

The Nuveen logo is displayed in a bold, dark blue, serif font. It is positioned within a white rectangular area that is part of a larger layout featuring blue and white squares.

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A TIAA Company



EMERITUS

Nuveen Sales Data Analysis Project

PGDMLAI CAPSTONE

JULIAN RENZ

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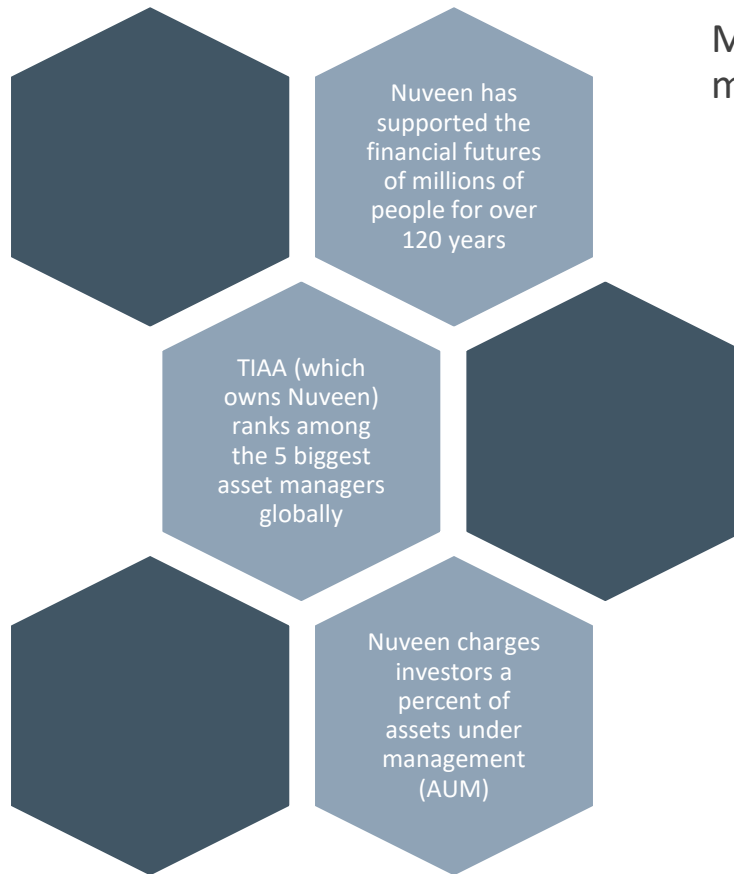
2. Objectives

3. Approach

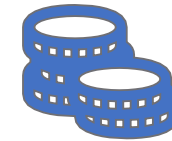
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1. Background



Management, sales and redemption fees increase with more asset amounts, more funds added and longer investment duration



Decreasing Cost of Acquisition

Sales channels:

- In-person salesforce (wholesalers)
- Meetings and events
- Telephone salesforce (internal wholesalers)
- Email and direct mail marketing
- Social media

Cost of acquisition vs fees earned



Resource Allocation

2. Objectives – Predict & Recommend on ADR



Predict next year's sales per advisor using previous year's data

Break the sales down into segments
Compare to actual sales and feature correlation

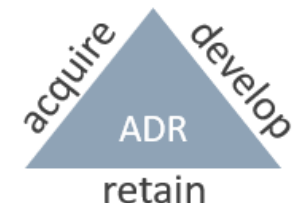


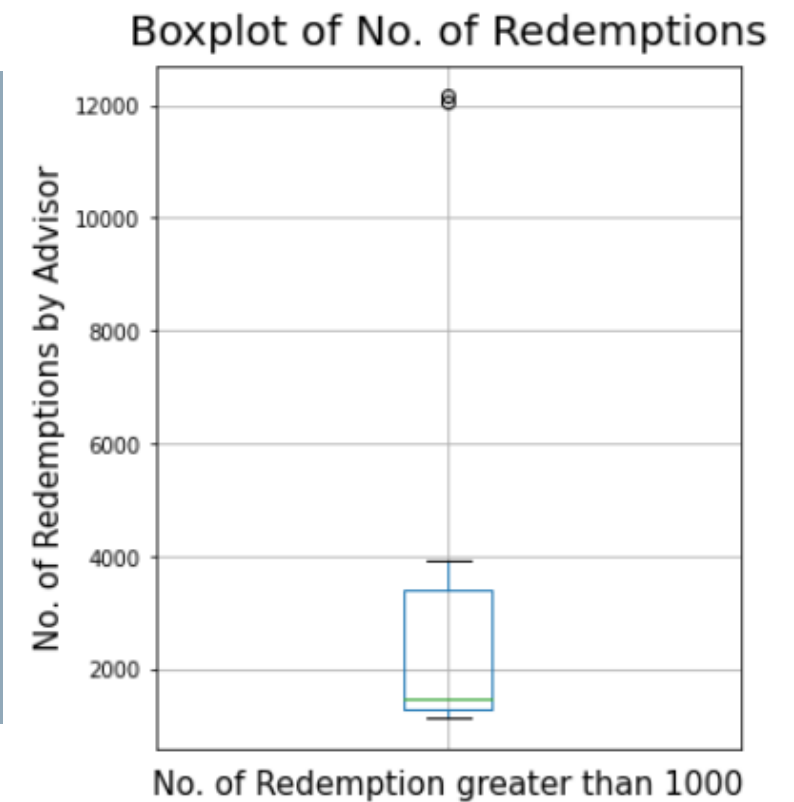
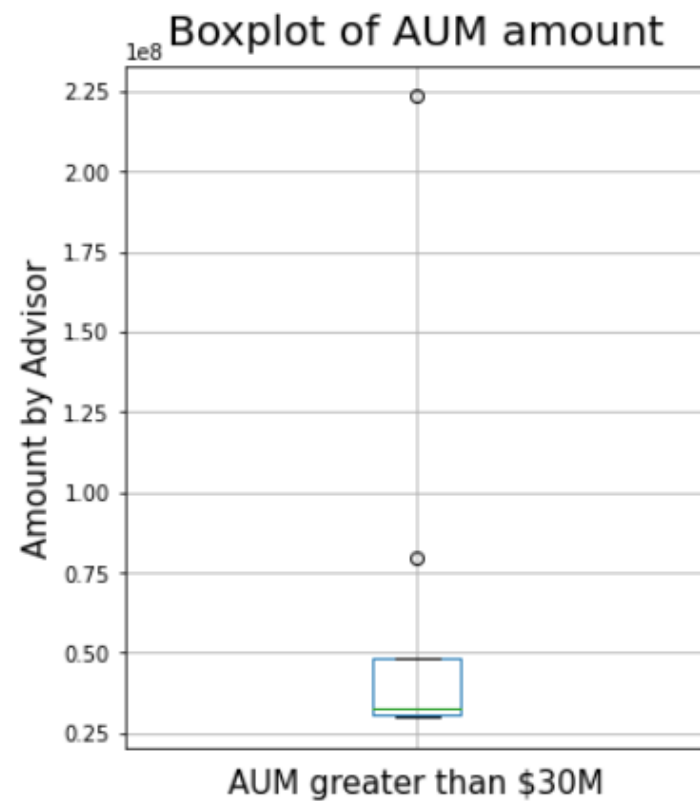
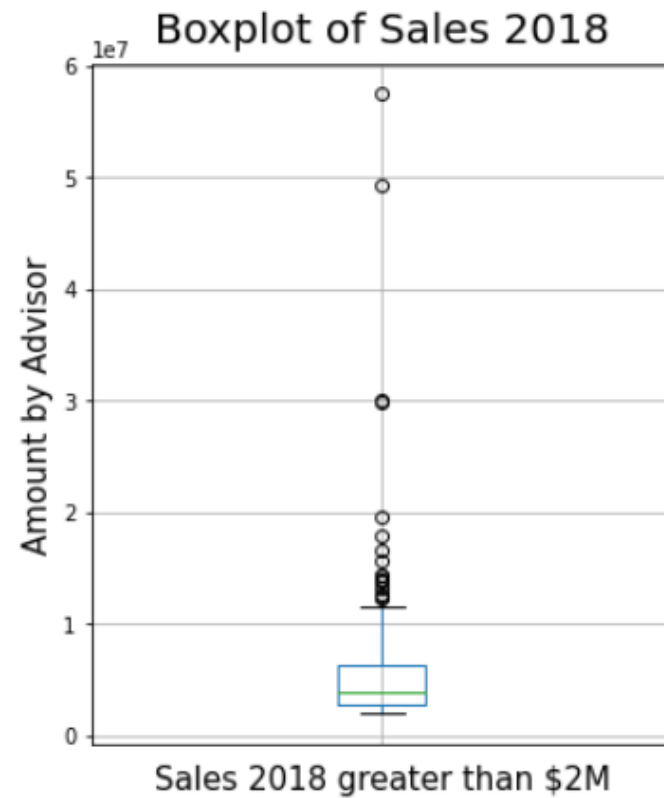
Predict if advisors will add funds in the next year

Find feature correlations to deciles
Examine which segments make up these deciles



A good model will point out key advisor groups and channels to focus sales efforts on, and thus help saving costs



