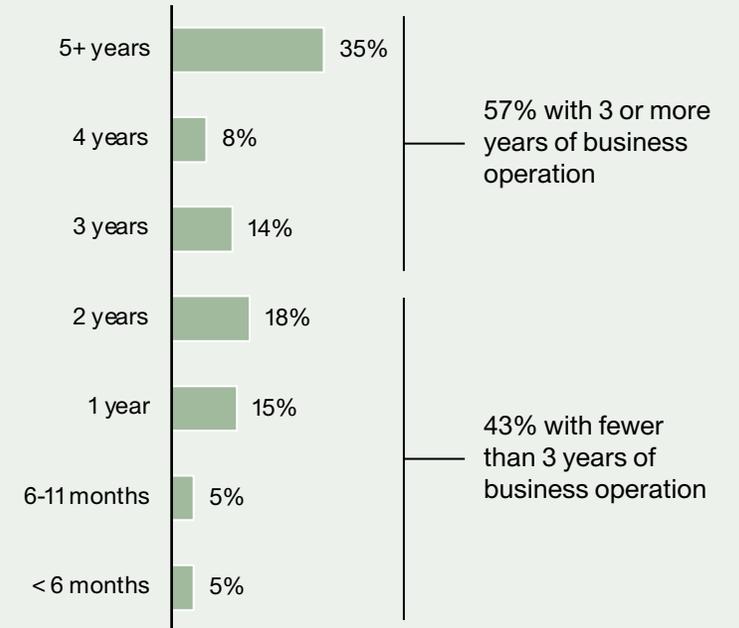
Sector

Q: Which sector best describes your business? (n = 305)



Business Tenure

Q: How long has your business been in operation? (n = 296)



Business Profile: Means of Sales

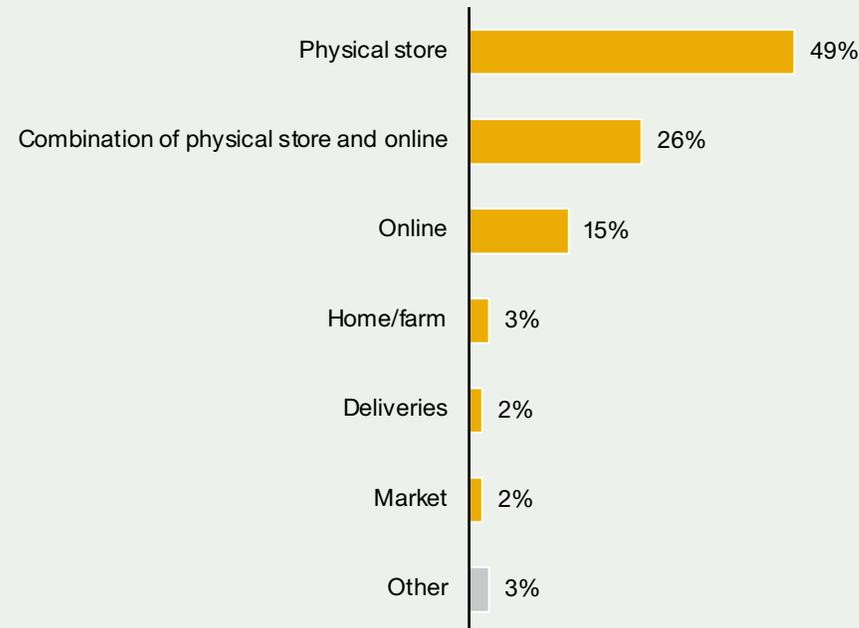
Almost half of all clients' businesses operate through a physical store only, while just over a quarter operate both online and in a physical store.

Clients are more likely to report customers accessing their products via a physical store only if they:

- Female (52%) compared to male clients (33%)
- Are in town (64%) compared to those in the village (52%) and the city (41%)
- Are older (54%) compared to younger clients (42%)
- Are in the retail sector (55%) compared to those in other (42%) and services sectors (30%)
- Have primary education (65%) compared to those with secondary (55%), technical education (51%), and university education (33%)

Means of Sales

Q: How can your customers access your products and/or services? (n = 296)



Business Profile: Monthly Revenue

On average, clients' businesses generate monthly revenue of 3,714 Soles.

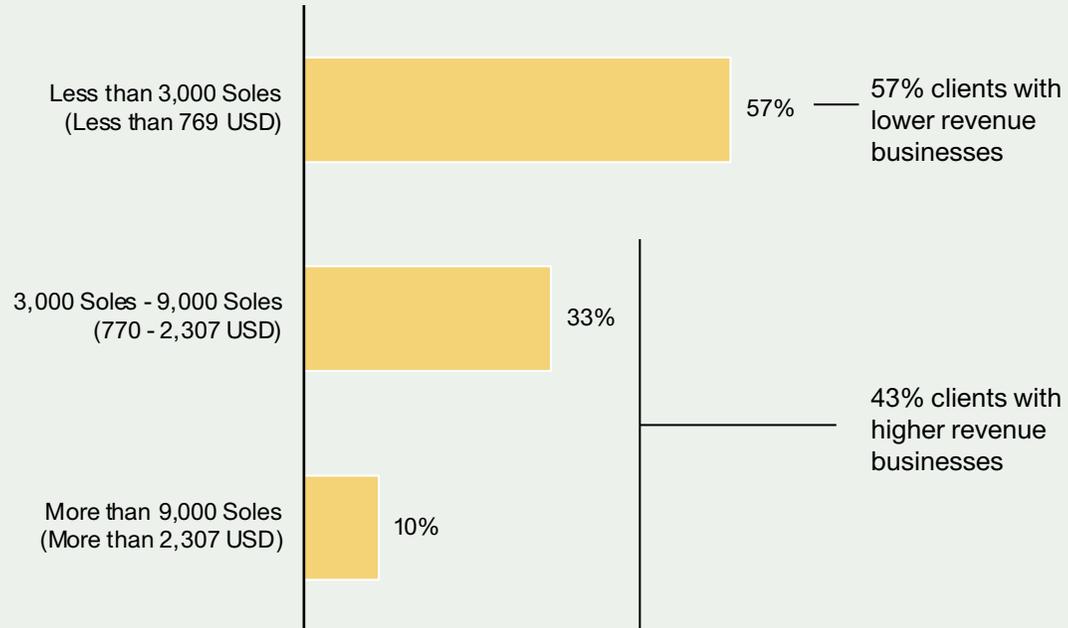
Wrap-around services appear to be serving clients with lower-revenue businesses (64%) than loan services (51%).

Clients with fewer than 3 years of business operation are more likely to have lower monthly revenue (64%) than those with more than 3 years of business operation (52%).

There was no statistically significant difference in monthly revenue by gender, with female clients earning 3,732 Soles (971 USD) on average and male clients earning 3,592 Soles (935 USD) on average.

Monthly Revenue

Q: How much does your business generate in monthly sales? (n = 292)



3,714 Soles
(952 USD)

Average monthly revenue

Client Profile: Main Decision Makers

Clients from the Highlands are more likely to be the main financial decision-makers in their household (61%) than those from Coast (54%) and Rainforest (33%).

Clients without children are more likely to be the main financial decision-makers in their households (61%) than those with children (49%).

Clients in the retail sector are more likely to be the main financial decision-makers in their business (73%) than those in other (66%) and service sectors (51%).

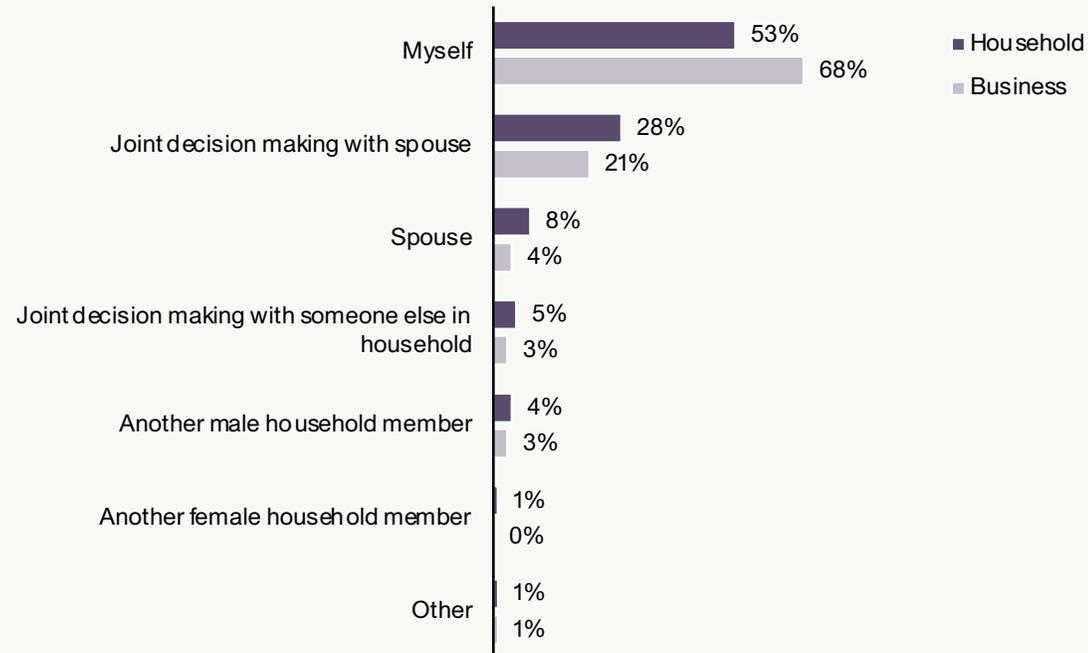
There was no meaningful difference in main financial decision-makers by gender, with 54% of female clients as the main financial decision-makers in their household and 69% as the main financial decision-makers in their business compared to 48% and 63% of male clients respectively.

Most clients report being the main financial decision-makers, more so in their businesses than households.

Main Decision Makers

Q: Who is the main financial decision-maker in your household? (n = 305)

Q: Who is the main decision maker about your business finances? (n = 295)



Female Client Profile: Decision Making Needs

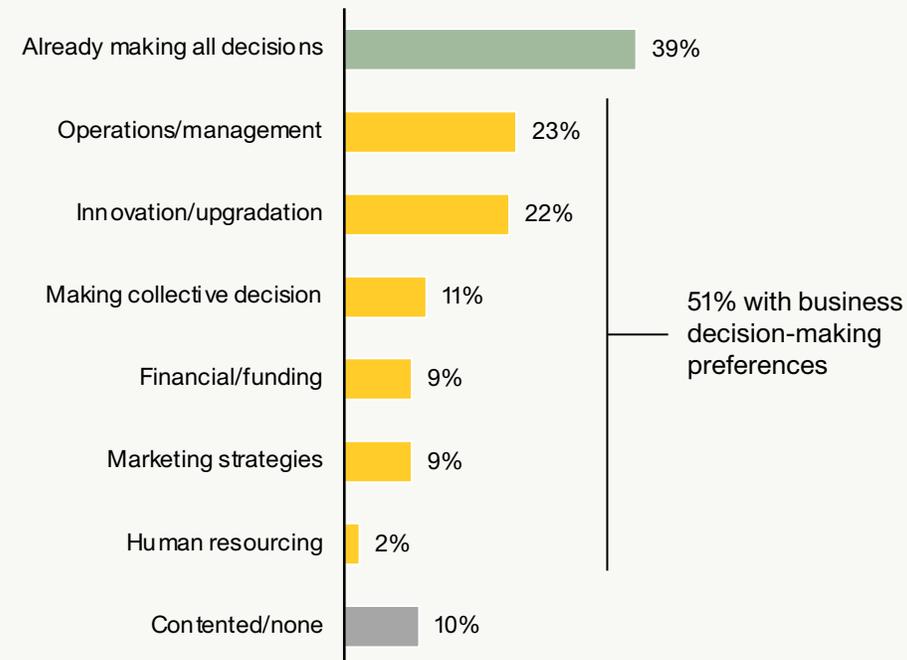
Just over half of female clients want to have more input in business decisions, primarily with operations/management and innovation/upgradation.

