

Building a Sustainable Financial system in Algeria: The Connection between Digital Transformation and Banking Services

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Abstract:

This study aims to explore the connection between digital transformation and banking services in the context of building a sustainable financial ecosystem, using the ABC BANK in Algeria as example. The study has four main objectives: to evaluate the effectiveness of ABC BANK's digital transformation strategy in improving its online visibility and providing remote services to customers; to analyze the impact of digital transformation on ABC BANK's banking services in terms of customer experience, operational efficiency, and risk management; to identify the challenges and opportunities associated with building a sustainable financial ecosystem through digital transformation, with a particular focus on the case of ABC BANK in Algeria; and to provide recommendations for ABC BANK on how to enhance its digital strategy and build a more comprehensive virtual branch that provides all banking services.

The findings of this study will contribute to the understanding of the impact of digital transformation on banking services and the potential for building a sustainable financial ecosystem through this

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process. Additionally the study's recommendations will assist ABC BANK and other financial institutions in Algeria and similar developing countries in enhancing their digital strategies and improving their overall financial ecosystems.

Keywords: digital transformation; ABC bank; Sustainable Financial system; Strategy.

1. Introduction:

The rapid advancement of digital technology has brought about transformative changes in various industries, and the banking sector is no exception. In Algeria, where the need for a sustainable financial system is paramount, embracing digital transformation has become a pressing matter for banking institutions. Digital transformation, which involves the adoption of modernized, digital-first systems, has the potential to revolutionize banking services and contribute to the sustainability of the financial system⁽¹⁾. By studying the case of ABC bank, a prominent financial institution in Algeria, this article aims to explore the connection between digital transformation and banking services.

Digital transformation in the banking sector entails leveraging AI, automation, cloud computing⁽²⁾, and other digital technologies to drive intelligent workflows, enhance decision-making, and respond in real-time to market disruptions⁽³⁾. Its benefits include eliminating paperwork, increasing productivity⁽⁴⁾, improving risk management⁽⁵⁾, and providing better customer experiences through customization and automation⁽⁶⁾.

(1) IBM. (n.d.). Retrieved 06 10, 2023, from What is digital transformation?: <https://www.ibm.com/topics/digital-transformation>

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Several examples of digital transformation in banking highlight its potential impact. Blockchain technology is being utilized to create a more secure and transparent banking system, while artificial intelligence enhances customer service, fraud detection, and risk management. Cloud computing enables efficient data storage and analysis, contributing to improved access to customer information⁽⁷⁾. Cybersecurity measures ensure the protection of customer data in an increasingly digital landscape⁽⁸⁾. Moreover, open banking allows for the development of innovative applications and services by leveraging banks.

Other digital transformation initiatives in the banking sector include mobile banking, digital payments, robotic process automation, the Internet of Things (IoT), and big data analytics. Mobile banking enables customers to access their accounts and conduct transactions conveniently from their mobile devices. Digital payments, such as mobile wallets and contactless payments, are growing in popularity. Robotic process automation automates repetitive tasks, improving efficiency and customer service⁽⁹⁾. IoT facilitates the creation of smart banking systems that can monitor customer behavior and deliver personalized services. Big data analytics enables banks to analyze customer data and gain valuable insights to enhance their services.

Objectives:

The primary objective of this study is to analyze the extent to which digital transformation has influenced the banking services provided by ABC bank in Algeria. By examining the implementation of digital technologies and strategies, we aim to evaluate the benefits

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and challenges encountered during the process of digital transformation. Additionally, this research aims to assess the implications of digital transformation for the sustainability and efficiency of the financial system in Algeria.

Research Question:

To achieve the aforementioned objective, this study will address the following research question:

How does digital transformation contribute to building a sustainable financial system in Algeria, focusing on the ABC bank as example?

By investigating this research question, we aim to provide valuable insights into the role of digital transformation in the banking sector and its implications for building a sustainable financial system in Algeria. The findings of this study can inform policymakers, banking institutions, and stakeholders about the importance of embracing digital transformation and its potential benefits for the Algerian financial landscape.