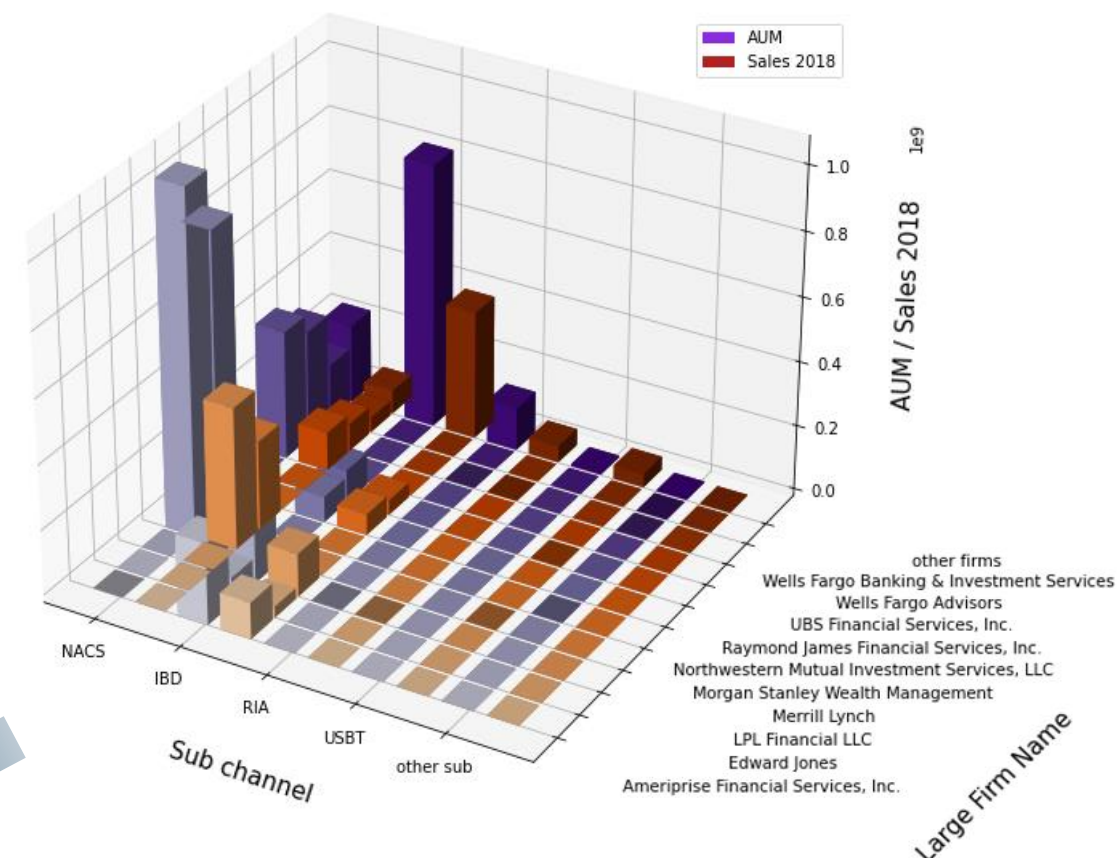


3. Many zero values & outliers may present challenges for predictions (outliers may contain valuable insights)

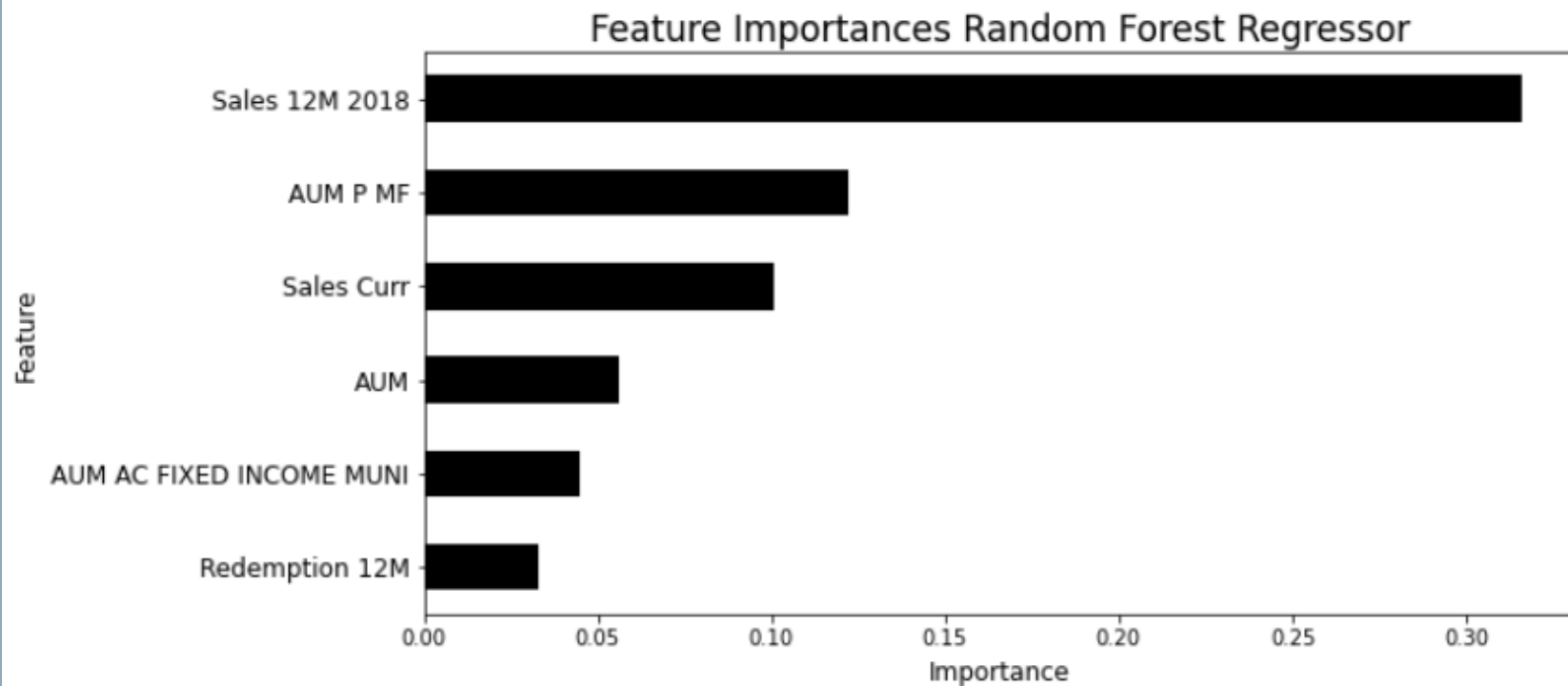
3. Massively segmented data set - Expectation to gain valuable insights by dividing data into Sub channels and largest advisor firms

e.g. Morgan Stanley and Merrill Lynch make up the greatest part of AUM/Sales within NACS

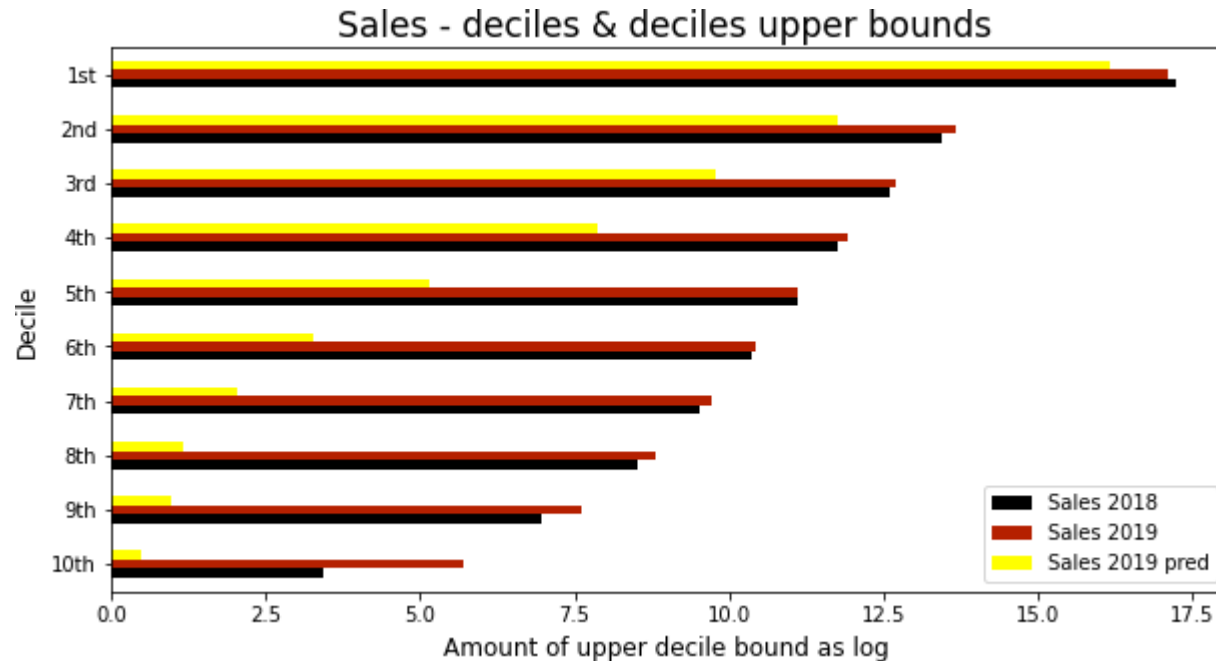
Total AUM and Sales by Sub channel and Firm