Female clients are more likely to be making all their business decisions if they:

- Are loan clients (44%) compared to wrap-around clients (22%).
- Are in the retail sector (42%) compared to those in service (36%) and other sectors (31%)
- Are from the Coast (45%) compared to those in the Highlands (29%) and Rainforest (29%)
- Are older (45%) compared to younger clients (35%)
- Have lower education levels (primary 41%, secondary 41%, technical 43%) compared to those with university education (30%)
- Have children (41%) compared to those without children (33%)

Women's Business Decision-Making Preferences*

Q: As a woman, what decisions about your business do you feel you would want to make more of on your own? (n = 262) Open-ended coded by 60 Decibels.



* Only asked to female clients

Client Profile: Business Control

Over half of clients report having all control over their business finances and critical business decisions.

Loan clients are more likely to have 'all' control over their business finances (66%) than wrap-around clients (48%).

Clients are more likely to have 'all' control over critical business decisions if they:

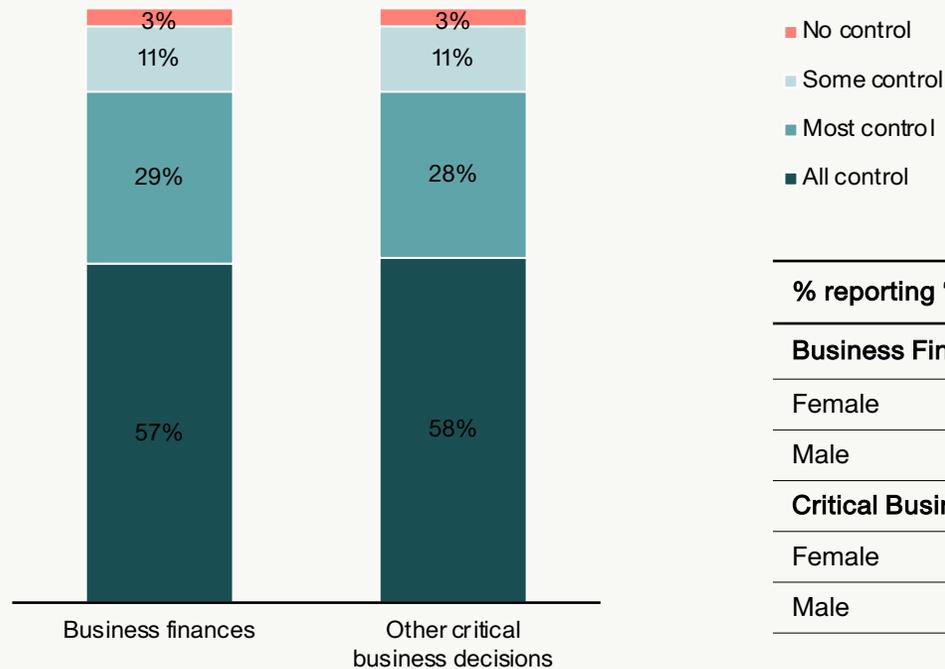
- Have a higher level of education (university education 63%) compared to those with technical education (54%), secondary education (57%), and primary education (55%)
- Have 3 or more years of business operation (63%) compared to those with fewer than 3 years (53%)
- Utilize loan services (65%) compared to wrap-around services (52%)

Degree of Business Control

Q: To what extent do you have complete control over the following:

a. Your business financials (n = 295)

b. Other critical decisions related to your business? (n = 296)



- No control
- Some control
- Most control
- All control

% reporting 'all' control

Business Finances

Female 58%

Male 56%

Critical Business Decisions

Female 58%

Male 59%

Loan Profile: Access

The degree of first access, and access and availability of alternatives, provide insight into how under-served clients are, and the level of competition in the local market.

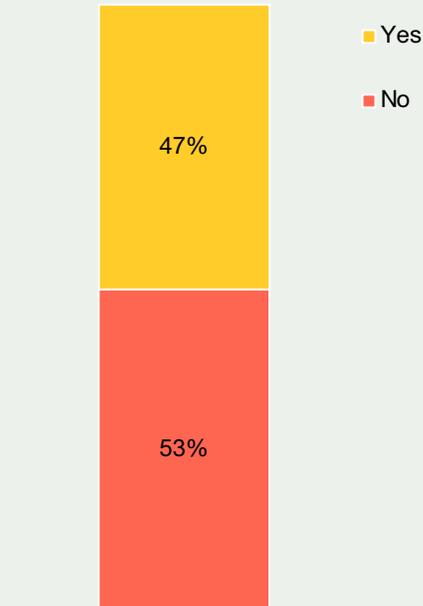
There was no meaningful difference in first-time access and access to alternatives by gender, as all but 1 of the loan clients are female.

More than half of clients accessing loan services are accessing a loan for the first time. Nearly 3 in 5 lack a good alternative to the loan providers.

First Access*

Q: Before Ignite, did you have access to loans like [FSP] provides? (n = 158)

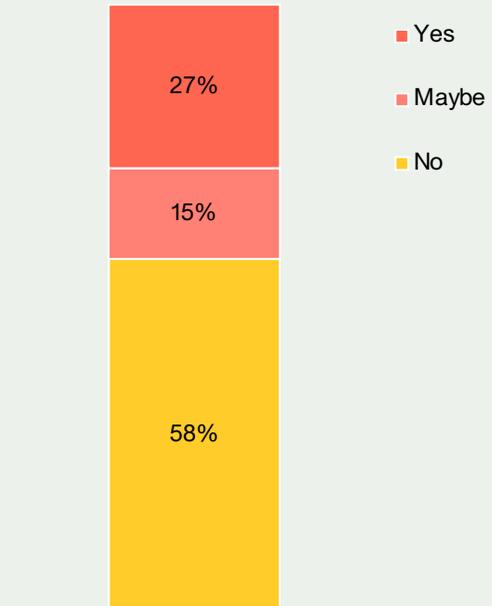
● ● ● ● ● - Top 40%



Access to Alternatives*

Q: Could you easily find a good alternative to [FSP]'s loan? (n = 155)

● ● ● ● ● - Top 40%



* Only asked clients accessing loans

Loan Profile: Access Barriers

Loan clients with fewer than 3 years of business operation appear more likely to report experiencing barriers to accessing loans (78%) than those with 3 or more years (56%).

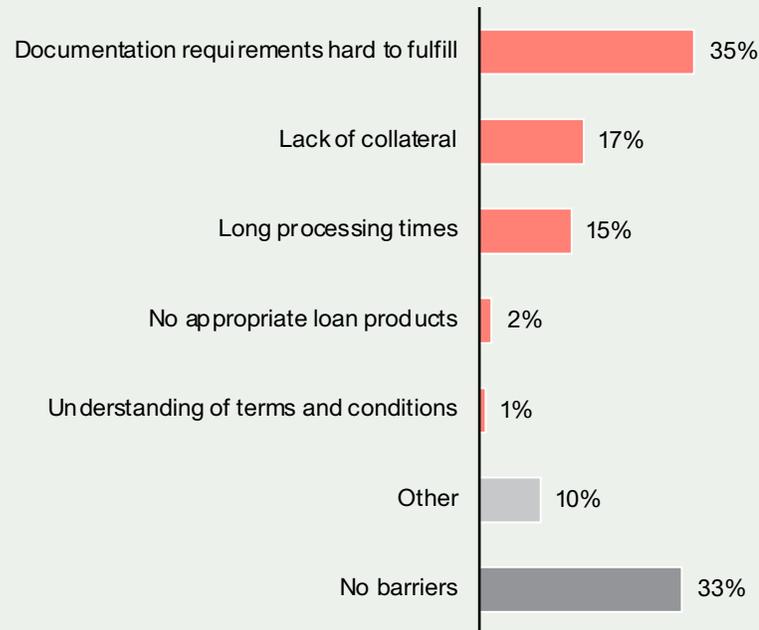
Loan clients in the village appear more likely to report experiencing barriers to accessing loans (79%) than those in the city (70%) and towns (58%).

There was no meaningful difference in barriers to past loan access by gender, as all but 1 of the loan clients are female.

The top barriers to past loan access are hard to fulfill documentation requirements, lack of collateral, and long processing times.

Barriers to Past Loan Access*

Q: What barriers have you faced in the past in accessing loans for your business? (n = 157)



* Only asked clients accessing loans

Loan Profile: Loan Drivers & Usage

Clients with loan services are more likely to choose a loan due to ease of application if they:

- Are in the village (68%) compared to those in the city (53%) and town (36%)
- Have higher revenue businesses (51%) compared to those with lower revenue businesses (42%)

There was no meaningful difference in loan drivers and usage by gender, as all but 1 of the loan clients are female.

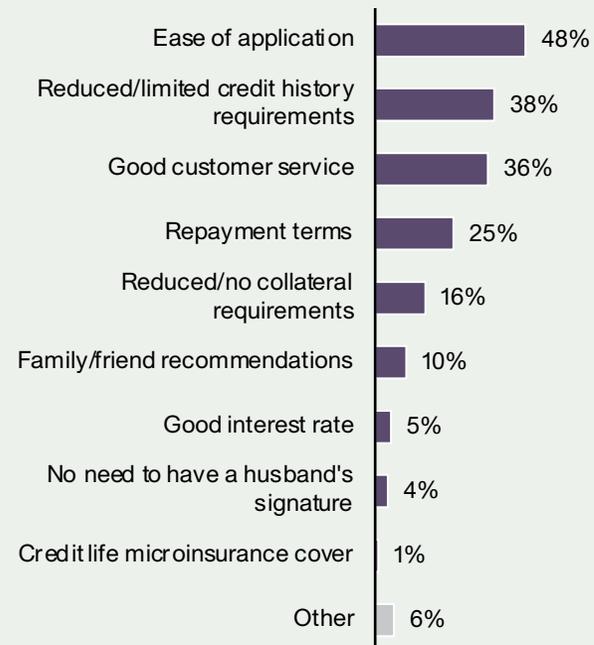
For Discussion

Is the proportion of clients using the loan to start a new business higher or lower than expected? Does CARE International want to increase or decrease this percentage?

