

# Marketing data in banking project

*Strategic insights*

# Recommendations

## Opportunities

- **Further *partner* channel growth**

It brings most interest rate income, that is guaranteed for next 5 years. The conversion rate of opportunities is on a good level. The rejections in that channel are rather stable.

### *Amazon related*

- **Further *affiliate* channel growth**

affiliate brings 25% of all opportunities, that are very high quality, comparing to the other sources. 25% of them are accepted. It is much higher than in other channels.

## Areas for improvements

- **Work on lead quality in *Unpaid online***

It brings most of opportunities, but only 4% of them are accepted. Among top rejection reasons for this channel we can see: “Legal From” (R04), “Unable to provide required Documentation” (S08).

- **Improve processing time in *Direct Mail***

It takes more time to process opportunities from direct vs other channels. Eg. inform about required documentation earlier in the flow.

- **Reduce R05 and R09 rejections in *affiliate***  
revisit targeted industries and businesses, - Industry / Business (R05) rejections made up 25% of all affiliate rejections in Dec 2021. R09 (cut-off external rating) grew from 0% to 15% throughout 2021.

# **Direct funnel brings most money to <company name>**

*and can be seen from that perspective as most successful*

**74%**

of opportunities come  
from direct funnel

**3.5M EUR**

Interest income after 5 years  
(vs 580k EUR coming from  
affiliate)

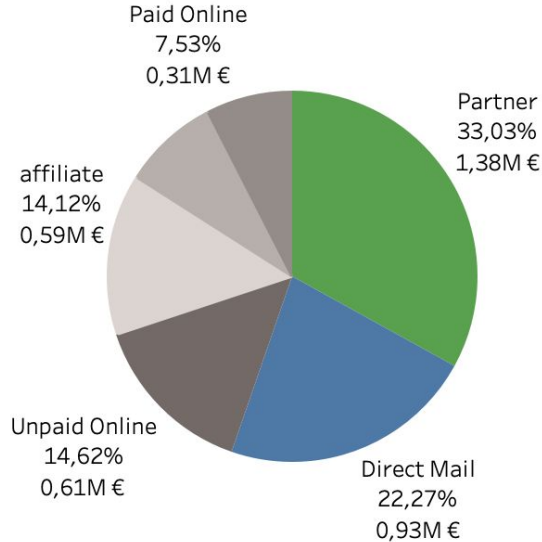
**10%**

conversion rate  
(global average 12%)

# Most successful channel in direct funnel is partner

*it's opportunities should bring **1.3M EUR** to <company name> in interest gains in coming 5 years.*

Interest gains on 2021 booked loans per funnel (for the time of loan duration)



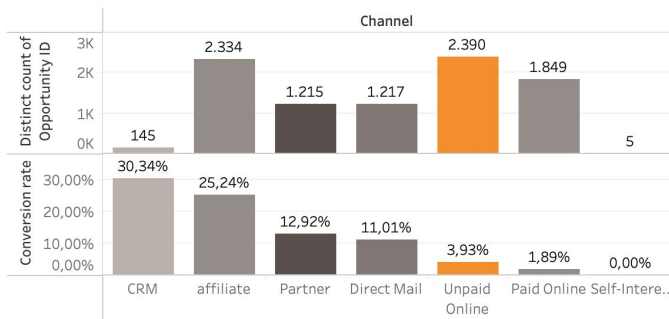
**Partner channel** brought the highest promised earnings to <company name> in 2021 - **1.3M EUR**.

Second best successful channel was **Direct Mail** - with **0.9M EUR** in future interest gains.

**Conversion for those channels is low though.** Only 11-13% of their opportunities convert to signed contracts.

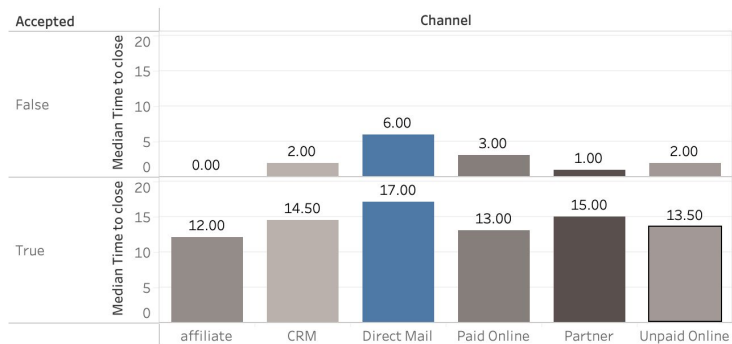
# Least successful channels are direct mail and unpaid online

*Their conversion is on a very low level. Reason for that might be that it is difficult for the customer to gather required documentation.*



Conversion in **unpaid** is very low - 4%, vs 12% in other channels.