2.Literature review

The literature review synthesizes the findings of studies that explore the relationship between digital transformation and sustainability in the context of the banking and financial industry. The studies highlight the importance of digital transformation in enhancing firm value, improving service delivery, and enabling sustainable development. They also address the challenges and opportunities associated with digital transformation, including customer co-creation, the role of FinTech companies, national culture influences, and the acceptance of digital technologies by employees.

the study conducted by⁽¹⁰⁾ explores the relationship between digital transformation and sustainability at the firm level. The findings highlight digital transformation as a driver and forerunner of sustainability, emphasizing the need for companies to enhance their digital capabilities while balancing economic, environmental, and social impacts. The review emphasizes the importance of organizational-level changes, such as strategic adjustments and business model transformations, to integrate sustainability and digitalization effectively. While the study acknowledges limitations, such as the potential exclusion of recent studies, it underscores the significance of both concepts for forward-thinking firms and societies. Future research should explore stakeholder roles, leverage sustainability opportunities, and identify enablers for

The article titled "Digital Transformation in Banking: Exploring Value Co-Creation in Online Banking Services in India" by Dhanalakshmi Arumugam Malara; Viktor Arvidsson; Jonny Holmström, 2019⁽¹¹⁾ examines the processes and challenges associated with the introduction of IT-enabled online banking services in India. The authors adopt a service-dominant logic perspective that emphasizes the role of customers as co-creators of firm value.

The study highlights the potential of Information Technology (IT) to enhance firms' competitive advantages and transform service delivery. However, the authors note that few studies have addressed the digital transformation processes specifically in relation to the introduction of new IT-enabled online services in firms and industries. To fill this research gap, the authors identify and analyze the processes

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through which IT can create or impair business value in service processes.

By studying the online banking service system in India, the authors identify several risks, tensions, and socio-technical challenges associated with the digital transformation process. They find that flexibility and user-friendliness are crucial elements of any IT strategy involving a customer interface, as customers are considered co-creators of value. Lack of flexibility, integration issues with auxiliary devices (e.g., mobile phones), complexity, and difficulties in acquiring information in an appropriate format can result in value co-destruction and negatively impact customers' experiences and perceptions.

The authors argue that firms need to carefully align their IT strategies with customer needs to enhance value-in-use. They emphasize the importance of incorporating IT strategy within the conceptual framework of service-dominant logic to analyze online services and mitigate associated risks. The findings of the study also highlight the complex and time-consuming nature of digital transformation and emphasize the role of digital technology in such transformations.

Furthermore, the authors acknowledge the influence of national culture on digital transformation processes. While there are some similarities in the organizational culture of Indian and Western organizations, distinct issues arise due to the national culture. The study suggests that global firms pursuing digital transformation strategies need to consider the heterogeneity of customer bases and growth strategies to effectively serve different user groups.

The article titled "The Digital Transformation in Banking and the Role of FinTechs in the New Financial Intermediation Scenario"

by Omarini, Anna⁽¹²⁾ explores the concept of digital transformation in the banking industry and the evolving role of both banks and FinTech companies. The author emphasizes that it is not solely the technology itself that disrupts the banking industry but rather how firms deploy and utilize technology. The study highlights how digitalization is leading to profound changes in the banking sector. Banks now have the opportunity to place the customer at the center of their development process, thanks to digitalization. New technologies are disrupting the retail financial service value chain and introducing new players into the competitive arena. Both incumbents and newcomers have innovative levers to adopt in this evolving landscape.

The forces driving these changes have prompted the industry to redefine the role of banking and finance. Rather than simply being providers of products and services, banks and FinTech companies are transforming into enablers, facilitating the delivery of financial services in new ways. The article aims to define digital transformation in the banking industry and shed light on the developments by both banks and FinTech companies in the market. The study suggests that staying competitive in the future depends on the strategic decisions made by banks today. The author highlights the unpredictable nature of innovation in terms of timing, scale, and consequences. Additionally, the future of banking is expected to be shaped by both digital technology and non-traditional competitors. The author draws a comparison between the evolution of the internet in the 90s and the present digital transformation, noting that digital technologies have significantly reshaped banking since the advent of mobile technology.

The article emphasizes the importance of digital platforms, which enable multiple participants to connect, interact, and create and exchange value. User-friendly features and increased personalization

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are key drivers for the development of these platforms. The shift towards a digital world has also brought changes in data management and interaction between providers and consumers. The author suggests that financial services are likely to undergo a similar transition towards an interconnected digital landscape.