Almost half of the clients chose their loan because of the ease of application. 7 in 10 clients used the loan(s) for an existing business.

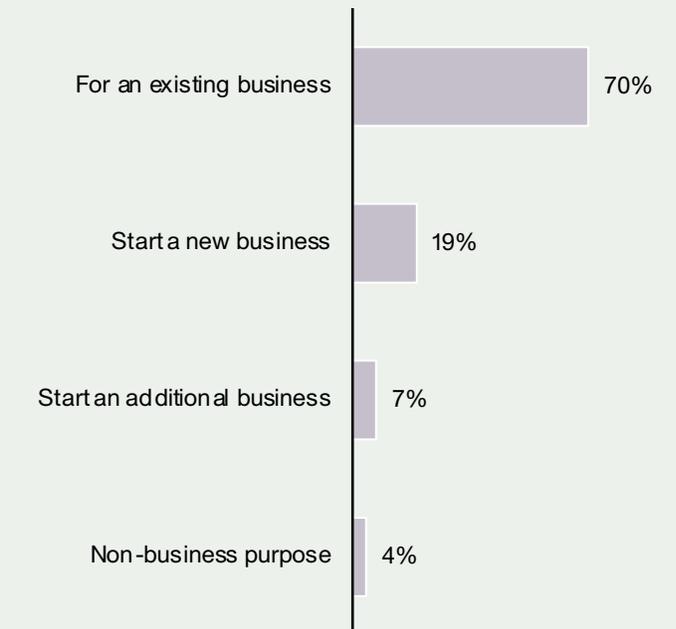
Drivers to Current Loan*

Q: Why did you choose the loan from [FSP]? (n = 158)



Loan Usage*

Q: What did you use your loan(s) for? (n = 158)



* Only asked clients accessing loans

● Who Are You Reaching?

- Client profile: Services offered and demographics
- Business profile: Sector, tenure, means of sales, and revenue
- Decision-making: Financial, female decision-making needs, and business control
- Loan profile: Access, drivers, and usage

● What Impact Are You Having?

- Quality of life and wellbeing
- Financial status
- Business performance
- Digital usage and training

● How Can You Improve?

- Net Promoter Score & drivers
- Loan performance: Repayment burden
- Challenges
- Client needs and suggestions for improvement

“I am more aware of how to sell my products on social media and what are the correct ways to deal with customers.”-
Female, 50

Quality of Life

To gauge the depth of impact, clients were asked to reflect on whether their quality of life has changed because of CARE International Peru's services.

Loan clients are more likely to report significant quality-of-life improvements (48%) than wrap-around clients (34%).

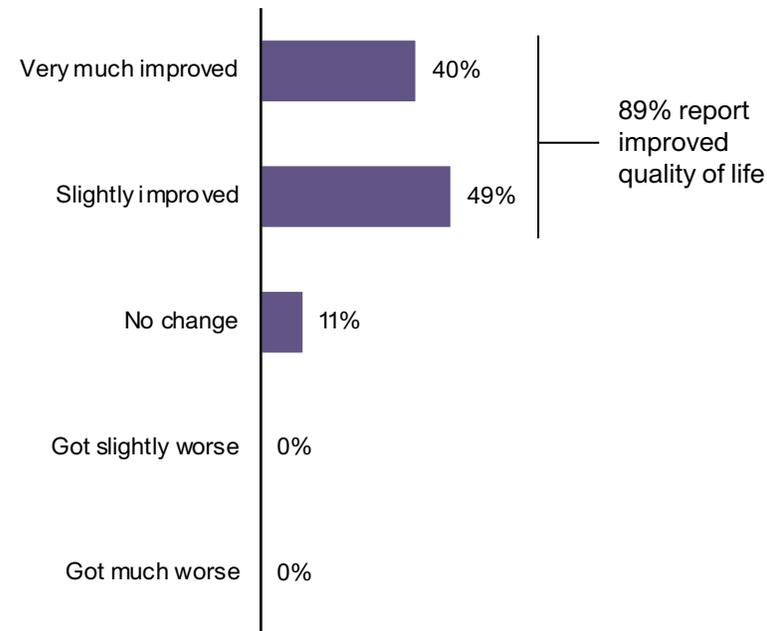
There was no meaningful difference in quality-of-life changes by gender, with 89% of female clients reporting improved quality of life compared to 86% of male clients.

The majority of clients report improved quality of life, with 2 in 5 reporting significant improvements.

Perceived Quality of Life Change

Q: Has your quality of life changed because of CARE International Peru's services? (n = 258)

● ● ● ● ● - TOP 40%*



Very much improved:

"I have more clients and more income to support my family."
- Male, 47

Slightly improved:

"I have a little more money for the loan and am investing in the business of clothing products."
- Female, 21

No change:

"I have not put what I learned into practice." - Female, 35

* Benchmark comparison: 'very much' or 'slightly' improved

Quality of Life: Top Outcomes

Clients were asked to describe – in their own words – the changes they were experiencing because of CARE International Peru’s services. The top outcomes are shown on the right.

Others for loan clients included:

- Increased convenience (13%)
- Financial independence (8%)
- Acquiring more customers (7%)

Others for wrap-around clients included:

- Increased motivation (9%)
- Business growth/expansion (8%)
- Acquiring more customers (6%)

When we look at clients’ open-ended responses, we discovered the top three reasons why clients say their quality of life has improved.

Three Most Common Self-Reported Outcomes for 89% of Clients Who Say Quality of Life Improved

Q: Please explain how your quality of life has improved. (n = 228). Open-ended, coded by 60 Decibels.

Loan Clients

(n = 99)

56% mentioned **access to more capital**
(35% of all loan respondents)

29% talked about **business growth/expansion**
(19% of all loan respondents)

28% expressed **increased sales and revenue**
(18% of all loan respondents)

Wrap-around Clients

(n = 132)

46% mentioned **improved business planning and management**
(40% of all wrap-around respondents)

42% talked about **increased knowledge/skills**
(37% of all wrap-around respondents)

17% reported **increased sales and revenue**
(15% of all wrap-around respondents)

Wellbeing: Stress & Confidence

Three-quarters of clients report improved stress levels because of CARE. The majority report increased confidence in running their businesses because of CARE.

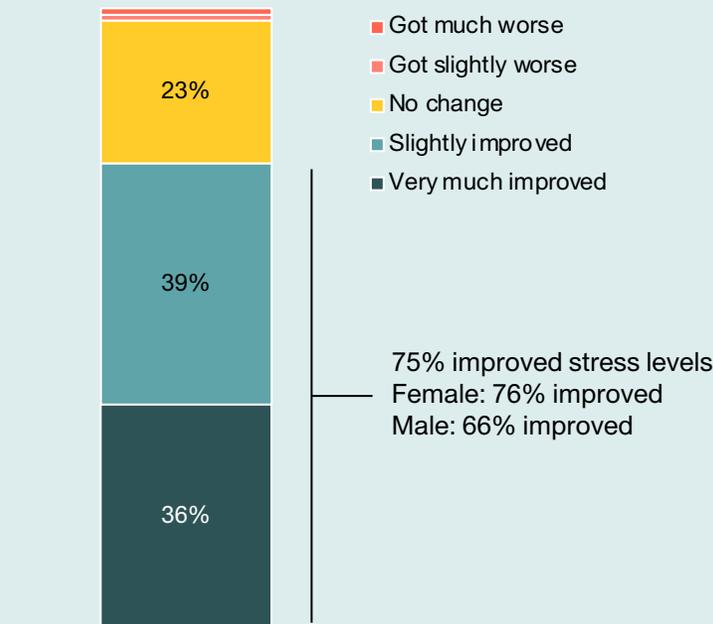
Clients in the village (46%) and town (45%) are more likely to report significant stress level improvements than those in the city (31%).

Loan clients (79%) are more likely to report improved stress levels than wrap-around clients (71%), while wrap-around clients (96%) are more likely to report increased confidence than loan clients (87%).

Clients with fewer than 3 years of business operation are more likely to report increased confidence in running their business (97%) than those with 3 or more years (89%).

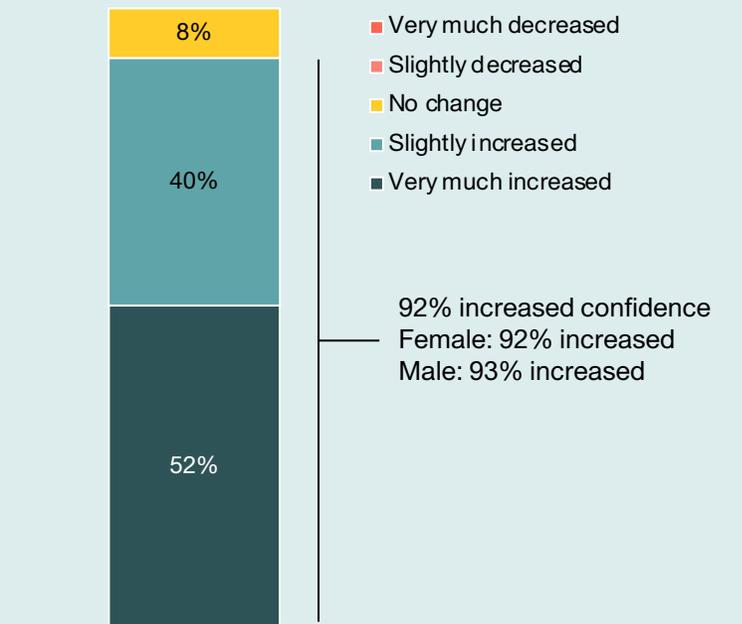
Change in Stress Levels

Q: Have your stress levels changed because of CARE/Ignite? (n = 258)



Change in Confidence

Q: Since engaging with CARE/Ignite, has your confidence in running your business changed? (n = 252)



Financial Status: Financial Management & Resilience

Clients are more likely to report an increased ability to manage finances if they:

- Have customers access them via a combination of physical and online means (96%) compared to those with customer access via physical stores (91%), online means (87%), and other means (58%)
- Utilize wrap-around services (93%) compared to those utilizing loan services (84%)

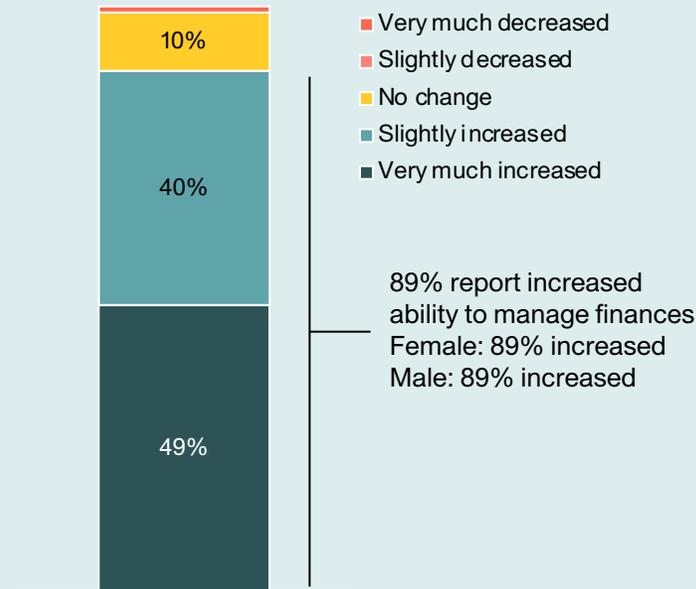
Loan clients are more likely to say it would be easy to raise emergency funds (53%) than wrap-around clients (42%).