Unlike other channels, many opportunities are rejected due to missing documentation and unaccepted legal form.



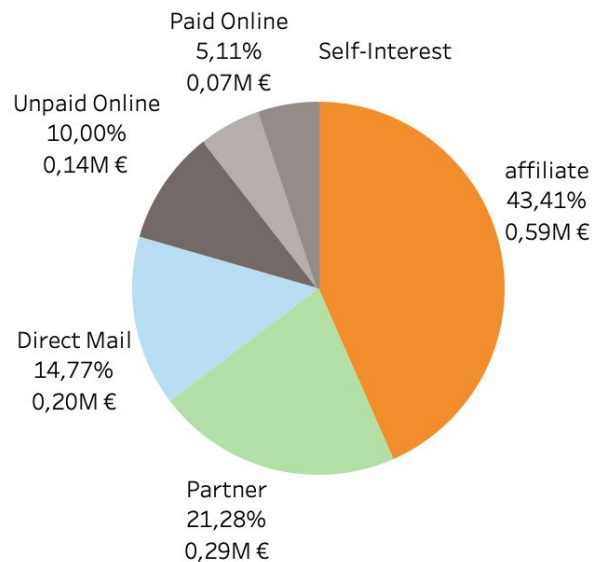
It takes more time to process opportunities in **direct** vs. other channels.

Most of rejection cases take 6 days (1 in other channels), acceptances take 17 days (13 in other channels).

# Affiliate is a channel that will bring most of its interest income income within a year

*<company name> will earn **0.6M EUR** within a year of signing contracts through affiliate.*

Interest gains on 2021 booked loans per funnel (after one year)



**It has been one of the funnels that brought most opportunities to <company name> in 2021. 25% of all opportunities in 2021 came from affiliate.**

**Also, the conversion rate for affiliate is very high. 25% of it's opportunities convert to signed contracts.**

**It was a main source of short term loan opportunities.**

# It takes much faster to reject the opportunity than to accept it.



It is great, because seems like critical rejection decisions are taken very soon after the opportunity arrives at <company name>. We can see that most of the **opportunities were accepted within 10 - 15 days**. It took on the other side only **1-2 days to reject** most of the non eligible customers.

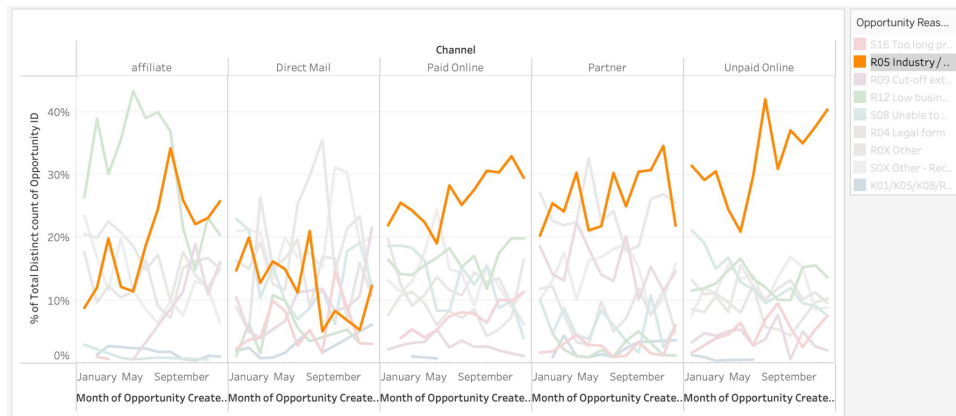
## Delays in decisions are most likely related to long waiting times for documentation.

Channel	Opportunity Reason Lost C	Median Time to close
Direct Mail	R05 Industry / business area	3
	R04.1 Intermediate shareholder,excluding GmbH & Co. KG	2
	R09 Cut-off external rating	4
	S08 Unable to provide required documentation	12
	S08.1 Required documentation not available for Y-2	15
Unpaid Online	R05 Industry / business area	2
	R12 Low business Credit Bureau score	0
	R04 Legal form	0
	S08.1 Required documentation not available for Y-2	6
	S08 Unable to provide required documentation	17

See the example of rejections. It takes much more time to process the opportunities if documentation is missing. Otherwise the processing times is rather quick.