While FinTech companies have the potential to revolutionize access to financial services and improve the functioning of the financial system, the author argues that they are not yet causing significant disruption. Many FinTech companies still rely on banking organizations for access to consumer deposits, payment systems, credit origination, and compliance management. The article raises the question of whether incumbent banks can embrace innovation before FinTech competitors gain scale and distribution.

The article titled "Innovation and Development of Digital Finance: A Review on Digital Transformation in Banking & Financial Sector of Sri Lanka" by Fairouz Habeeb; Chaminda Nalaka Wcikra, 2019⁽¹³⁾ explores the digital transformation in the Banking and Financial Industry (BFI) of Sri Lanka. The authors highlight the shift of Sri Lanka's economy from agrarian to a service-based economy, with the BFI sector playing a dominant role. The study aims to develop a digital transformation framework for the BFI industry in Sri Lanka and analyze its development using diffusion of innovation (DOI) theory, technology-organization-environment (TOE) framework, and actor-network theory (ANT).

The authors note that while Sri Lanka is a developing country, there is a lack of published studies that explain the nature of digital transformation in the BFI industry. The study proposes a framework to understand the process of building and executing disruptive

(13) Fairouz Habeeb, & Chaminda Nalaka Wcikra. (2019). Innovation and Development of Digital Finance: A Review on Digital Transformation in Banking & Financial Sector of Sri Lanka. Asian Journal of Economics, Finance and Management.

technologies in the BFI industry, taking into account the involvement of heterogeneous actors. It also discusses the policy implications for the BFI industry in Sri Lanka, focusing on the expansion of the state's role in fostering growth within and outside the country.

The conclusion of the study highlights the impact of innovative business models on the BFI industry dynamics, leading to high competition. Companies are designing customized, smart, flexible, and cost-efficient financial products and services to enhance customer-centricity. The application of advanced technology influences digital adaptation, and the speed of transformation significantly affects the organization's sustainability, profitability, and market position. Creativity and innovation are crucial for organizational survival, along with technology adaptation and digital business strategies by top management and board of directors.

The study emphasizes the importance of knowledge-related insights in strategizing the finance sector of Sri Lanka. The researchers propose a framework that provides an overview of digital transformation in the BFI industry and suggests a business model. The review of literature highlights the increasing importance of big data, Internet of Things (IoT), robotics, cybersecurity, artificial intelligence, blockchain, and cryptocurrency in the digital transformation of the BFI sector. The authors suggest that business structures will evolve based on new data processing solutions and organizational implications.

In the context of digital transformation, the study highlights the role of regulatory responses and the need for efficient regulatory processes to facilitate the development of FinTech solutions. Customers appreciate technological solutions that enhance usability and reduce transaction costs. The authors call for theoretical understandings of the impact of regulatory processes in the BFI sector. Overall, the study provides insights into the digital transformation of the BFI industry in Sri Lanka, emphasizing the importance of

innovation, technology adaptation, and regulatory considerations for sustainable growth.

The article titled "Digital Transformation and Strategy in the Banking Sector: Evaluating the Acceptance Rate of E-Services" by Fotis Kitsios, Ioannis Giatsidis and Maria Kamariotou, 2021 focuses on the digital transformation process in the banking sector and examines the acceptance rate of digital technologies among bank employees in Greece. The authors highlight that digital transformation impacts both the external and internal environment of banks by redesigning internal processes and existing methods. The reasons for digital transformation in the banking sector include serving remote areas without physical branches, differentiation from competitors, and reducing operating costs.

The article presents the findings of a survey conducted among 161 employees from Greek banks to analyze their perception and acceptance of new technologies using the Technology Acceptance Model. The results indicate the employees' attitudes towards the digitalization of banking operations and their readiness to transition to the new digital banking environment. The authors suggest that the findings provide practical insights for executives of Greek banking organizations to schedule targeted educational programs for their employees to facilitate the transition to the digital era.

The study highlights that Greek banks have been undergoing a transition to digital banking to cut operating costs, improve internal processes, and adopt a standardized way of working. The survey results show that employees in Greek banks generally accept the digital evolution of their work. They recognize the entry of new alternative providers in the digital economy and the potential risk of shrinking banking operations and intense competition. The majority of employees demonstrate acceptance of new methods and practices of digital banking.

The research emphasizes the need for training programs on the usage of new technologies to support the smooth transition to digital banking. While employees in Greek banks are not opposed to digital banking, they require guidance and training on how to apply these new technologies. The lack of specialized human resources with appropriate skills can lead to delays in completing transformation projects and the loss of relevant data. The study suggests that educational programs can enhance the positive effects of digitalization and overcome concerns and uncertainties associated with the transition.