Since engaging with CARE, nearly 9 in 10 clients report an increased ability to manage finances and nearly half say it would be easy to raise emergency funds.

Change in Ability to Manage Finances

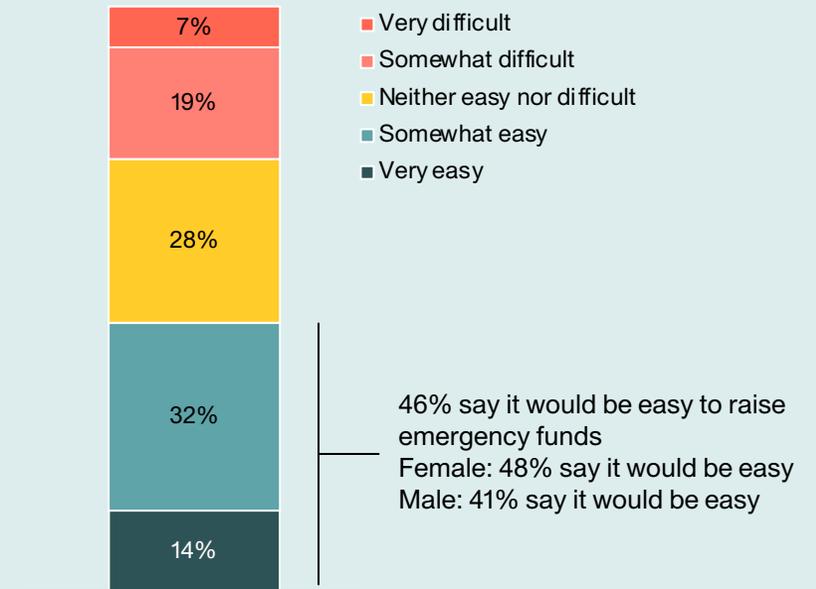
Q: Since engaging with CARE/Ignite, has your ability to manage your finances changed? (n = 258)

● ● ● ● ● - TOP 40%*



Contribution to Financial Resilience

Q: Imagine that tomorrow you have an unexpected emergency and need to come up with an amount greater than the budget you have available for daily operations. Since working with CARE/Ignite, how easy or difficult would it be to come up with this money? (n = 260)



* Benchmark comparison: 'very much' or 'slightly' increased

Business Performance: Sales

Wrap-around clients are more likely to report increased sales (78%) than loan clients (65%).

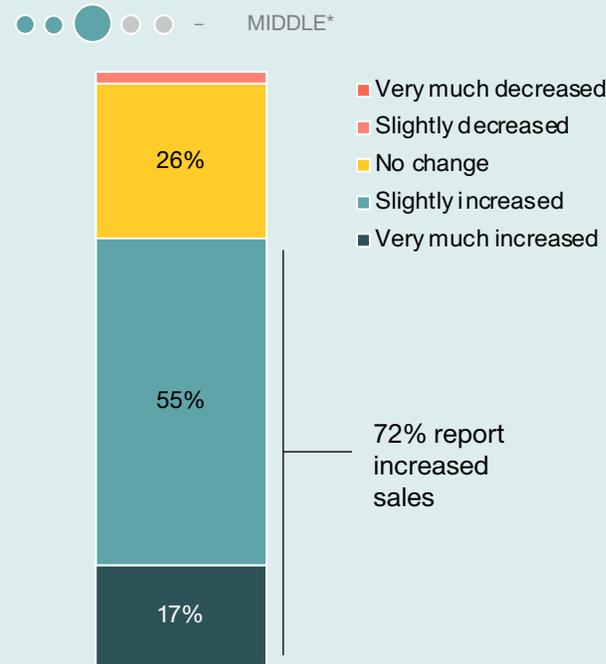
Clients without children are more likely to report increased sales (81%) than those with children (69%).

There was no meaningful difference in change in sales by gender, with 73% of female clients reporting increased sales by 15% on average compared to 69% of male clients with a 14% average increase.

Over 7 in 10 clients report an increase in sales because of CARE's services. On average, they report a 15% increase.

Change in Sales

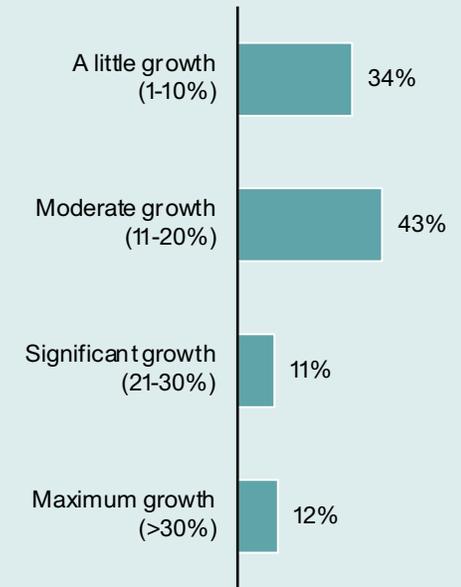
Q: Have the sales from your business changed because of the services that CARE/Ignite has provided you? (n = 252)



Degree of Sales Increase

Q: Can you tell me roughly how much higher are the sales from your business as compared to before engaging with CARE/Ignite? (n = 181)

15% Average increase



* Benchmark comparison: 'very much' or 'slightly' increased, based on the question 'Has your income changed because of xx'. We believe it is close enough to the question used in this survey to make a meaningful comparison.

Business Performance: Number of Employees

69% of Clients do not have paid employees. Clients are more likely not to have paid employees if they:

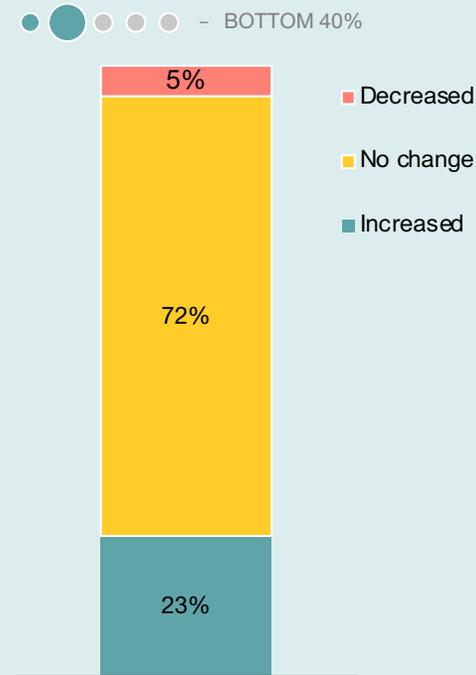
- Have lower revenue businesses (79%) compared to those with higher revenue businesses (59%)
- Are in the retail sector (77%) compared to those in service (64%) and other sectors (39%)
- Are female (74%) compared to male clients (50%)
- Have fewer than 3 years of business operation (79%) compared to those with 3 or more years (63%)
- Are younger (75%) compared to older clients (60%)

Loan clients appear more likely not to have paid employees (79%) than wrap-around clients (63%).

7 in 10 clients do not have paid employees. Of those that do, 23% experienced an increase in the number of paid employees.

Change in Number of Paid Employees

Q: Has the number of paid employees working for your business changed since engaging with CARE/Ignite? (n = 75)



Business Performance: Goals Achievement

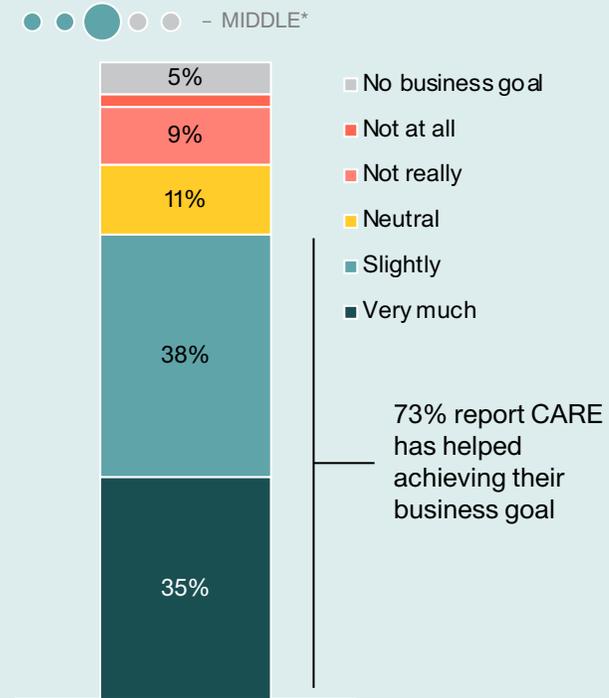
Female clients are more likely to report CARE's help in achieving their business goals (75%) than male clients (63%).

Loan clients are more likely to report CARE's help in achieving their business goals (76%) than wrap-around clients (71%).

More than 7 in 10 clients report CARE has helped them achieve business goals.

Contribution to Achieving Business Goals

Q: Did CARE/Ignite help you achieve a business goal? (n = 256)



* Benchmark comparison: 'very much' or 'slightly'

Digital Usage: Usage

More clients are using digital tools and services after working with CARE. The top barrier to current digital usage is a lack of information about them.

10% more clients are using digital tools after working with CARE; primarily in the areas of mobile wallets, digital marketing, and financial management.

Clients are more likely to currently use digital tools and services if they:

- Have a higher level of education (university education 82%) compared to those with technical education (79%), secondary education (62%), and primary education (23%)
- Utilize wrap-around services (86%) compared to those utilizing loan services (47%)
- In the service sector (80%) than in other (66%) and retail sectors (63%)
- Are male (83%) compared to female clients (63%)
- Are younger (72%) compared to older clients (59%)

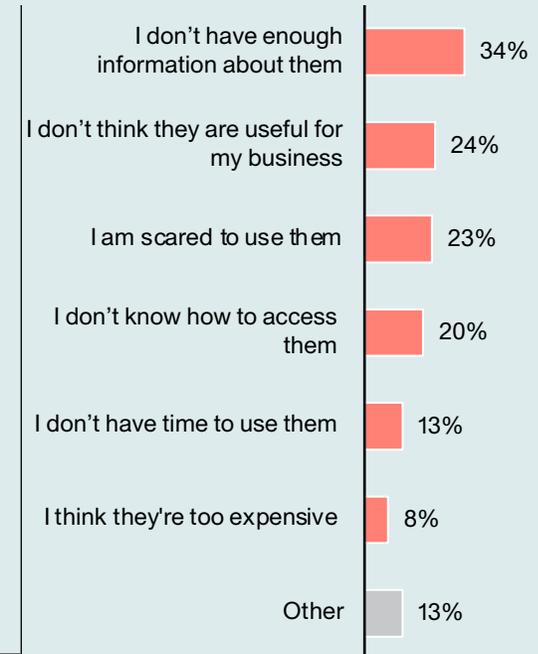
Prior vs Current Digital Usage

Q: What digital tools and services did you use for your business:
a. Before working with CARE/Ignite (n = 298)
b. After working with CARE/Ignite (n = 298)



Barriers to Digital Usage

Q: What prevents you from using digital tools and services? (n = 99)



Digital Usage: Contribution to Usage & Growth

Nearly 9 in 10 clients report CARE’s contribution to their digital usage. Three quarters of clients agree that CARE’s digital tools and services have helped grow their business.