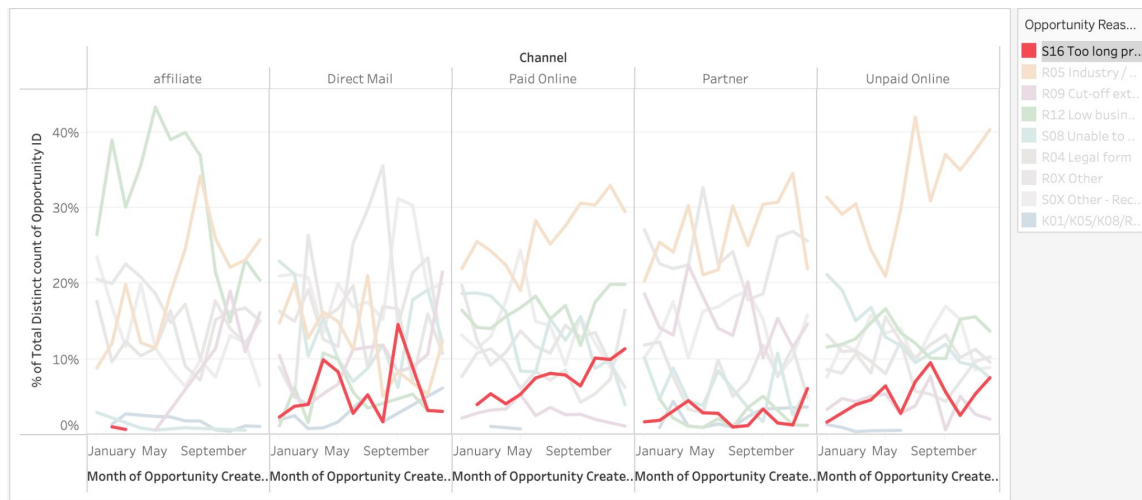


# R05 rejection is a main rejection reason for <company name>, besides R12, that keeps increasing over time.



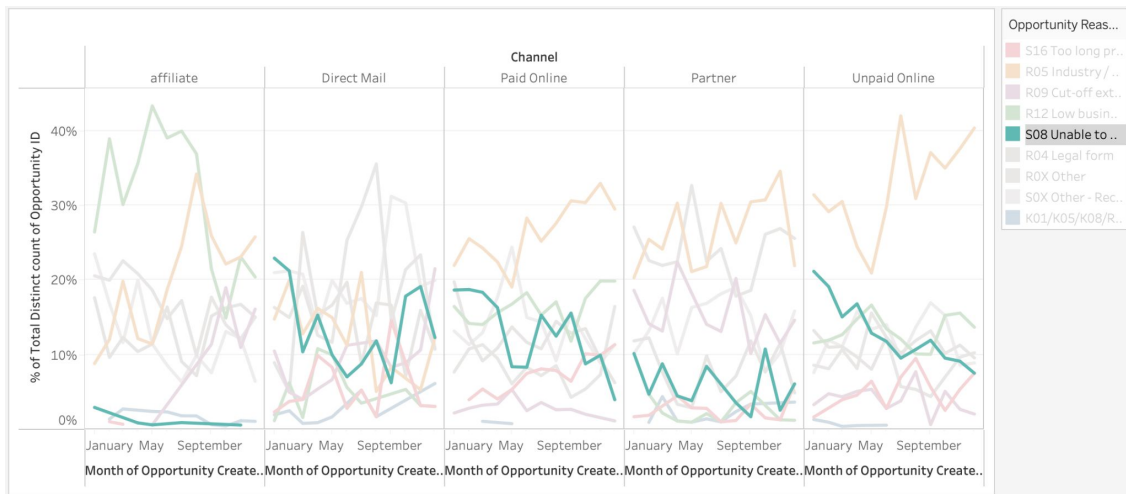
Opportunities at <company name> are rejected mainly due to Industry/Business area (R05). **It's share in all rejections grew by 30% since January 2021 to December 2021.** This growth will have a big effect on **Paid online and Unpaid Online**, where it seems to be continuously growing. Also **Affiliate** channel might be more and more impacted by growth of those rejections.