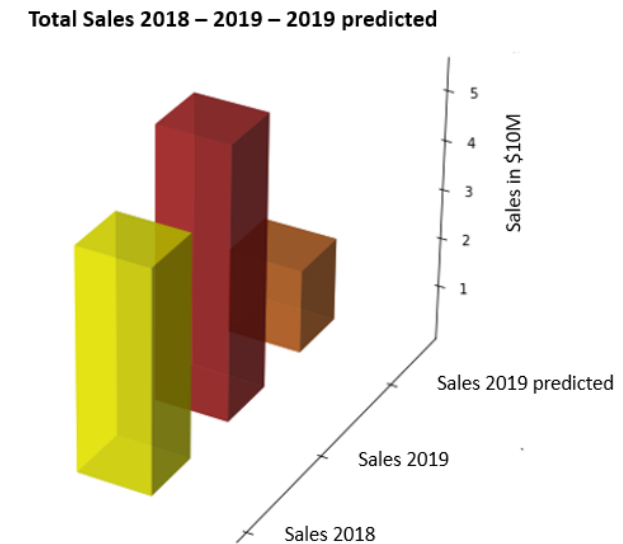
4. Regression Results - Most Important Variables condense into Sales, AUM-related and Redemption “amount-features”



4. High-sales-deciles predicted well despite total differences in model



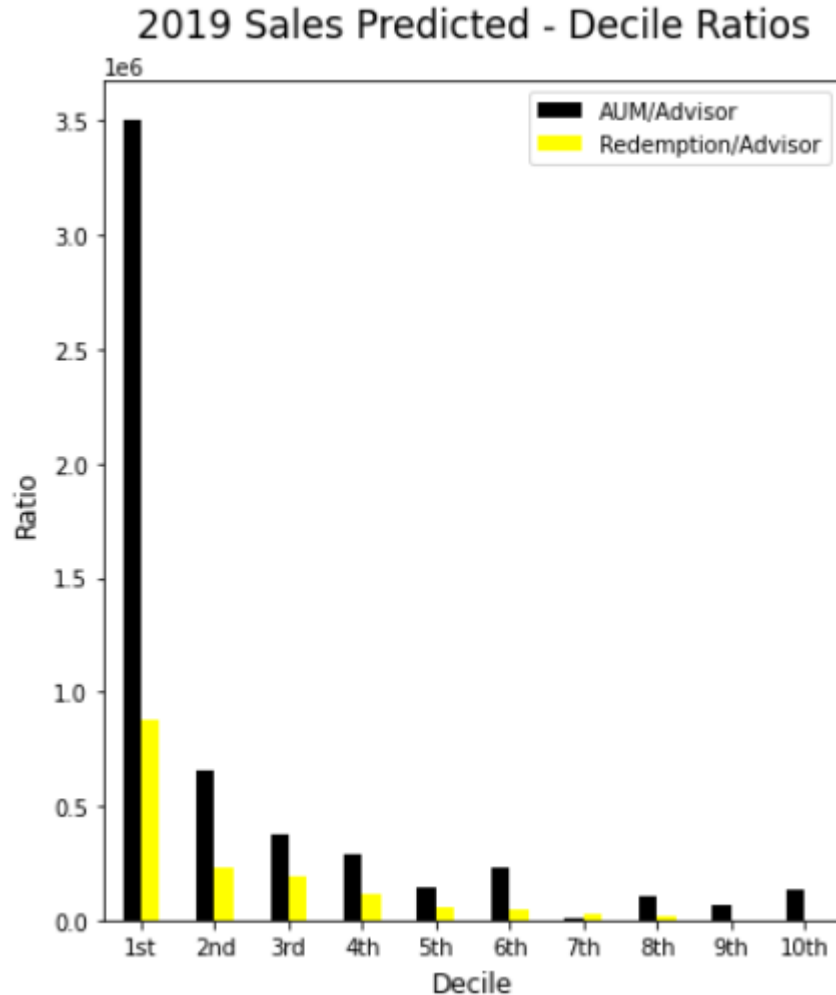
- The model does better in predicting the higher sales advisors
- As evident in EDA, the many zero values present a challenge for prediction (underprediction)
- Actual sales 2018 & 2019 have much higher counts in the lowest deciles (many zero values)



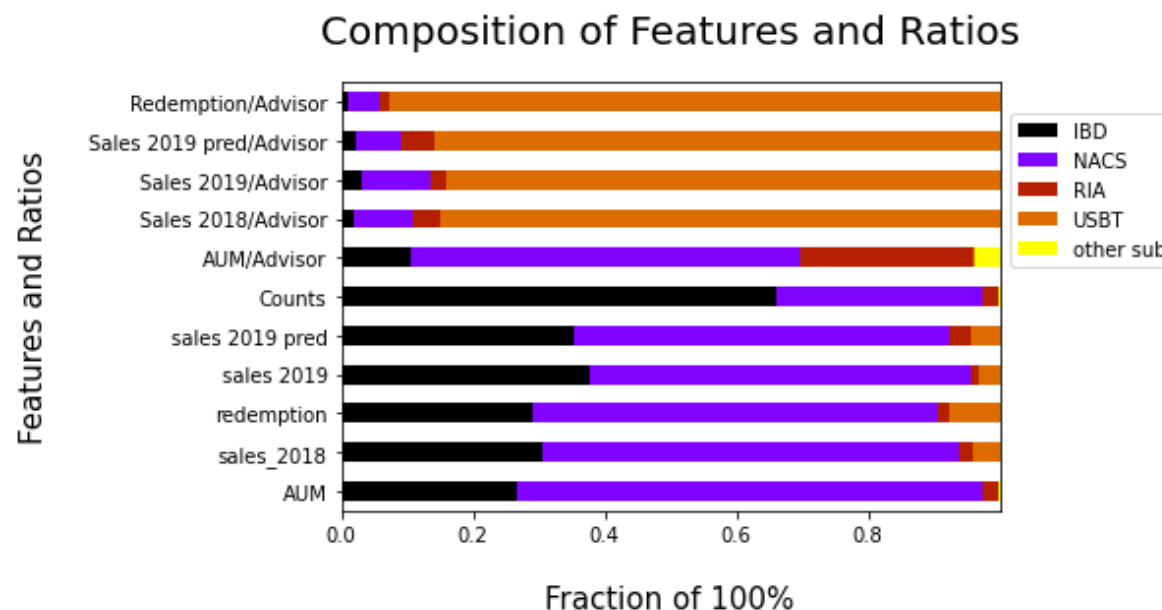
- Model total difference actually provides valuable insights laid out in the following

4. More active advisors also generate higher sales

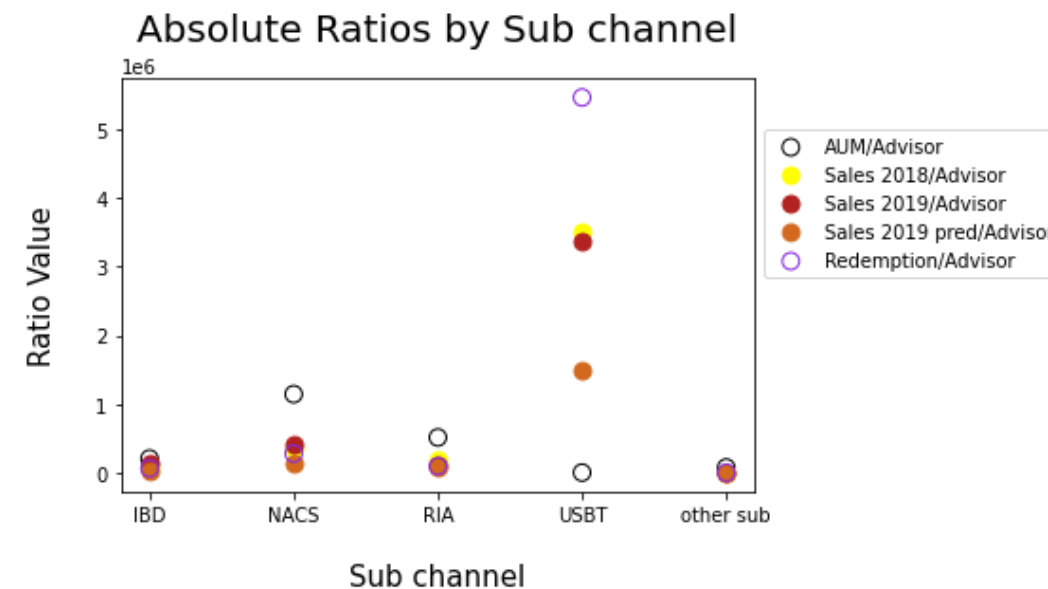
- Advisors in the high sales' deciles also manage a higher AUM and have higher redemption amounts
- Noteworthy: redemption is positively correlated to amount of sales
- The top decile makes up about 91% of total sales predicted and its composition of sub channels and firms reflects overall segmentation of sales, too.