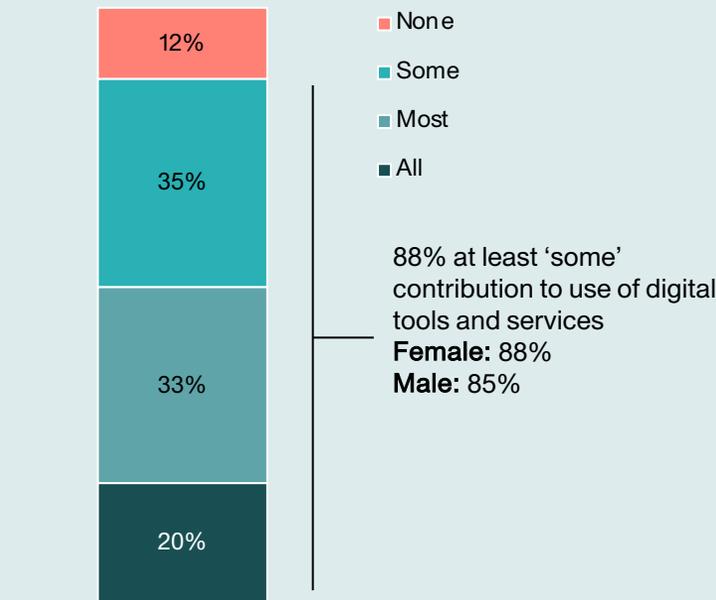
Wrap-around services seem better at improving clients’ use of digital tools (95%) and their perception of impact on business growth (82%) than loan services (75% and 61% respectively).

Clients in the city are more likely to say CARE has contributed at least to ‘some’ of their business use of digital tools and services (91%) than those in the village (82%) and town (77%).

Clients in the village are more likely to perceive an impact on business growth (82%) than those in the city (78%) and town (60%).

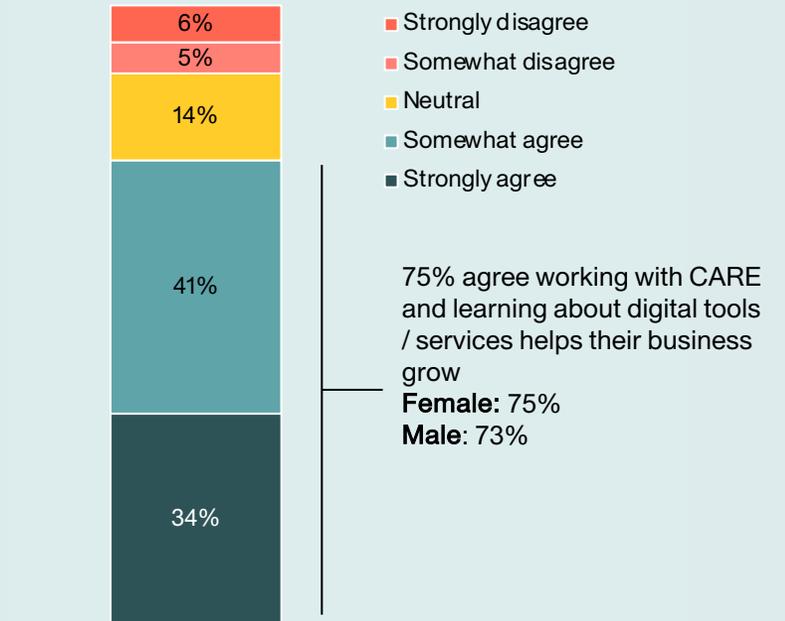
CARE’s Contribution to Digital Usage

Q: To what extent has CARE/Ignite contributed to your businesses' use of digital tools and services? (n = 196)



Effect on Business Growth

Q: Since working with Ignite/CARE, and learning about digital tools and services, it has helped my business grow. Do you: (n = 196)



Training Performance: Offering & Application

Among those who received wrap-around services, financial management training and business plan counseling were the top type of support received. Almost all apply what they learned to their business.

There was no meaningful difference in wrap-around services offered and training application by gender, with 93% of female clients report having applied what was learned compared to 92% of male clients.

Following up with the 7% who were not able to apply what they learned would be helpful to diagnose what can be improved in the program.

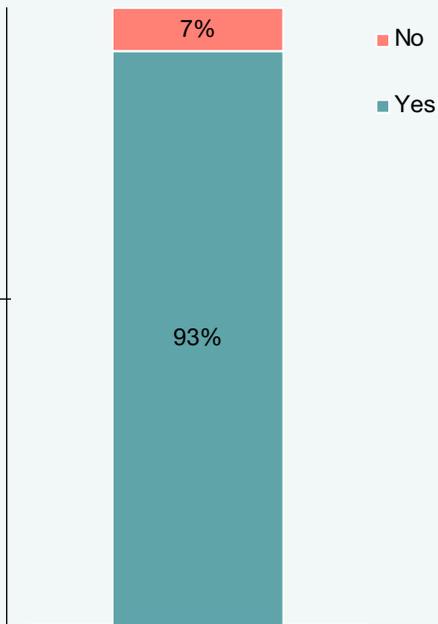
Wrap-Around Services Offered*

Q: Since starting your business, which of the following have you received from CARE/Ignite? (n = 149)



Training Application

Q: Have you applied what you have learned to the business? (n = 143)



* Only asked clients accessing wrap-around services

Training Performance: Degree of Importance

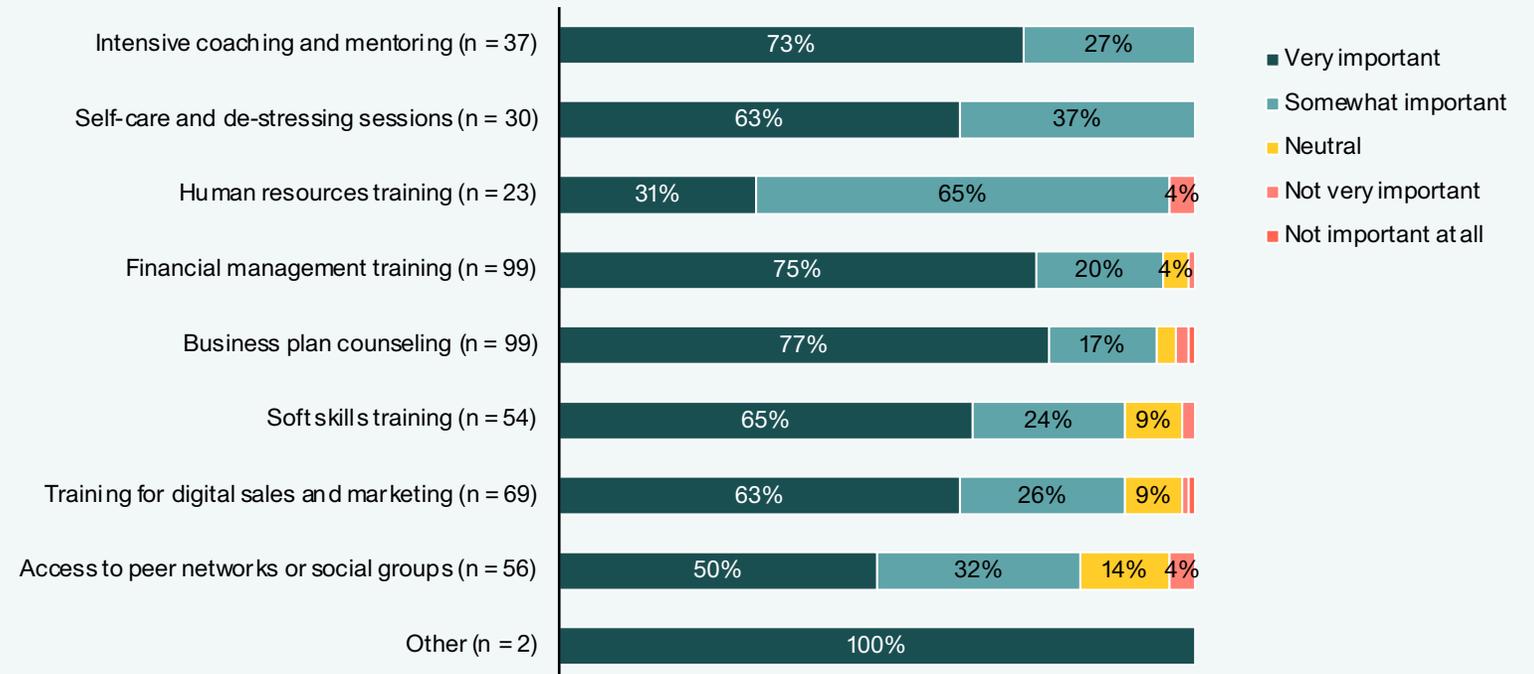
The majority of clients agree that the training they received was important to their business growth.

There was no meaningful difference in the degree of wrap-around services' importance by gender.

There is room to understand what clients need to deepen the importance of most of the wrap-around services, more so access to peer networks or social groups.

Degree of Training Importance*

Q: How important were the following for your business growth? (n = 150)



* Only asked clients accessing wrap-around services

Training Performance: Take Away & Benefits

Clients report better business planning and financial management as their top takeaway from training, with improved business planning and financial management as top business outcomes.

All clients were able to identify key takeaways from wrap-around training and events.

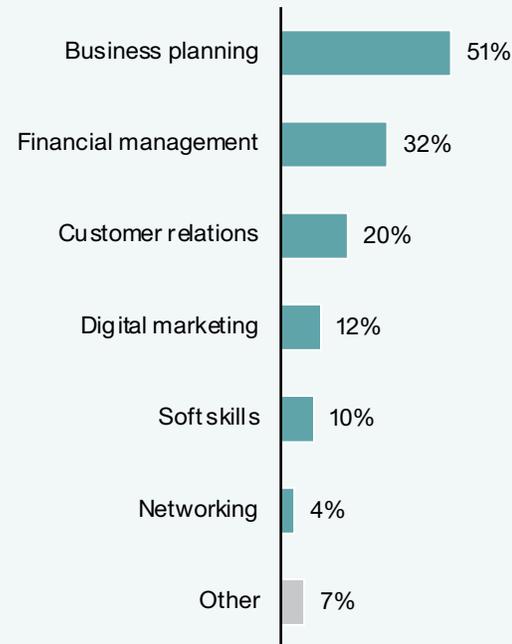
Business planning was the top key training takeaway among female clients; while among male clients, financial management was the top key training takeaway.