# <company name> increased dramatically it's number of rejections caused by “Too long process time” (S16)



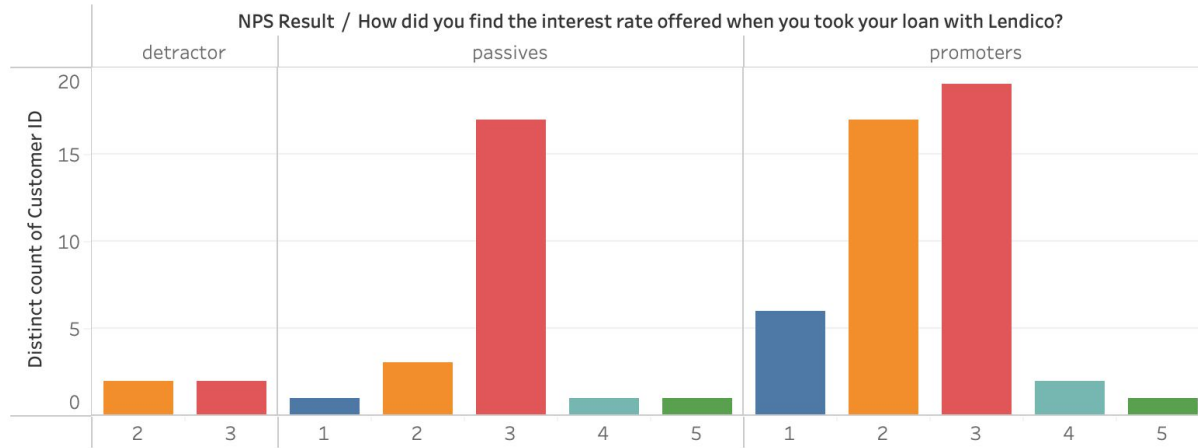
**Share of those rejections in all rejections is 6 times higher in December 2021 than it used to be in January. Main effect will be seen in **Paid Online** and **Unpaid Online**. We can also see a growing trend in Parter.**

# Share of rejections due to “missing documentation” (S08) is very quickly decreasing.

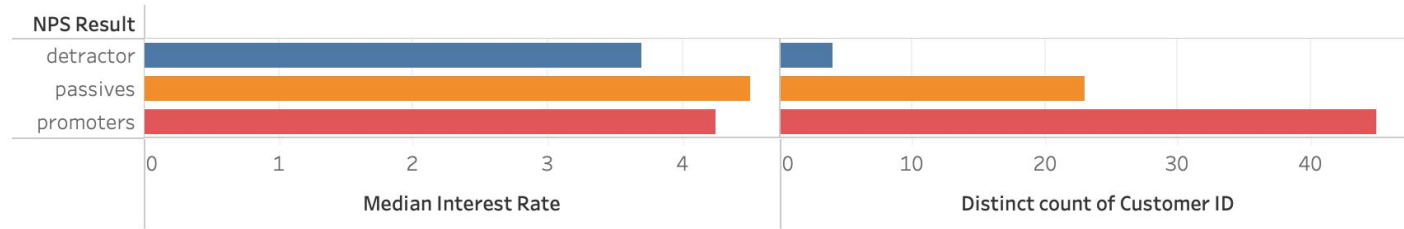


**It's share in all rejection reasons is 5 times lower.** It might improve acceptance of **Direct mail and Unpaid online**. This rejection was a big problem in those channels.

**We can see that in general the customers are rather unsatisfied with the interest rates offered by <company name>.**



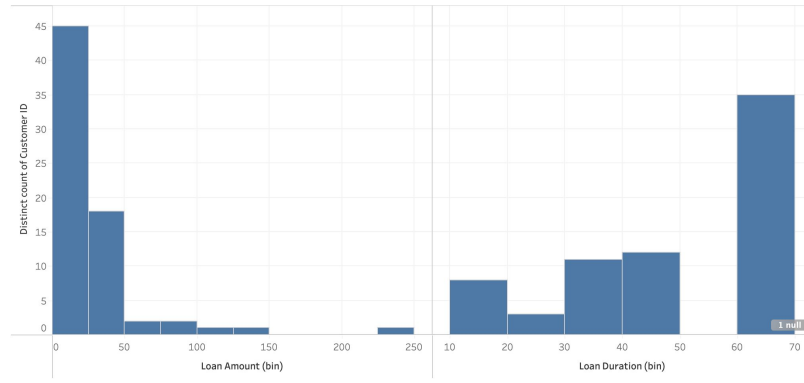
# Even though customers seem to be unsatisfied with interest rates they do not seem to have impact on NPS



**There is no direct correlation between NPS and interest rate level.** Spearman correlation of 0.01. Consumers that were not satisfied with the interest in general had lower NPS score. It is interesting, that detractors were given a loan on a lower median interest rate than promoters. (detractors though is not a well represented group in the survey)

# Recommendations to the CX:

1. **Better targeting of the survey respondents.** The respondents were not representative, very little customers with loan amount above 50k EUR. Also there were very little customers with short loan duration



2. I would suggest **deep diving into question of - why was it difficult for the customers to get documentation? What was the documentation that was difficult for them to obtain?** Maybe by stating requirements clearly during the process it would be less disappointing for the customers to wait for so long for the decision.