4. Great consistency of predicted/actual features and ratios with one exception

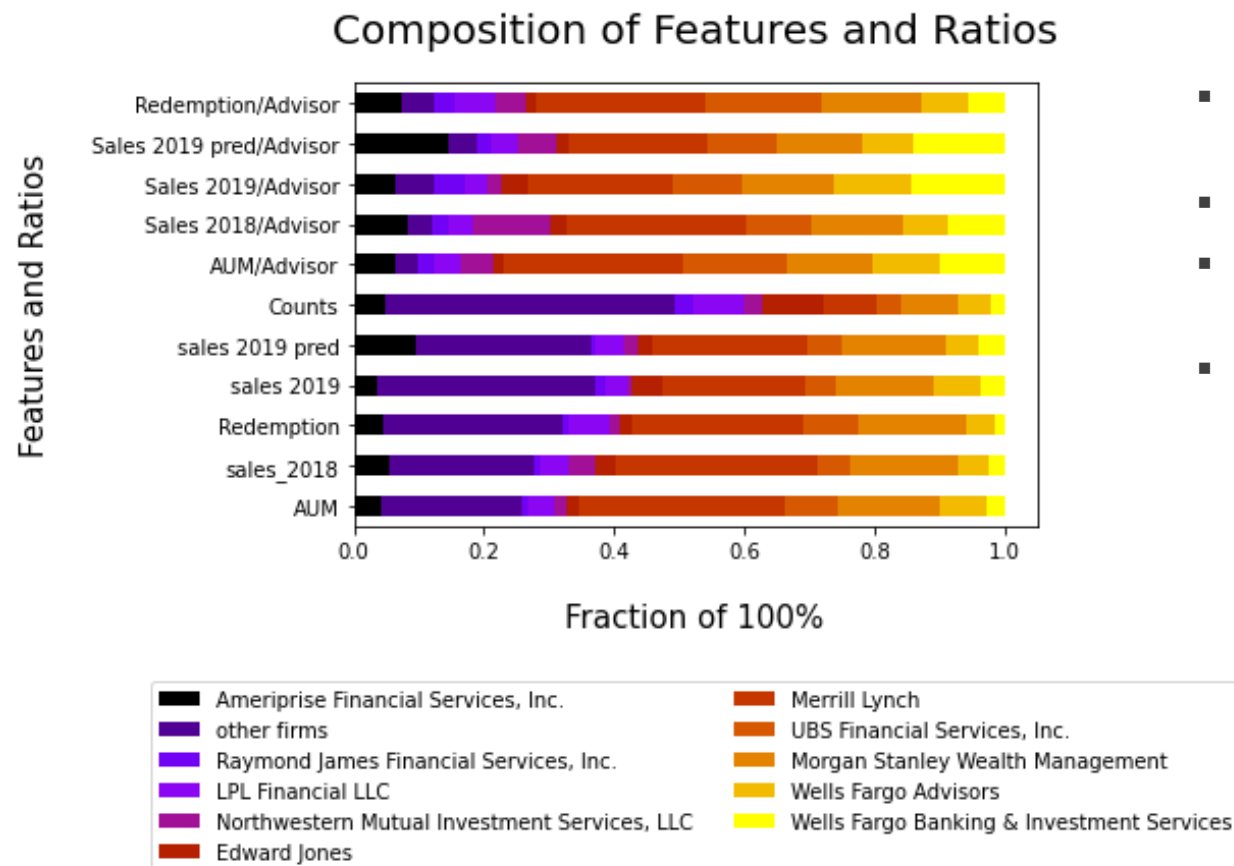


- Advisors in the smaller sub channels have a higher fraction of overall AUM (RIA), Sales & Redemption (USBT) per advisor



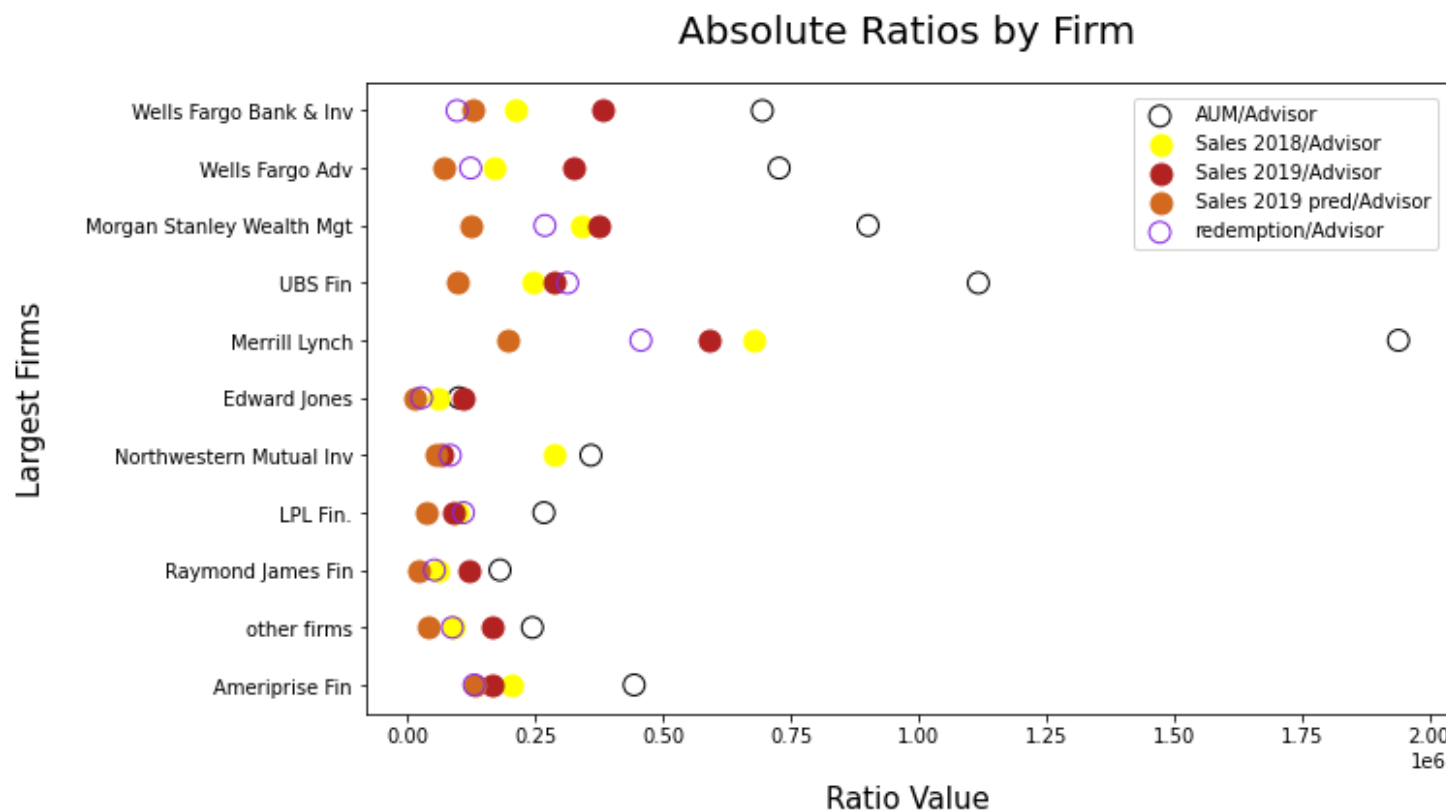
- The model underpredicts high performing advisors in USBT (US Bank Private Wealth Management)
- A reason for total model deviation lies here

4. Relative ratios also accurate for firm segmentation



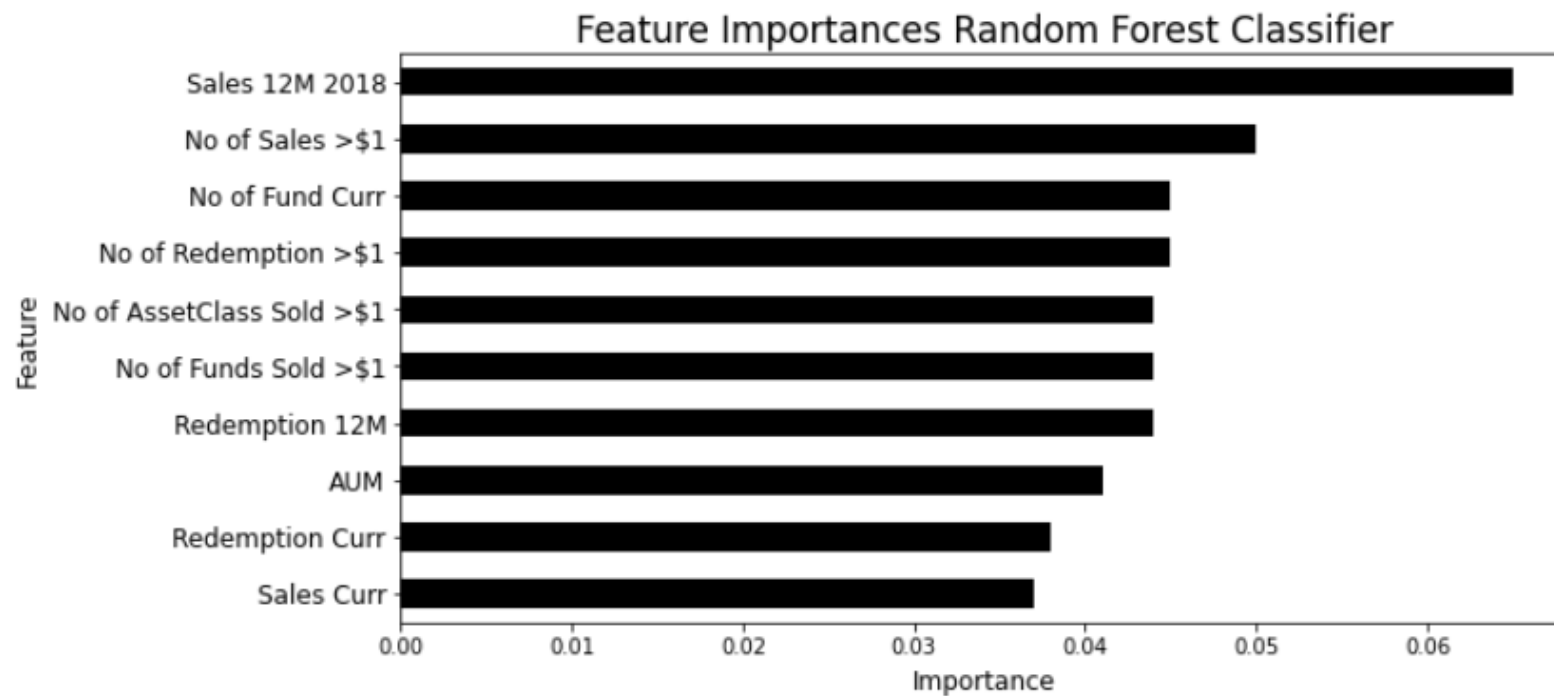
- E.g. decrease in Northwestern Mutual for 2019 sales / advisor predicted correctly by model
- Merrill Lynch, Ameriprise overpredicted
- Wells Fargo Bank. & Fin. And Morgan Stanley perform better per advisor
- Other firms have high proportion of absolute numbers, but small per advisor