The majority of clients with wrap-around services were able to see benefits in their business since participating in wrap-around training and events.

There was no meaningful difference in the training benefits by gender, with 41% of female and male clients reporting improved business planning/management as the top training benefit.

Key Training Take Away*

Q: What specifically did you learn or take away from the training or events that was useful? (n = 148) Open-ended coded by 60 Decibels.



Training Benefits*

Q: What benefits - if any - related to your business have you noticed since receiving/participating in trainings & events mentioned in the last two questions? (n = 148) Open-ended coded by 60 Decibels.



* Only asked clients accessing wrap-around services

● Who Are You Reaching?

- Client profile: Services offered and demographics
- Business profile: Sector, tenure, means of sales, and revenue
- Decision-making: Financial, female decision-making needs, and business control
- Loan profile: Access, drivers, and usage

● What Impact Are You Having?

- Quality of life and wellbeing
- Financial status
- Business performance
- Digital usage and training

● How Can You Improve?

- Net Promoter Score & drivers
- Loan performance: Repayment burden
- Challenges
- Client needs and suggestions for improvement

“The courses as a whole are very creative and informative, they helped me to have a broader vision of what I wanted with my business.”

- Female, 38

Client Satisfaction: Net Promoter Score[®]

CARE International Peru has a Net Promoter Score[®] of 64 which is excellent and above the relevant 60dB benchmarks. Keep up the great work!

The Net Promoter Score[®] is a gauge of satisfaction and loyalty. Anything above 50 is considered excellent. A negative score is considered poor.

Asking respondents to explain their rating provides insight into what they value and what creates dissatisfaction. These details are on pages [37](#) and [38](#).

NPS varies by a number of segments as shown on the next page.

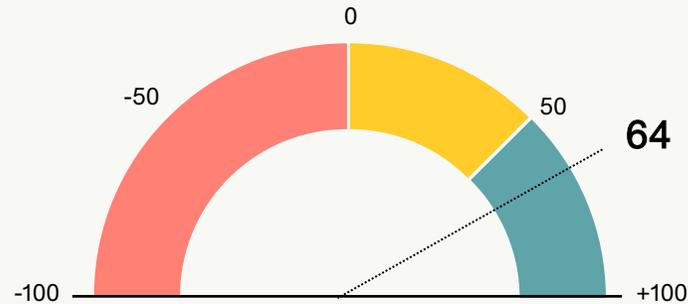
Insight

Congratulations!!! You're in the top 20% of our benchmark for this indicator.

Look into maintaining client satisfaction by addressing their challenges and keep on perfecting the things they value.

Net Promoter Score[®] (NPS)

Q: On a scale of 0 to 10, how likely are you to recommend [FSP or CARE/Ignite) to a friend or family member, where 0 is least likely and 10 is most likely? (n = 306)



NPS = 69% Promoters — 5% Detractors

9-10 likely to recommend

0-6 likely to recommend

NPS Benchmarks

● ● ● ● ● - TOP 20%

60 Decibels Global Benchmark 43
603 companies

Latin America & Caribbean Benchmark 51
66 companies

Latin America & Caribbean Financial Inclusion Benchmark 53
40 companies

NPS by Segment

Female clients and clients from the Coast have higher Net Promoter Scores.

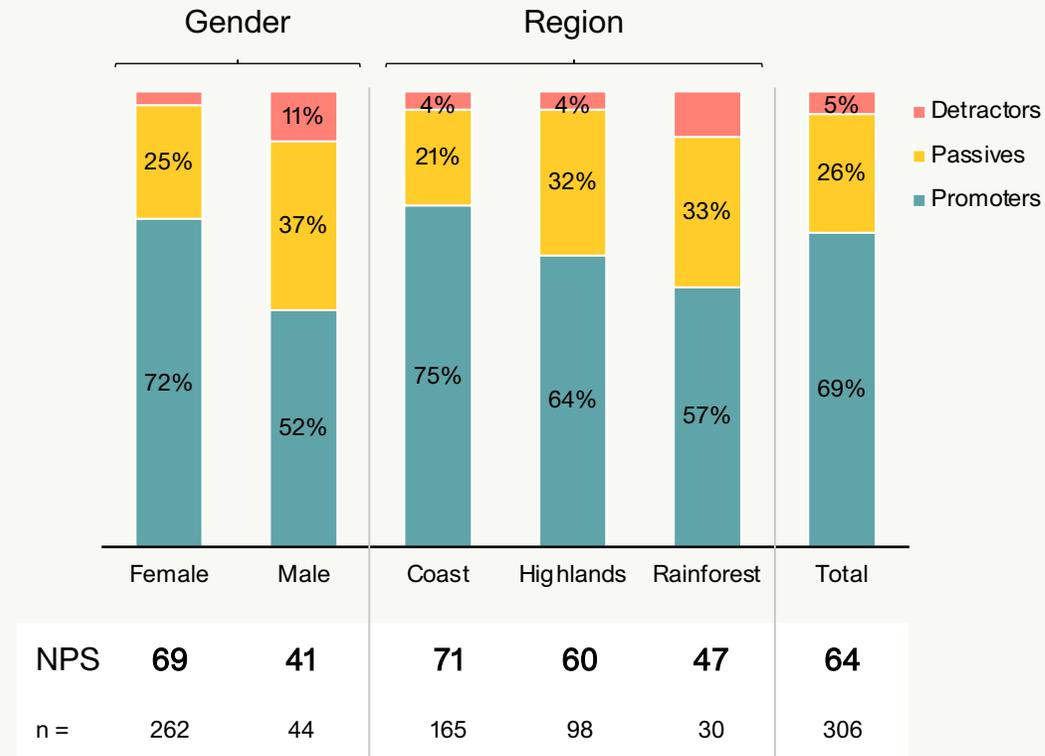
Clients are more likely to have a higher Net Promoter Score if they:

- Have children (68) compared to those without children (59)
- In the service sector (74) compared to those in other (64) and retail sectors (62%)

Recommendation

NPS is a helpful metric to track over time to detect subtle changes in client satisfaction. Companies looking to improve their NPS set a target of increasing NPS by 7 points over 12 months, on average.

Net Promoter Score by Gender and Region



NPS Drivers: Loan Clients

Clients who received loans value the good customer service and loan approval process but complain about poor customer support.

71% are Promoters :)

They love:

1. Good customer service
(52% of Promoters / 36% of all loan respondents)
2. Good loan approval process
(40% of Promoters / 28% of all loan respondents)
3. Good interest rate
(19% of Promoters / 13% of all loan respondents)

“Emprendiendo Mujer facilitates credit very fast.” - Female, 19

Tip:

Highlight the above value drivers in marketing. Promoters are powerful brand ambassadors — can you reward them?

26% are Passives :\

They like:

1. Good loan approval process
(45% of Passives / 12% of all loan respondents)
2. Good customer service
(31% of Passives / 8% of all loan respondents)

But complain about:

1. Poor customer support
(10% of Passives / 3% of all loan respondents)

“The treatment is very good and they do not ask for many papers to approve the credit.” - Female, 58

Tip:

Passives won't actively refer you in the same way that Promoters will. What would it take to convert them?

3% are Detractors :(

They want to see:

1. Improve loan approval
(80% of Detractors / 3% of all loan respondents)
2. Improve customer support
(60% of Detractors / 2% of all loan respondents)

“Reduces the paperwork to be able to settle a debt.” - Female, (age not shared)

Tip:

Negative word of mouth is costly. What's fixable here?

NPS Drivers:

Wrap-Around Clients

Clients who receive training value good or comprehensive training content and the improved business knowledge they have but complain about supportive or poor trainers.

68% are Promoters :)

They love:

1. Improved business knowledge
(64% of Promoters / 43% of all wrap-around respondents)
2. Good content
(49% of Promoters / 33% of all wrap-around respondents)
3. Good trainers
(17% of Promoters / 11% of all wrap-around respondents)

“The training is good and dynamic. They are also always attentive to your doubts.” - Male, 37

Tip:

Highlight the above value drivers in marketing. Promoters are powerful brand ambassadors — can you reward them?

26% are Passives :\

They like:

1. Good content
(49% of Passives / 13% of all wrap-around respondents)
2. Improved business knowledge
(44% of Passives / 11% of all wrap-around respondents)

But complain about:

1. Poor trainers
(3% of Passives / <1% of all wrap-around respondents)

“It taught me how to organize my warehouse.” - Female, 45

Tip:

Passives won't actively refer you in the same way that Promoters will. What would it take to convert them?

6% are Detractors :(

They want to see:

1. Improved training content and structure
(22% of Detractors / 1% of all wrap-around respondents)
2. Better trainers
(22% of Detractors / 1% of all wrap-around respondents)
3. Longer/more training
(11% of Detractors / <1% of all wrap-around respondents)

“They can give me the possibility of being able to access the training.” - Female, 50

Tip:

Negative word of mouth is costly. What's fixable here?

Loan Performance: Repayment Burden

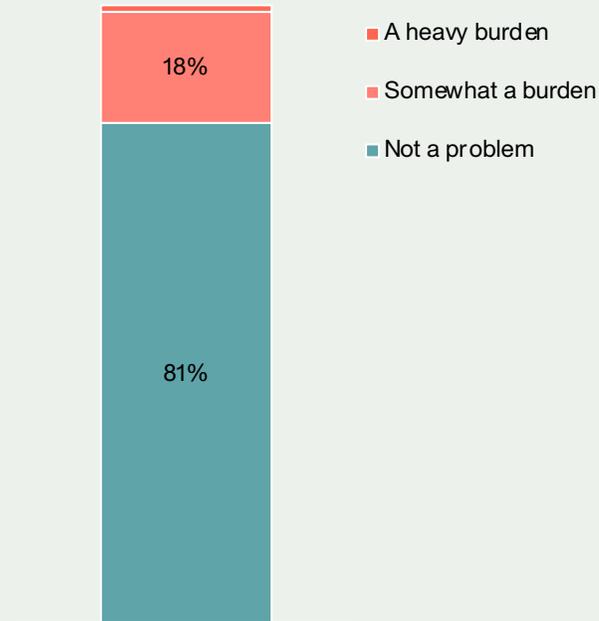
There was no meaningful difference in repayment burden by gender, as all but 1 of the loan clients are female.

1 in 5 loan clients find their repayments to be somewhat of a burden.

Repayment Burden*

Q: Thinking about this loan repayment to [FSP], are they: (n = 158)

● ● ● ● ● - TOP 40%



* Only asked clients accessing loans

Client Service

CARE International Peru has a Client Effort Score of 4.43, which is higher than the relevant 60dB benchmarks showing that clients are satisfied with the client services offered.