# Appendix

# Channel summary

Opportunity Product Type	Channel	Number of opportunities	Opportunity Loan Amount	Opportunity unit value	Median Opportunity L...	Median Time to close (rejected)	Median Time to close (accepted)	Conversion rate	Loan booked	Interest booked (after a year)	Interest booked (all ..
ECOMMERCE	affiliate	2,334	58,61M €	25,11K €	12	0	12	25,24%	16,74M €	589,46K €	589,46K €
	Total	2,334	58,61M €	25,11K €	12	0	12	25,24%	16,74M €	589,46K €	589,46K €
ING	Partner	1,215	71,86M €	59,14K €	60	1	15	12,92%	7,29M €	288,93K €	1.379,17K €
	Direct Mail	1,217	66,32M €	54,50K €	60	5	17	11,01%	5,28M €	200,62K €	930,00K €
	Unpaid Online	2,390	96,15M €	40,23K €	60	2	14	3,93%	3,66M €	135,81K €	610,45K €
	CRM	145	7,25M €	50,02K €	60	1	15	30,34%	2,16M €	73,60K €	352,21K €
	Paid Online	1,849	67,99M €	36,77K €	60	2	13	1,89%	1,66M €	69,41K €	314,60K €
	Self-Interest	5	0,36M €	71,05K €	60	0		0,00%			
	Total	6,821	309,94M €	45,44K €	60	2	15	10,02%	20,06M €	768,36K €	3.586,43K €
Grand Total		9,155	368,54M €	40,26K €	48	1	13	12,19%	36,81M €	1.357,82K €	4.175,89K €



# Channel rejection reasons

Channel	Opportunity Reason Lost C	Median Time to close	Number of opportu..	Opportunity Loan Am..	Opportunity unit value
Direct Mail	R05 Industry / business area	3	137	7,54M €	55,04K €
	R04.1 Intermediate shareholder,excluding GmbH & Co. KG	2	123	12,62M €	102,57K €
	R09 Cut-off external rating	4	94	5,11M €	54,41K €
	S08 Unable to provide required documentation	12	92	4,04M €	43,94K €
	S08.1 Required documentation not available for Y-2	15	76	2,29M €	30,18K €
affiliate	R12 Low business Credit Bureau score	0	539	9,87M €	18,31K €
	R05 Industry / business area	0	340	7,25M €	21,33K €
	R04.1 Intermediate shareholder,excluding GmbH & Co. KG	0	189	8,49M €	44,95K €
	R11 Business Credit Bureau score not available	11	123	1,48M €	12,04K €
	R09 Cut-off external rating	0	95	2,38M €	25,02K €
Unpaid Online	R05 Industry / business area	2	730	27,67M €	37,90K €
	R12 Low business Credit Bureau score	0	301	14,18M €	47,12K €
	R04 Legal form	0	186	8,14M €	43,77K €
	S08.1 Required documentation not available for Y-2	6	168	3,23M €	19,21K €
	S08 Unable to provide required documentation	17	147	4,31M €	29,32K €
Paid Online	R05 Industry / business area	2	486	18,61M €	38,29K €
	R12 Low business Credit Bureau score	0	297	12,11M €	40,79K €
	R04 Legal form	0	179	6,88M €	38,42K €
	S08.1 Required documentation not available for Y-2	10	142	2,95M €	20,75K €
	S16.1 Automated closure	33	125	4,24M €	33,91K €
Partner	R05 Industry / business area	0	275	15,19M €	55,22K €
	R09 Cut-off external rating	1	164	9,09M €	55,43K €
	S03 Recently declined	0	112	7,42M €	66,28K €
	R04.1 Intermediate shareholder,excluding GmbH & Co. KG	0	65	6,12M €	94,21K €
	R08 Low personal Credit Bureau score	0	51	3,34M €	65,54K €

Most popular loans - 12M and 60M very good conversion.

Opportunity Loan Duration (in months)	Distinct count of Opportunity ID	Opportunity Loan Amount	Opportunity unit value	Conversion rate	Loan booked
12	2,148	59,05M €	27,49K €	27,98%	16,96M €
24	143	4,71M €	32,96K €	14,69%	0,49M €
36	597	13,35M €	22,36K €	8,88%	1,08M €
48	622	28,76M €	46,23K €	8,36%	2,07M €
60	2,596	156,20M €	60,17K €	12,56%	16,21M €

# Survey results correlations