4. Absolute predicted ratios show the right trend

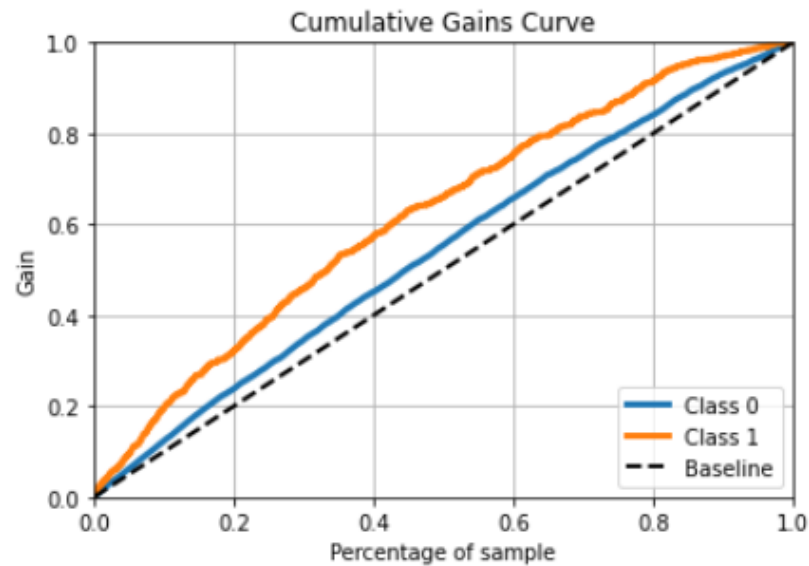


- Overall good predictions
- Higher performing advisors are underpredicted in model
- Among the 10 most frequent client companies, the ones with higher sales also have higher AUM

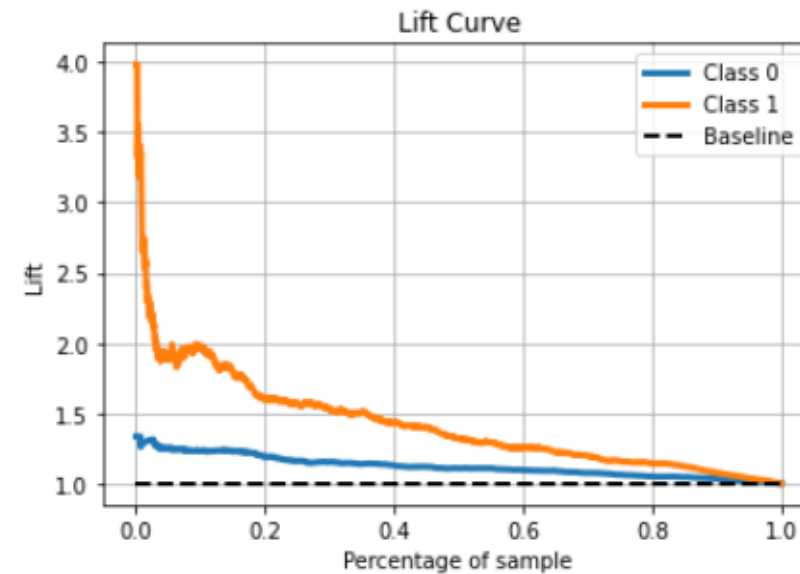
4. Classification Results - Most Important Variables are more evenly distributed and contain “No. of ..” features



4. About 40% of advisors have a lift of 50% or higher



- The model is especially helpful for Class 1 predictions with a max gain of about 20%



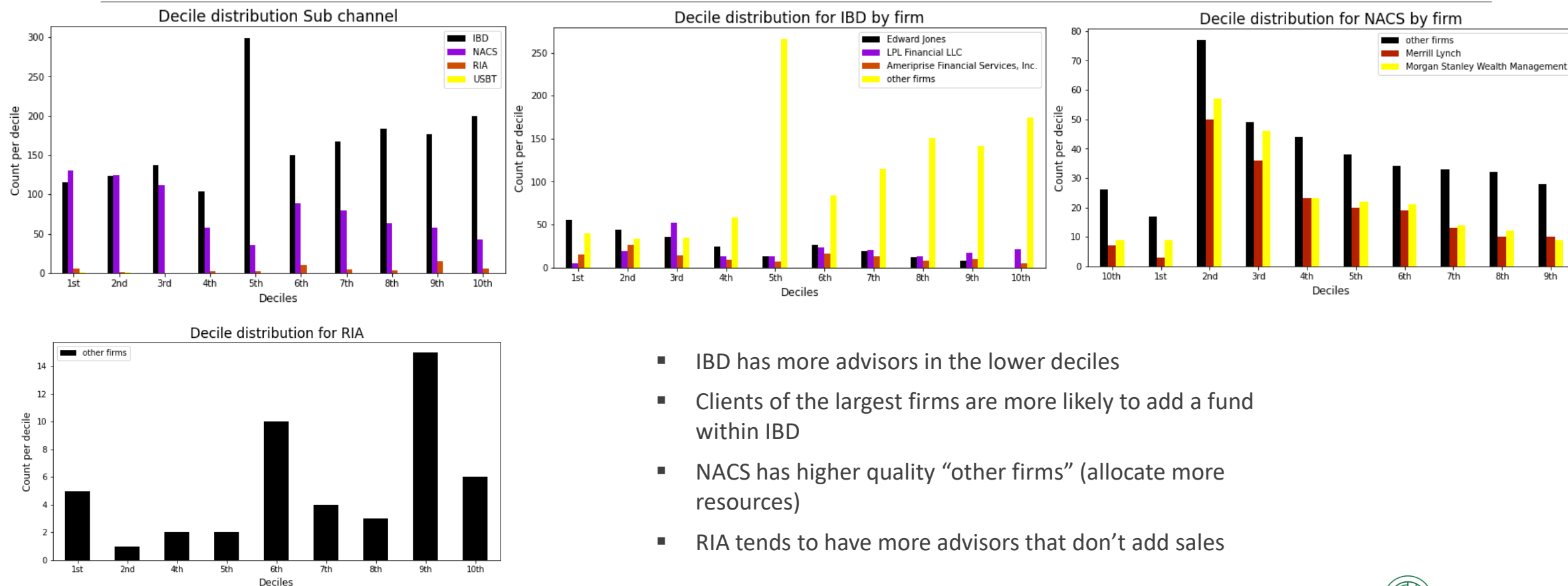
- About 40% of the data has a lift of 50% or higher over the baseline for Class 1

4. Table confirms Lift plot insight with exactly 38% of advisors at 49% cum. lift

Decile	Number	Lift_positive	Lift_positive Index	Num. Cum.	Cum. Lift positive	Cum. Lift
1 st	251	0.49	91%	251	0.49	91%
2 nd	250	0.4	56%	501	0.45	74%
3 rd	250	0.38	48%	751	0.42	65%
4 th	250	0.26	2%	1,001	0.38	49%
5 th	250	0.19	-26%	1,251	0.34	34%
6 th	337	0.25	-2%	1,588	0.32	27%
7 th	163	0.22	-14%	1,751	0.31	23%
8 th	250	0.2	-22%	2,001	0.30	17%
9 th	250	0.11	-57%	2,251	0.28	9%
10 th	251	0.06	-77%	2,502	0.26	0%
Total	2,502	0.26				