The article also addresses the issue of cybersecurity risk and its influence on employees' intention to use digital technologies. Employees may not fully comprehend the negative consequences of cyberattacks, and executives in the banking sector are concerned about the ability to perceive, deal with, and assess the risk of cyberattacks. The lack of adequately trained and specialized staff poses challenges in managing operational.

The conclusions of the study provide recommendations for human resources departments of banks to stimulate employees, reduce reservations against digital transformation, and maximize results through new developments. The authors suggest that the positive attitudes of employees towards digitalization in Greek banks should be leveraged to implement education programs that enhance employees' knowledge and skills in digital banking. The COVID-19 pandemic has further emphasized the importance of digitalization and remote working, making it essential for managers to promote these practices.

The study acknowledges some limitations, such as the use of electronic platforms and email for distributing questionnaires, which may have excluded employees who were unable to access these platforms. The researchers also suggest the need for future studies to consider the rapidly changing technological developments in the banking sector and the potential impact of social factors on employees'

attitudes. It is recommended to investigate the acceptance of new technologies among employees who are not concerned about negative impacts, such as job losses. Additionally, the research could be extended to include the newly established branch of Domestic Loans and Credit Management Companies in Greece.

Overall, the article contributes to the understanding of employees' attitudes towards digital transformation in the Greek banking sector, highlighting the importance of education and training programs to facilitate the transition and maximize the benefits of digitalization.

3.Results and discussion

The digitalization of Algerian banks is a key aspect of the financial reform that advocates for modernizing banking services and streamlining procedures with a focus on placing the customer at the center of the strategy to improve the governance of public banks and strengthen their role in financing the Algerian economy. This approach was discussed by the Governor of the Bank of Algeria during a meeting with authorized intermediaries, where he emphasized the need to engage in a profound reflection that would enable the sector to emancipate itself and integrate international governance and management standards. Considering the obligations arising from the current economic situation of the country, he highlighted the challenges that the sector must address, both in terms of adopting new technologies such as digitalization and data security, and diversifying products. Rosthom Fadli emphasized the imperative to review the modalities and functioning of our banks and financial institutions, as the challenge lies in regaining customer.

He underscored the importance of improving the quality of services offered, supporting clients in their projects, providing advisory services, and implementing regular marketing activities as the prevailing approach in the daily management processes of banks. Furthermore, the overall strategy requires that the ongoing

modernization of network banks in Algeria aligns with digital conversion to capture certain market shares.

The digital transformation of banks, recommended as part of the comprehensive financial reform, implies that digitalization should no longer be a mere "metaphor" but should become an accessible reality. This necessitates the need for its initiators to establish a well-defined and legally regulated digitalization policy to ensure the security and confidentiality of data. As explained by the Governor of the Bank of Algeria, banks are expected to strive for excellence and innovation, with the ultimate goal of enhancing the functioning of our banking system while considering the key elements for its success.

In this context, certain regulations may need to be reviewed to facilitate the digitalization of the banking sector, particularly for the benefit of the overall economy. ABC Bank is one of the banks leading the way in digital transformation. With a firm commitment to embracing technology, ABC Bank is revolutionizing the banking experience and offering innovative digital solutions to its customers.

ABC Bank (Arab Banking Corporation), incorporated as a corporation, is an international bank headquartered in Manama, Kingdom of Bahrain. Their network spans across five continents, covering countries in the Middle East, North Africa, Europe, the Americas, and Asia. Founded in 1980, ABC Bank is listed on the Bahrain Stock Exchange, and its major shareholders include the Central Bank of Libya and the Kuwait Investment Authority. The bank is a leading provider of commercial financing, treasury services, project and structured financing, syndications, corporate and institutional banking services, as well as Islamic banking services. They are also pursuing a strategy to expand the retail banking network in the MENA region.

Although ABC Bank is licensed as a wholesale corporate bank by the Central Bank of Bahrain, this does not prevent them from being present in other market segments. In terms of their operations, ABC

Bank offers retail banking products and services for individuals through its subsidiaries in Algeria, Egypt, Jordan, and Tunisia.