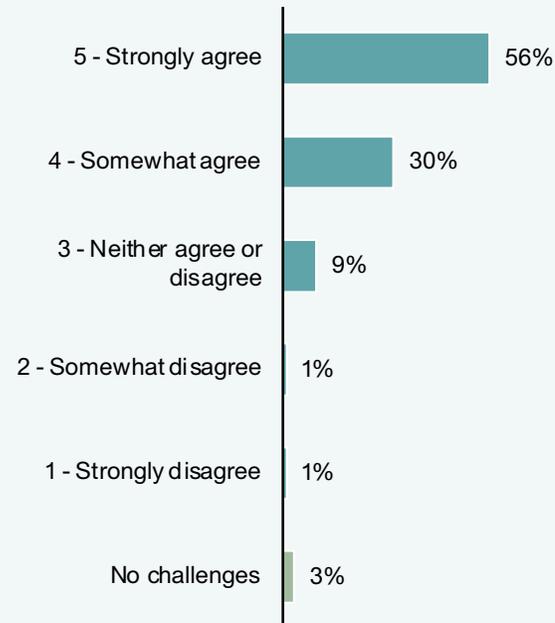
Clients were asked about how easy it was to get an issue handled. This is the Client Effort Score (CES) and it is the average rating of all clients on a scale of 1 to 5.

Female clients are more likely to agree that CARE made it easy for them to handle any issues (87%) than male clients (77%).

Loan clients are more likely to 'strongly agree' that it was made easy for them to handle any issues (63%) than wrap-around clients (49%).

Client Effort Score

Q: To what extent do you agree or disagree with this statement? "[FSP or CARE/ignite] made it easy for me to handle any issues/challenges". (n = 305)



CES Benchmarks

● ● ● ● ● - TOP 20%

CARE International Peru **4.43**

60 Decibels Global Benchmark **3.44**
643 companies

Latin America & Caribbean Benchmark **2.89**
71 companies

Latin America & Caribbean Financial Inclusion Benchmark **3.35**
1 company

Business Challenges

The top business challenge reported is operational challenges.

There was no meaningful difference in business challenges by gender, with 29% of female clients reporting operation challenges as a top business challenge compared to 25% of male clients.

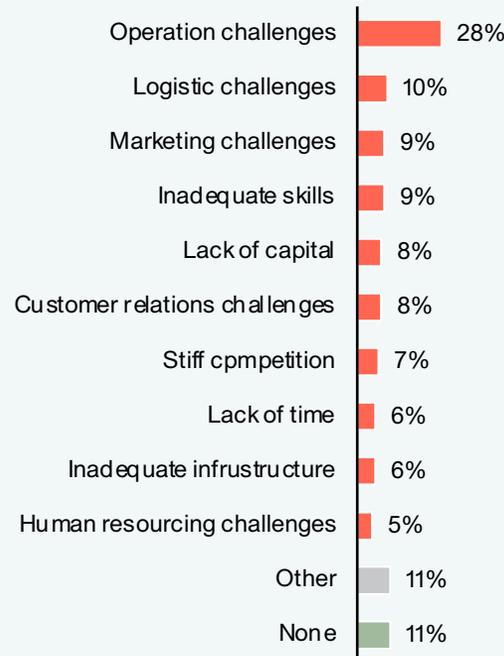
For Discussion

Businesses are facing a wide variety of business challenges. Which, if any, can CARE International provide additional support on?

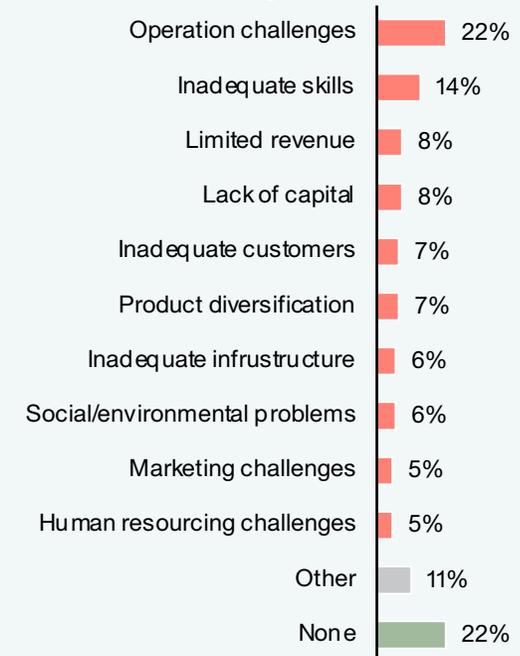
Business Challenges

Q: What are the top 2 challenges you still face in running your business? (n = 306) Open-ended coded by 60 Decibels.

Top Business Challenge



Second Strongest Business Challenge

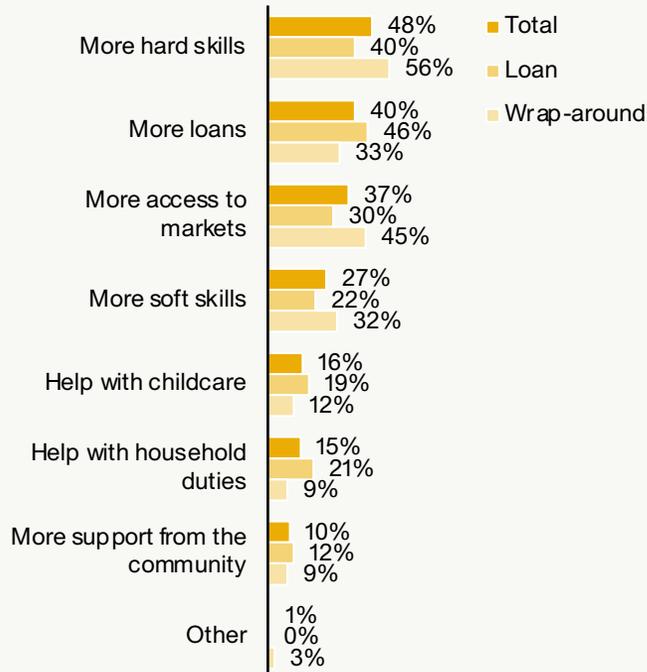


Client Needs

Clients primarily desire more hard skills for their business growth and training on how to acquire more customers through virtual marketplaces. Clients with wrap-around services prefer loans with affordable interest rates.

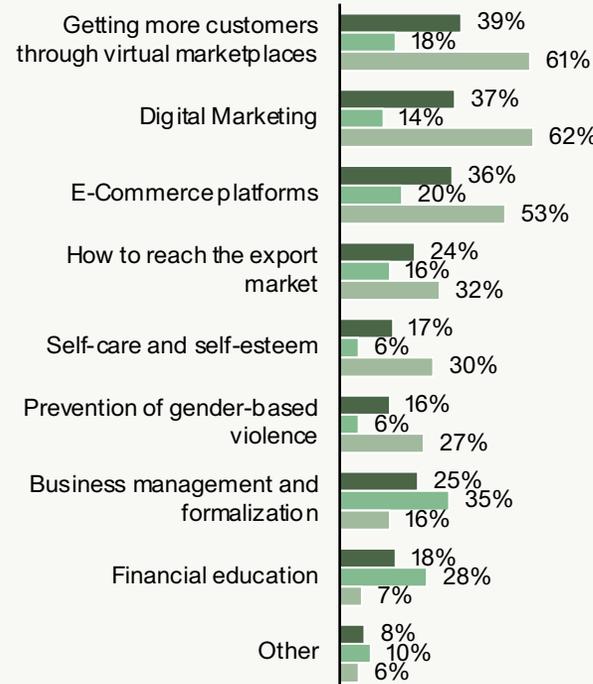
General Needs for Business Growth

Q: Out of the following, what are the top two things you still need to help your business grow? (n = 301 | Loan = 156, Wrap-around = 148)



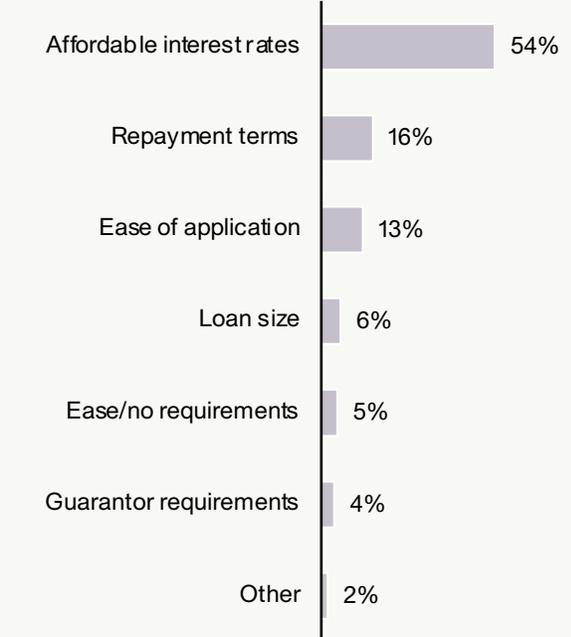
Training Needs

Q: What type of training would still be helpful for you as an entrepreneur? (n = 299 | Loan = 156 | Wrap-around = 146)



Loan Access Needs – Wrap-Around Clients Only

Q: Imagine having to apply for a loan to help your business grow. Which of the following loan features is MOST important to you? (n = 146)*



* Only asked clients accessing wrap-around services

Client Suggestions & Closing Thoughts

73% of all clients had specific suggestions for improvement; 62% among loan clients and 84% among wrap-around clients.

Customer suggestions are in line with comments raised by [loan](#) and [wrap-around](#) Detractors.

The top suggestions for improvement are improved customer support for loan clients and improved training content and structure for wrap-around clients.

Suggested Improvements

Q: How can your experience with [FSP or CARE/Ignite] be improved? Open-ended coded by 60 Decibels.

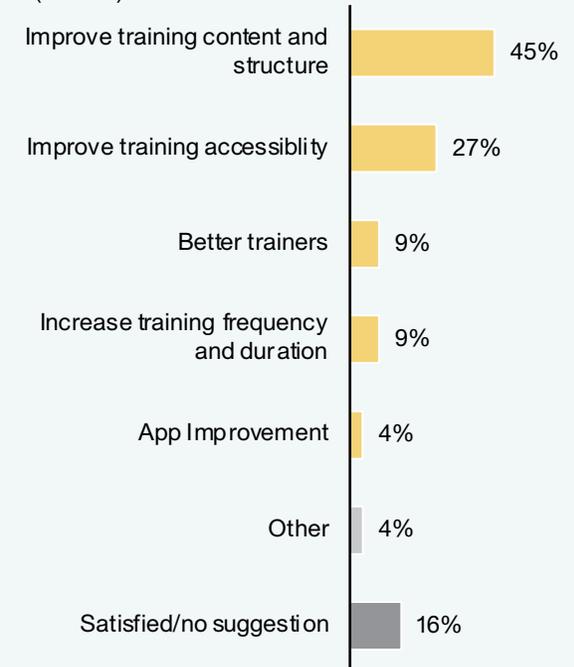
Loan Clients

(n = 159)



Wrap-around Clients

(n = 150)



What Next?