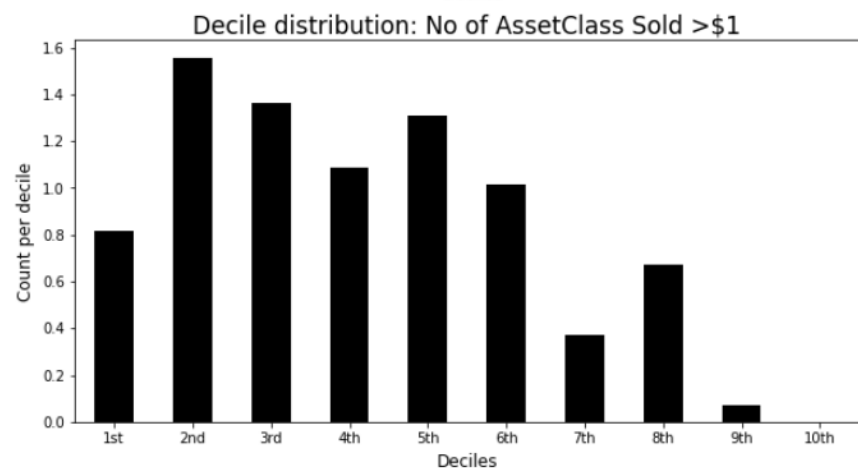
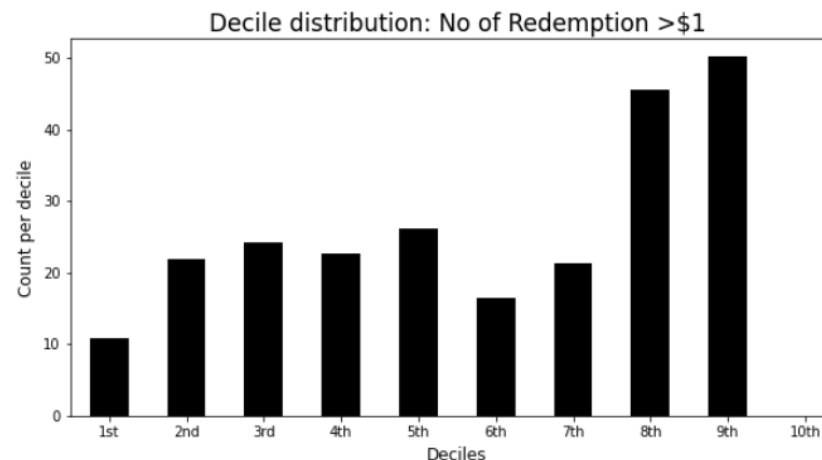
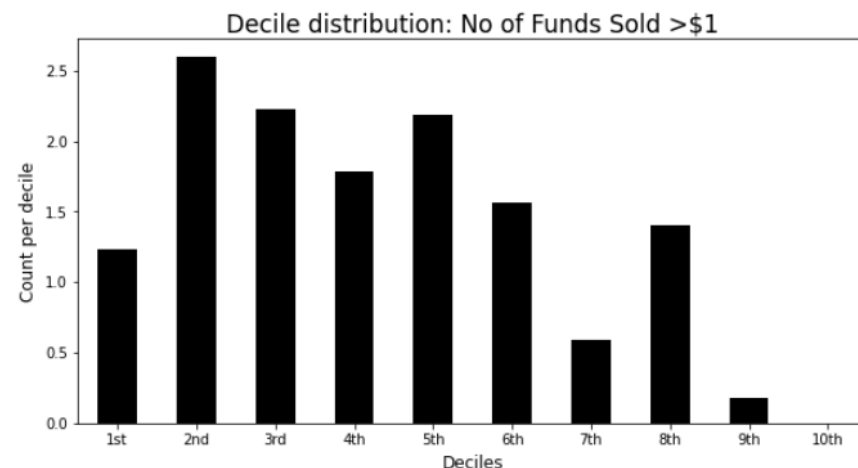
- Average probability of adding a fund is 26%
- The top 3 deciles carry the whole population (above average lift index)
 - This means that for the top 751 advisors, 488 (65%) more correct predictions on funds added can be made as opposed to randomly contacting these advisors
- Except for the lowest 2 deciles it is worth pursuing the probability indication with the associated advisors (i.e. apply sales measures beyond mass email blasts)

4. Smaller firms gained through IBD are of the lower probability type, compared to NACS



- IBD has more advisors in the lower deciles
- Clients of the largest firms are more likely to add a fund within IBD
- NACS has higher quality “other firms” (allocate more resources)
- RIA tends to have more advisors that don’t add sales

4. “Number of..” features classify funds-added better

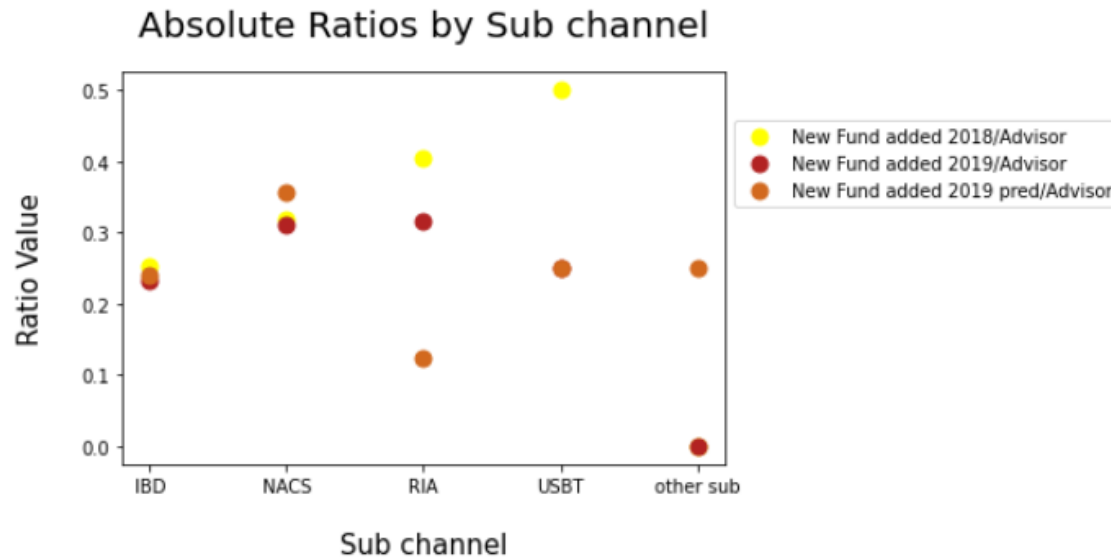


- Only 3 variables show a clear trend
- If advisors sold more funds / asset classes or have less *no. of* redemptions in 2018, they are more likely to add a new fund in 2019

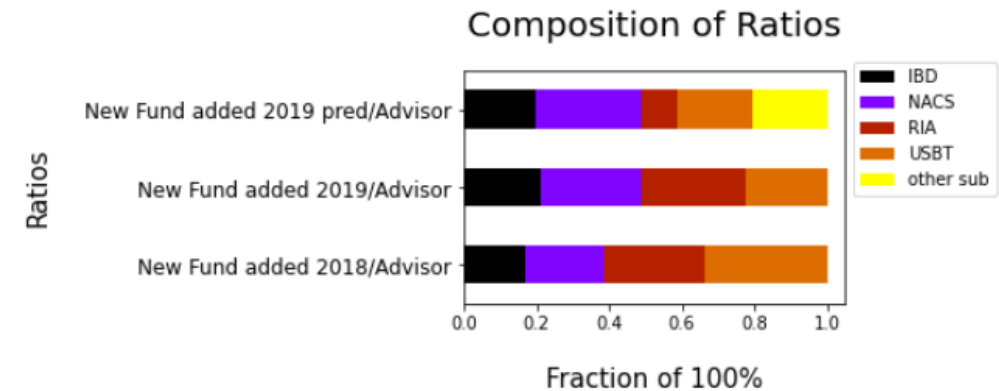


No. of redemption is negatively correlated

4. Average ratios don't show much differences, but NACS tends do better than IBD here ,too

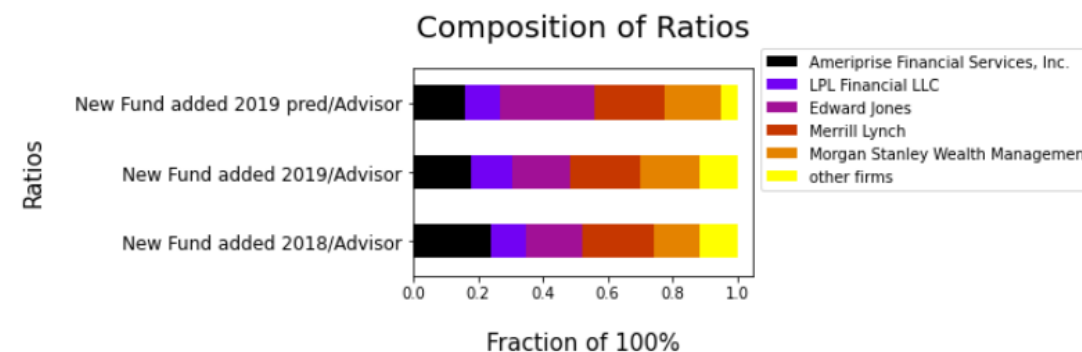
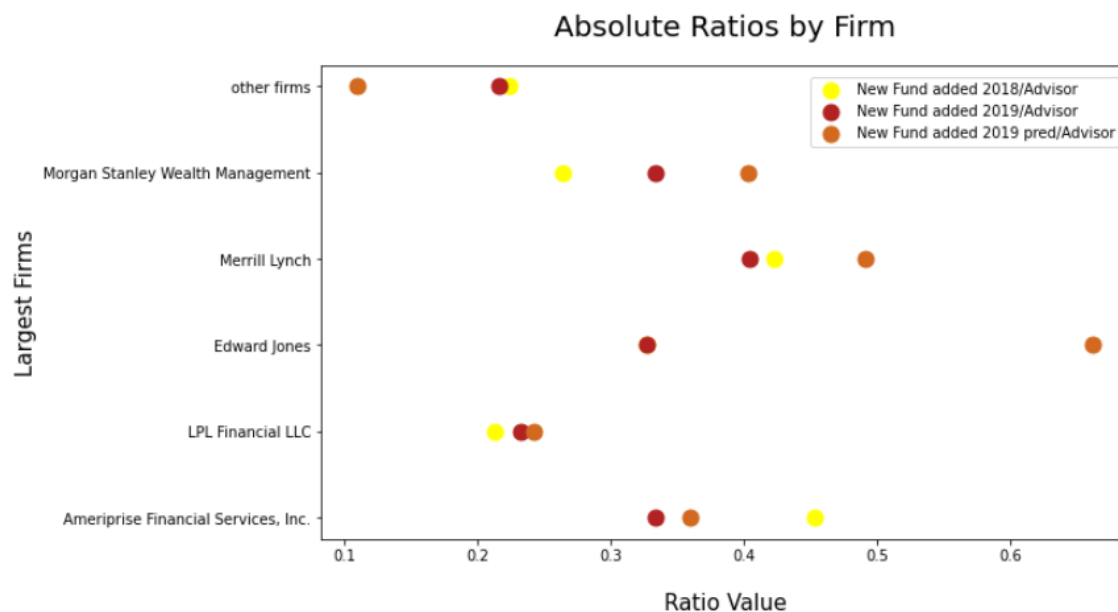