ABC Bank is implementing its digitalization strategy for its operations in Algeria, under the leadership of the Digital Banking and Retail department at its headquarters in Bahrain. The bank's retail business has established a significant distribution footprint and has made substantial investments in technology to offer diverse, region-specific, and sector-specific products and services across geographical areas. The aim is to provide both traditional and customized products and services.

To achieve this objective, the bank has deployed several means, including continuous training for its staff, a customer-centric strategy, and a variety of distribution platforms (multichannel strategy). The bank's teams are committed to delivering an impeccable customer experience through various service platforms and customer touchpoints. By developing holistic, personalized financial solutions tailored to the needs and aspirations of their clients, the bank ensures that its products and services align with their lifestyle, enabling them to fulfill their financial requirements.

These efforts have led to the launch of the "ABC Digital" application in 2018, which is an online banking service designed to better cater to the needs of its customers. Accessible anytime and anywhere, 24/7, and compatible with any internet-enabled device (computer, tablet, and smartphone), the application enhances convenience and accessibility for customers.

ABC Bank has embraced digitalization through a number of innovative initiatives. With ABC Digital, the bank's cutting-edge online banking platform, they have successfully implemented one of the most critical phases of their digital strategy, aimed at providing seamless and comprehensive online banking services to customers. Across their product ranges, they are reorganizing their omni-channel offerings with a new, state-of-the-art digital platform to enhance the

customer experience and drive future growth. The new digital platform offers a thoughtful array of services, benefits, and solutions, enabling them to be more agile in delivering these directly to their customers.

The Digital Banking department of ABC Bank provides the necessary leadership and guidance to transform the bank into a digital solution and implements the strategic approach to position the bank as the top digital bank in the region. Indeed, with this new remote banking platform, ABC Bank is further investing in digitalization, which has become essential in ensuring the mobility and availability demanded by customers. It is now a reality as long as one has an electronic device (computer, tablet, or smartphone) and an internet connection. According to ABC Bank officials, this service offers more features that further facilitate the daily lives of Algerians.

The application offers a variety of functions. It allows for account-to-account transfers, with the entire operation being fully digitized. The customer will receive an execution notification once the transfer is completed. It is worth noting that the processing here is 100% automated. It also enables interbank transfers and Real Time Gross System (RTGS) transactions, with the transfer amount being below 1,000,000 DZD. The transfer instruction will be notified to the branch and the Operations Department, at a specifically designated email address. Upon receiving the notification, the branch manager must validate the transaction through the application.

The application also offers the service of international currency transfers (foreign currency account). The instruction for currency transfer will be notified to the account-holding branch and the Operations Department through a dedicated email address. The reservation of funds required for the currency transfer, as well as the transfer commission amount in DZD, are completely digitized (automated). Upon receiving the notification, the branch manager must validate the transaction and proceed with the processing according to the foreign currency transfer procedure. The Operations

Department will continue processing the instruction in accordance with the applicable transfer procedure. It is important to note that the processing here is semi-automated.

Another available option is the request for a bank draft. The instruction for requesting a bank draft will be notified to the account-holding branch. Upon receiving the notification, the branch's back office will issue the bank draft in accordance with the prevailing procedure. The account officer will then contact the client to arrange for the collection of the bank draft. The processing is also semi-automated in this case.

The platform also allows for the opening of fixed-term deposits through a request. The instruction for opening a fixed-term deposit will be notified to the account-holding branch. Upon receiving the notification, the account officer will contact the client to provide information on the terms and applicable interest rate and schedule an appointment. It should be noted that ABC Digital enables remote initiation of the transaction, which is then finalized at the branch.

Two other types of services that facilitate customers' daily banking needs through ABC Digital are account statement requests and checkbook requests. The instruction for an account statement request will be notified to the account-holding branch. Upon receiving the notification, the branch's back office will generate the account statement or process the checkbook request. The account officer will contact the client to collect their account statement or checkbook from the branch. It is important to mention that the processing for these types of operations is semi-automated. For businesses, one of the many functions provided by the platform is the payment of taxes (G50). The transfer instruction will be notified to the account-holding branch and the Operations Department. Prior to the tax payment deadline, the Operations Department must execute the transfer via RTGS, even if the transfer amount is below 1 million dinars.

Another option available for ABC Bank's customers is the possibility to apply for online domiciliation. Once the instruction is established, it will be notified to the branch and the Documentary Operations Department. Upon receiving the notification, the Documentary Operations Department will process the domiciliation according to the prevailing procedure.