...& Appendix

How to Make the Most of These Insights

Example tweets or Facebook posts to share publicly

- 89% of our clients say the quality of their lives has improved since engaging with us. “I now know more about finances and that helps me learn more things like making more profits and preparing my savings for my future business.” #ListenBetter with @60_decibels
- 69% of clients would recommend us to a friend or family member – what are you waiting for?
- 73% of our clients had specific suggestions for improvement; improved customer support for loan clients and improved training content & structure for wrap-around clients – what improvements would you like to see? We #ListenBetter with @60_decibels

Here are ideas for ways to engage your team and use these results to fuel discussion and inform decisions.

What You Could Do Next. An Idea Checklist From Us To You :-)

Engage Your Team	<input type="checkbox"/> Share staff quiz – it’s a fun way to fuel engagement & discussion
	<input type="checkbox"/> Send deck to team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!
	<input type="checkbox"/> Set up team meeting & discuss what’s most important, celebrate the positives & identify next steps
Spread The Word	<input type="checkbox"/> Reach a wider audience on social media & show you’re invested in your clients – we’ve added some example posts on the left
Close The Loop	<input type="checkbox"/> Share aggregate results with partnering agencies and celebrate their impact
	<input type="checkbox"/> After reading this deck, don’t forget to let us know what you thought here .
Take Action!	<input type="checkbox"/> Collate ideas from team into action plan including responsibilities
	<input type="checkbox"/> Keep us updated, we’d love to know what changes you make based on these insights

Staff Quiz Results

You can find the quick and fun online quiz we made for CARE International Peru [here!](#)

3 people did the quiz.

Congratulations to

> Josselyn

who answered the most questions correctly!

How well does CARE International Peru know its clients?

Team Answers Compared to Actual Answers (on average)

% of Promoters

Guess: 83%

Actual: 69%

% reporting having all business financial control

Guess: 30%

Actual: 57%

% reporting 'very much increased' business sales

Guess: 57%

Actual: 17%

% reporting 'very much increased' confidence in running their business

Guess: 50%

Actual: 52%

% reporting CARE has contributed to all their businesses' use of digital tools and services

Guess: 57%

Actual: 20%

% reporting 'very much improved' quality of life

Guess: 50%

Actual: 40%

Detailed Benchmarking Comparison

[Company] performs particularly well on XYZ. ABC are areas for improvement.

Comparison to benchmarks can be useful to identify where you are under- or over-performing versus peers, and help you set targets. We have aligned your results to the [Impact Management Project](#) framework – see next slide.

Information on the benchmarks is found below:

Company Data

clients 306

60dB Global Benchmark:

companies 603

customers 246k+

60dB Latin American & Caribbean Regional Financial Inclusion Benchmark

companies 40

customers 12k+

60dB Latin America & Caribbean Benchmark

companies 66

customers 24k+

Comparison of Company Performance to Selected 60dB Benchmarks

Dimension	Indicator	CARE International Peru	60dB Global Benchmark	60dB LatAm FI Benchmark	60dB Latin America & Caribbean Benchmark
Who ○	% female	86	43	56	53
How Much ≡	% reporting improved quality of life	89	80	81	78
	% improved ability to cover emergency expense	46	-	62	-
	% with increased ability to manage finances	89	-	73	-
	% with increased sales	72	-	74	-
	% with increased in number of paid employees	7	-	12	-
What Impact □	% reporting 'very much' or 'slight' help from CARE towards achieving a business goal	73	-	77	-
	% reporting improved business planning & management	21	-	-	-
	% reporting more access to capital	20	-	-	-
	% reporting improved knowledge/skills	19	-	-	-
Contribution +	% first time accessing loans	53	66	50	63
	% saying no good alternatives to loans are available	58	69	52	52
Risk △	Client Effort Score	4.43	3.44	-	2.89
Experience	Net Promoter Score	64	43	53	51

Impact Management Project

We take pride in making the data we collect easy to interpret, beautiful to look at, and simple to understand and act upon.

We also align our data with emerging standards of best practice in our space, such as the [Impact Management Project \(IMP\)](#).

The IMP introduces five dimensions of impact: Who, What, How Much, Contribution, and Risk.

These dimensions help you check that you haven't missed any ways of thinking about, and ultimately measuring, the positive and negative changes that are occurring as a result of an intervention.

**IMPACT
MANAGEMENT
PROJECT**

We aligned your results to the Impact Management Project. We're big fans of the IMP – it's a simple, intuitive and complete way of conceptualizing impact.

Dimension	Explanation
Who ○	The Who of impact looks at the stakeholders who experience social and environmental outcomes. All things equal, the impact created is greater if a particularly marginalised or underserved group of people is served, or an especially vulnerable part of the planet protected. For the who of impact, we tend to work with our clients to understand poverty levels, gender and disability inclusivity.
What Impact □	What investigates the outcomes the enterprise is contributing to and how material those outcomes are to stakeholders. We collect most of this what data using qualitative questions designed to let clients tell us in their own words the outcomes they experience and which are most important to them.
How Much ≡	How Much looks at the degree of change of any particular outcome.
Contribution +	Contribution seeks to understand whether an enterprise's and/ or investor's efforts resulted in outcomes that were better than what would have occurred otherwise. In formal evaluation this is often studied using experimental research such as randomised control trials. Given the time and cost of gathering these data, this is not our typical practice. We instead typically ask clients to self-identify the degree to which the changes they experience result from the company in question. We ask clients whether this was the first time they accessed a product of technology like the one from the company, and we ask how easily they could find a good alternative. If a client is, for the first time, accessing a product they could not easily find elsewhere, we consider that the product or service in question has made a greater contribution to the outcomes we observe.
Risk △	Impact Risk tells us the likelihood that impact will be different than expected. We are admittedly still in the early days of figuring out how best to measure impact risk – it's an especially complex area. That said, where clients experience challenges using their product or service, we do think that this correlates with a higher risk that impact does not happen (i.e. if a product or service is not in use then there's no impact). Hence, we look at challenge rates (the percent of clients who have experienced challenges using a product or service), and resolution rates (the percent of clients who experienced challenges and did not have them resolved) as client based proxies for impact risk.

Calculations & Definitions

For those who like to geek out, here's a summary of some of the calculations we used in this deck.

Metric	Calculation
Net Promoter Score®	The Net Promoter Score is a common gauge of client loyalty. It is measured through asking clients to rate their likelihood to recommend your service to a friend on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of clients rating 9 or 10 out of 10 ('Promoters') minus the % of clients rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.
Client Effort Score	How easy do you make it for your clients to resolve their issues? This measure captures the aftersales care and client service. Clients who have experienced a challenge are asked to what extent they agree with the statement: Do you agree or disagree with statement: Overall, [Company] made it easy for me to handle my issue : disagree (1), somewhat disagree (2), neither agree or disagree (3), somewhat agree (4), agree (5). The CES is the average score between 1 and 5. It is an important driver of uptake, adoption, and referrals, as well as of impact.

Summary Of Data Collected

306 phone interviews completed in July – October 2022.

Methodology

Survey mode	Phone
Country	Peru
Language	Spanish
Dates	July to October 2022

Sampling

	A random sample of 306 CARE International Peru clients who received loans and/or wrap-around services from CARE and/or its partners, sampled from a database of 4,334 clients.
Response rate	30%
Average time p/interview	38 mins

Responses Collected

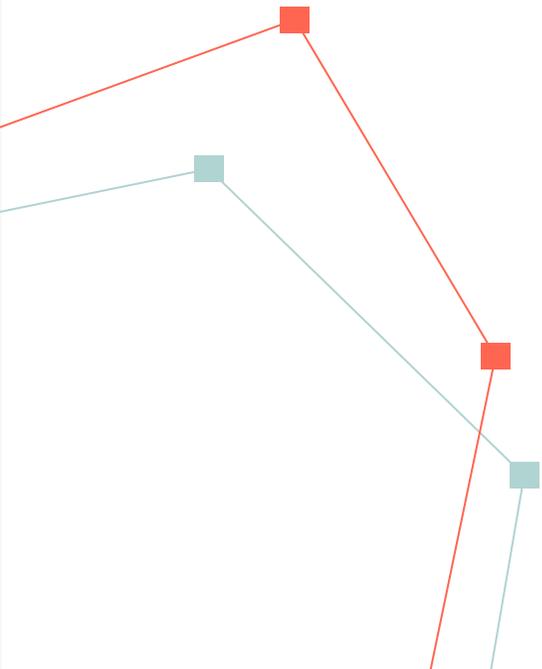
Clients	306
---------	-----

Sampling

	% sample	% population
% female	86	88
% Emprendiendo Mujer	51	33 (Study's target 50%)
% IGNITE	49	67 (Study's target 50%)
% Loan	51	33 (Study's target 50%)
% Wrap-around	48	66 (Study's target 50%)
% Both	1	1

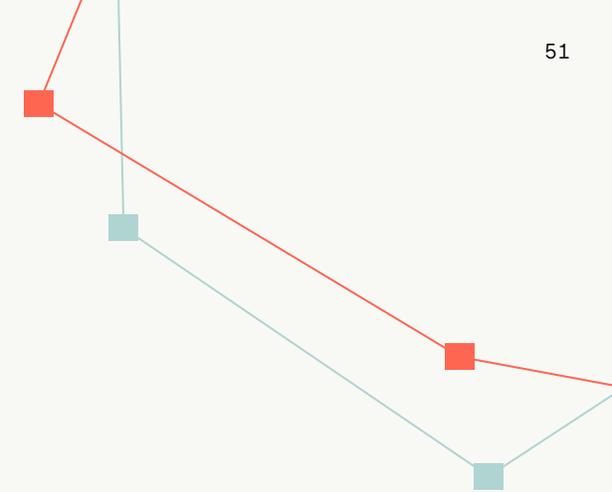
Accuracy

Confidence Level	~90%
Margin of error	~5%



Thank You For Working With Us!

Let's do it again sometime.



About 60 Decibels

60 Decibels makes it easy to listen to the people who matter most. 60 Decibels is an impact measurement company that helps organizations around the world better understand their customers, suppliers, and beneficiaries. Its proprietary approach, Lean Data, brings customer-centricity, speed and responsiveness to impact measurement.

60 Decibels has a network of 830+ trained Lean Data researchers in 70+ countries who speak directly to customers to understand their lived experience. By combining voice, SMS, and other technologies to collect data remotely with proprietary survey tools, 60 Decibels helps clients listen more effectively and benchmark their social performance against their peers.

60 Decibels has offices in London, Nairobi, New York, and Bengaluru. To learn more, visit 60decibels.com.

We are proud to be a Climate Positive company. 

Your Feedback

We'd love to hear your feedback on the 60dB process; take 5 minutes to fill out our feedback survey [here](#).

Acknowledgements

Thank you to Josselyn Celeste and the entire CARE International Peru team for their support throughout the project.

This work was generously sponsored by CARE International.

I keep a schedule of my expenses and savings.
I was able to track my business.
My revenues have improved.

I used to be very messy, but now

>I am more organized,
>I already know what my expenses, income,
and investment are,

and differentiating them helps me to have
greater control and order over the
finances of my business.

Sasha Dichter
sasha@60decibels.com

Jared Adema
jared@60decibels.com

Malavika Rangarajan
malavika@60decibels.com

Darrell Kharsyntiew
darrell@60decibels.com