- RIA is underpredicted, but the direction is predicted correctly (i.e. less funds added per advisor in the following year)



- Higher sensitivity for ratios with low counts (USBT, other sub)

4. About half of the big firms are more likely to add a fund, but higher sensitivity of results



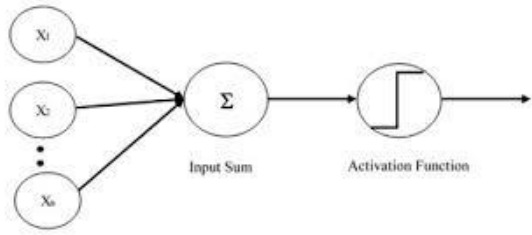
- Morgan Stanley, Merrill Lynch, Ameriprise and Edward Jones advisors are more likely to add a fund
- Edward Jones is overpredicted
- Relative ratios are well predicted
- Other firms less likely to add a fund on average

5. Recommendations I-III

- Pay attention to previous year's sales, redemption and AUM for sales prediction.
 - Relative segment ratios and overall direction are very accurate predictors, more than the exact absolute amount because of the many zero values.
- In-person or phone marketing for high sales predictions, for high probability deciles, for the RIA channel (high AUM) and definitely the USBT outliers!
- If advisors made high sales or had high AUM the previous year, don't put resources into preventing redemptions.
 - Redemptions are positively correlated to generating sales and bring in fees, too.

5. Recommendations IV-VII

- Number of redemptions is negatively correlated to funds added.
 - 2 more variables to monitor during the year for predicting funds added: Number of funds and asset classes sold (positively correlated).
- Amount features more relevant to sales, “Number of features” more relevant for funds-added predictions.
 - This is logical, marketing has to keep this in mind when contacting advisors.
- Create virtual training sessions for low advisor ratios (smaller) firms.
- Nourish the relationship with big name firms, and nurture smaller firms within NACS as these have more potential.



Thank you !

Appendix - Data Processing

Data: 10005 advisors	
	Sample Features
Transaction Data 2018	no. & amt of funds & asset classes sold & redeemed, AUM of different products
Transaction Data 2019	12M sales & no. funds added
Firm Information	Firm names, Sales (Sub-) Channels
Sub channels	IBD 6679, NACS 3075, RIA 219, USBT 16, other Sub channels 16

One-Hot Encoding			
Criteria for firms: Largest by number of advisors (most data points)			
	# Sub channels	# Channels	# Firms
Regression	4	--	10
Classification	4	4	5

Preliminary Data Operations
Merging of DataFrames
Convert redemption_12M and redemption_curr to positive values
Setting all remaining negative values in DataFrame to zero
Sales_curr not added to sales_12M as assumed last month relevant

Appendix - Feature & Model Selection

Feature Selection	Features	Heatmap (I) (corr>0.59)	Recursive Feature Elimination (RFE) (II)	RF Feature Importance (III) <0.01	Non-categorical features removed (count: I+II+III>1)
Regression	52	16	26 (Linear Regression)	7+ all categorical	10
Classification	57	16	26 (RF)	15 + 12 categorical	9

Model Selection (Regression)

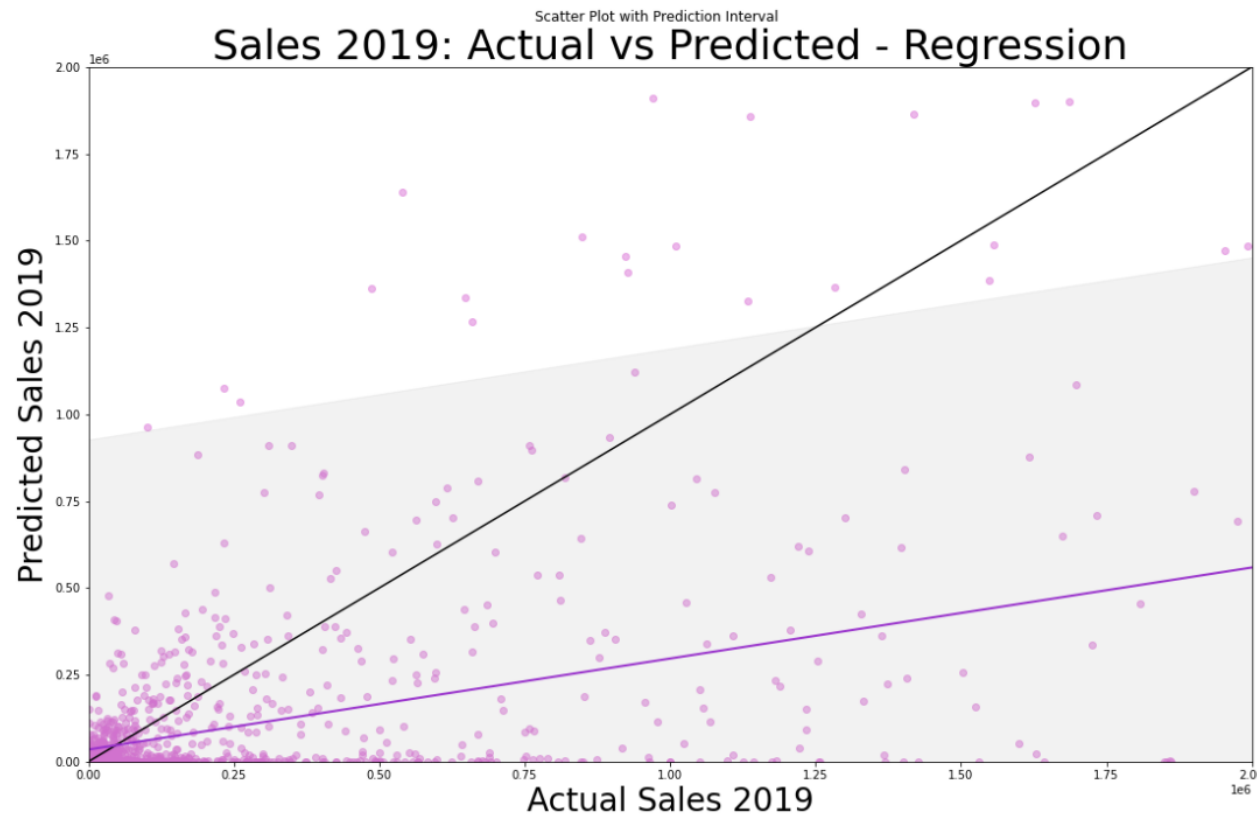
Method	Base Model	RF	RF alt.
Data	SS, only 'Sales 2018'	PT, 42 features	PT, 6 features (feat. Imp.>0.03), (III)
Model	LR	Max_depth=9	Max_depth =9
R2	0.33	0.52	0.53
RMSE	0.66	0.47	0.48
Avg CV=5	0.36	0.51	0.49
Other well performing regressors modeled: AdaBoost, XGBoost, NN Other effective Data Preparation methods: PCA			

Model Selection (Classification)

Method	RF	RF alt.
Data	SMOTE (ratio=0.35), PT, 48 features	SMOTE()PT, 10 features (feat. Imp.>0.03),(III)
Param.	Max_depth=13	Max_depth =13
Validation Score (Test Data)	0.76 over 0.66 (Class 0 ratio)	0.74 over 0.64 (Class 0 ratio)
Avg CV=5	0.74	0.74
Other well performing classifiers modeled: Boosting Classifiers, NN Other effective Data Preparation methods: RandomOverSampler		

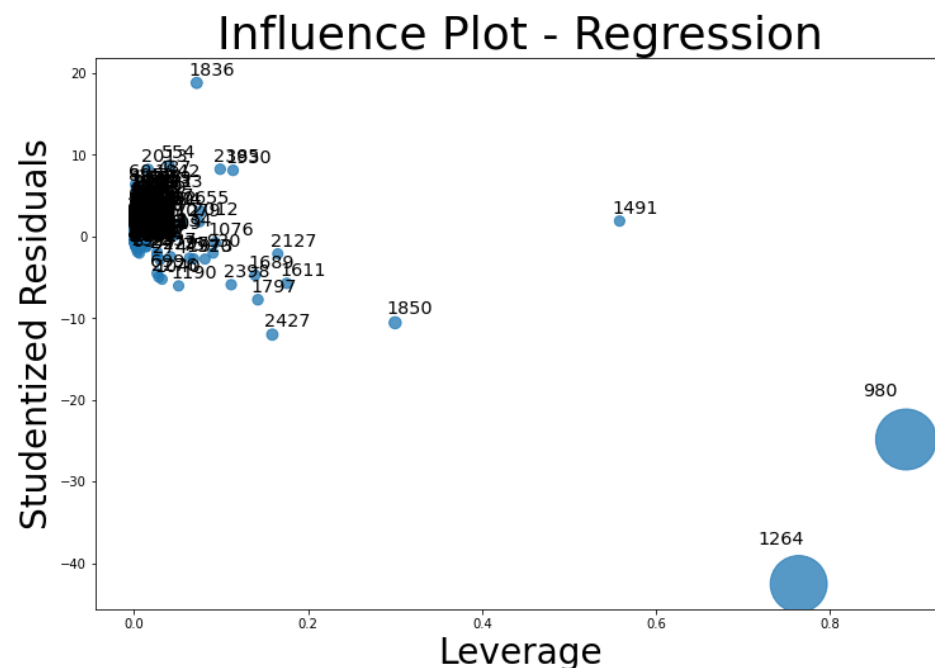
Random Forest RF, Linear Regression LR, StandardScaler SS, PowerTransformer PT
NN Neural Network