In addition to the variety of introduced functions, this application provides high security to its users by introducing two-factor authentication through one-time passwords (OTPs) that can be generated with the ABC Bank application. This tends to reassure the clientele ABC Bank's digitalization strategy in Algeria highlights their commitment to leveraging technology to enhance customer experience and provide innovative banking solutions. The implementation of the "ABC Digital" application demonstrates their efforts to meet the evolving needs of their customers by offering convenient and accessible online banking services. The application's features, such as account-to-account transfers, interbank transfers, and international currency transfers, provide customers with a seamless digital banking experience. The digitization of processes, including transaction notifications and validation, streamlines operations and enhances efficiency. The availability of services like bank drafts, fixed-term deposits, account statement requests, and checkbook requests further caters to customers' diverse banking needs.

ABC Bank's digital platform not only focuses on retail banking but also offers specific services for businesses, such as tax payments and online domiciliation. This demonstrates their commitment to catering to a wide range of customer segments and promoting financial inclusion. Security is a crucial aspect of any digital banking platform, and ABC Bank addresses this through the implementation of two-factor authentication using one-time passwords (OTPs). This helps to instill confidence and trust among customers, ensuring the safety of their transactions and personal information. By embracing digital transformation, ABC Bank is positioning itself as a leader in

digital banking within the region. Their investment in technology and the focus on providing a customer-centric approach align with industry trends and evolving customer preferences.

4. Conclusion

In conclusion, ABC Bank's digitalization strategy in Algeria, as evidenced by the "ABC Digital" application, showcases their commitment to delivering convenient and personalized banking services. By leveraging technology, the bank aims to enhance customer experience, streamline operations, and drive future growth. The introduction of diverse services, coupled with robust security measures, positions ABC Bank as a key player in the digital banking landscape in Algeria

Recommendations and Perspectives:

1. Continuous Innovation: ABC Bank should continue to invest in research and development to stay at the forefront of technological advancements in the banking industry. By constantly exploring new technologies and innovative solutions, the bank can further enhance its digital offerings and provide cutting-edge services to its customers.
2. Customer Education and Engagement: To ensure successful adoption of digital banking services, ABC Bank should focus on educating its customers about the benefits and functionalities of the "ABC Digital" application. Regular communication, tutorials, and user guides can help customers make the most of the platform and build trust in its capabilities. Additionally, soliciting customer feedback and incorporating it into future enhancements will foster a sense of engagement and ownership among users.
3. Enhanced Security Measures: As the digital landscape evolves, so do security threats. ABC Bank should prioritize the continuous improvement of its security measures to protect customer data and transactions. Implementing advanced security protocols, regularly conducting security audits, and staying updated with the latest

cybersecurity practices will help maintain customer trust and confidence.

4. Expansion of Digital Services: While ABC Bank has made significant strides in digital transformation, there is room for further expansion. The bank can consider introducing additional features and services, such as digital wealth management, mobile payment solutions, and personalized financial planning tools. By broadening its digital offerings, ABC Bank can attract a larger customer base and cater to a wider range of financial needs.

5. Collaboration with Fintech Partners: Collaborating with fintech companies can bring fresh perspectives and accelerate innovation. ABC Bank can explore partnerships with fintech firms to leverage their expertise in areas like artificial intelligence, blockchain, and data analytics. Such collaborations can lead to the development of new solutions and services, fostering a culture of innovation within the bank.

6. Emphasis on Financial Inclusion: As ABC Bank expands its digital services, it should ensure that its offerings cater to a diverse customer base, including underserved populations and individuals with limited access to traditional banking services. By promoting financial inclusion through simplified account opening processes, mobile banking solutions, and tailored services for specific customer segments, the bank can contribute to the economic growth and empowerment of a broader population.

7. Regulatory Compliance: It is crucial for ABC Bank to stay updated with local and international regulations pertaining to digital banking and data privacy. Adhering to regulatory frameworks and implementing robust compliance measures will help the bank maintain trust, mitigate risks, and safeguard customer interests.

In summary, ABC Bank should focus on continuous innovation, customer education, and enhanced security measures while expanding its digital services and promoting financial inclusion. By embracing

collaboration and prioritizing regulatory compliance, the bank can position itself as a leader in the Algerian digital banking landscape and provide sustainable, customer-centric financial solutions.

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