Appendix - Actual vs predicted sales show some values are underpredicted but most values lie in prediction interval



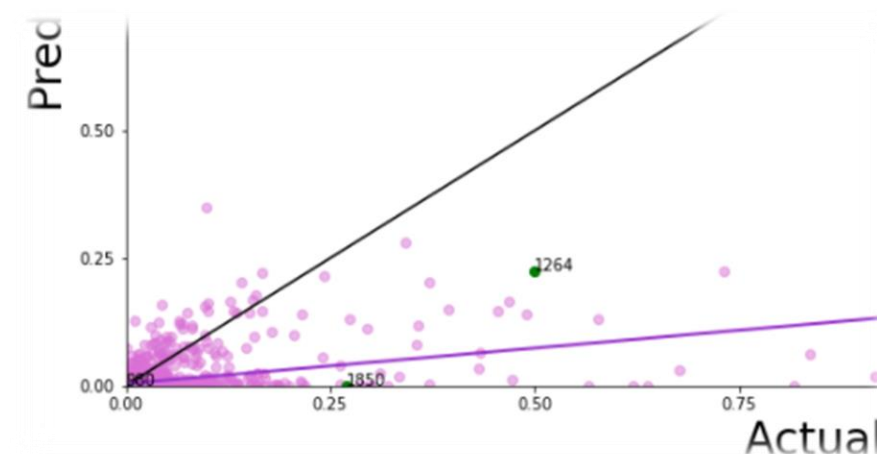
- Graph shows actual vs predicted values for sales 2019
- Black line shows ideal trend
- Orchard line shows predicted trend
- Shaded area shows predicted interval
 - A single new advisor predicted is expected to lie in this interval 95 out of 100 times
 - For the data given, this means that overpredicted values are scarce
- Some points are underpredicted, these are often advisors with zero 2018 sales

Appendix – Examining the removal of regression leverage points to improve model metrics



- Leverage points take extreme values in the independent variables / distort regression parameters
- Two iterations of removing leverage points don't improve the metrics, therefore these data points were kept.

Scatter plot (Actual-Predicted sales) snippet: Tracking Leverage points

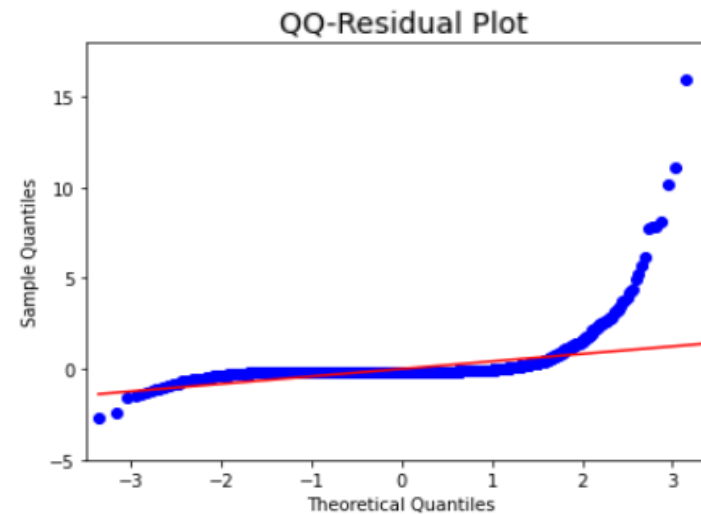
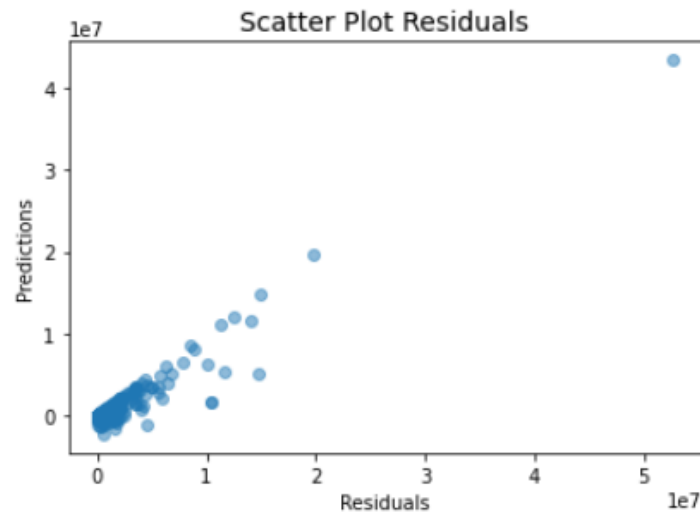
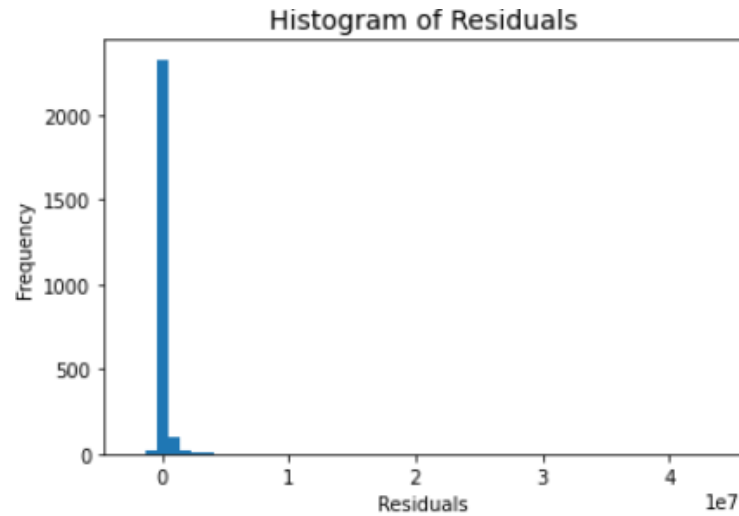


	RF w/o leverage points
R ²	0.46
RMSE	0.54
Avg CV=5	0.42

- Unlike outliers, leverage points may follow the regression trend

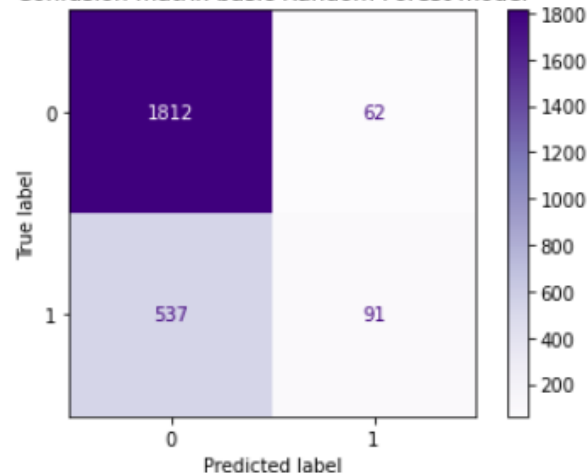
Appendix - Regression Residuals

- Residuals are overwhelmingly normal by visual inspection
- This adds to the validity of the model



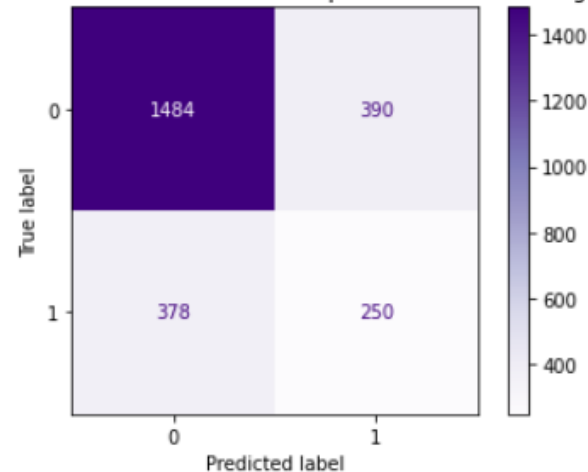
Appendix - Confusion Matrices

Confusion matrix basic Random Forest model



	RF base
Validation Score (Test Data)	0.76 over 0.66
Avg CV=5	0.74

Confusion matrix Random Forest optimized for class weight



	RF opt
Validation Score (Test Data)	0.69 over 0.66
Avg CV=5	0.70

Credit: <https://www.kaggle.com/eikedehling/exploring-class-imbalance-resampling-and-weights>

```
1 weights=np.linspace(0.01, 0.99, 20)
2
3 gsc = GridSearchCV(
4     estimator=RandomForestClassifier(n_estimators=100, max_depth=13),
5     param_grid={
6         'class_weight':
7             [{0: x, 1: 1.0-x} for x in weights]
8     },
9     scoring='f1_macro'
10 )
11
12 grid_result = gsc.fit(Xtr_sp,ytr_s.ravel())
13
14 print("Best parameters : %s" % grid_result.best_params_)

1 Best parameters : {'class_weight': {0: 0.2163157894736842, 1: 0.7836842105263158}}
```

- The optimized model was used for results because of the better ability to predict 1s correctly