Case Study

Banca Monte dei Paschi di Siena: Boosting Outbound Sales Efficiency

With Teleperformance's Proprietary TP Recommender

TP **Teleperformance**
each interaction matters

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Client Profile

Banca Monte dei Paschi di Siena S.p.A., known as BMPS or just MPS, is the world's oldest bank still in operation. It traces its history to a mount of piety founded in 1472 and established in its present form in 1624. It is currently the fourth-largest Italian commercial and retail bank and the flagship of the MPS Group, a leader in the domestic market in terms of market share.

MPS and its subsidiaries operate in the different segments of the banking and financial industry, with activities ranging from traditional banking to special purpose loans, asset management, bancassurance, and investment banking.

Industry

Banking and Finance

Footprint

In 2020, MPS had approximately 1,400 branches, 21,000 employees, and 3.9 million customers in Italy and branches and businesses in Russia, China, India, Egypt, Turkey, Tunisia, Algeria, and Morocco[1].

[1]https://www.gruppomps.it/en/about-us/presentation.html

Business Challenge

Information about which leads should have a higher priority to be called was not being exploited to generate a successful sale. In addition, by resorting to random calls, the possibility for an agent to speak with a potential buyer was left to chance, reducing the probability of conversion.

This was the main challenge faced by the client, with the objectives of growing the number of sales by first boosting Redemption and Performance values, and consequently, increasing savings.
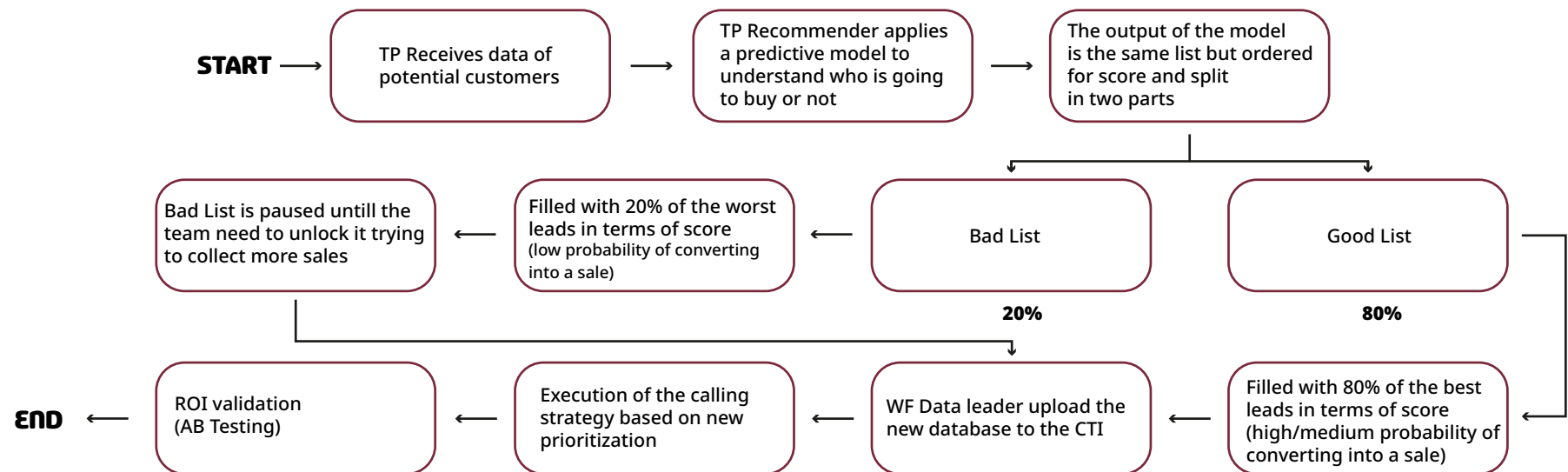
In summary:

Teleperformance supported MPS in addressing their business challenge by:

1. **Building a predictive model – Deployment of TP Recommender**

2. **Identifying the best leads**

3. **Changing the calling strategy – Validated via A/B testing**

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Harnessing the Power of Data Science and Artificial Intelligence

A machine-learning-based predictive analytics suite, TP Recommender uses historical data, such as customer demographics and buying and paying patterns, to predict churn and to recommend alternative products, improve upsell, enhance collections, and propose the next-best-action.

By identifying the tenure and nature of available historical data, agents can have a better understanding of how to maximize sales, such as knowing which customers to prioritize for contact, the best time and channel to contact them, what their alternative purchase options are in case they perceive pricing to be high or when their choice of products or services are unavailable, etc.

START → TP Receives data of potential customers → TP Recommender applies a predictive model to understand who is going to buy or not → The output of the model is the same list but ordered for score and split in two parts

Bad List is paused untill the team need to unlock it trying to collect more sales ← Filled with 20% of the worst leads in terms of score (low probability of converting into a sale) ← Bad List ← Good List

20% **80%**

END ← ROI validation (AB Testing) ← Execution of the calling strategy based on new prioritization ← WF Data leader upload the new database to the CTI ← Filled with 80% of the best leads in terms of score (high/medium probability of converting into a sale)

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Through TP Recommender, Teleperformance was able to identify the best leads and, thus, adapt the calling strategy accordingly.

Pre-deployment:

- 100% of the leads were contacted with no intelligence in the prioritization (only manual analytics data)

- Trial and error to find the best strategy to apply

Post-deployment:

- A predictive score was established, identifying the top 80% of high-probability clients to call

- A/B testing resulted in the creation of the best strategy in terms of ROI generation

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Leaving Nothing to Chance: Validation of Strategy

An A/B test was conducted to verify if the improvement on the ROI was because of TP Recommender versus random chance. And true enough, sales performance increased month-on-month for the treatment group, which utilized the predictive model.

Control Group vs Treatment Group

■ Control ■ Treatment
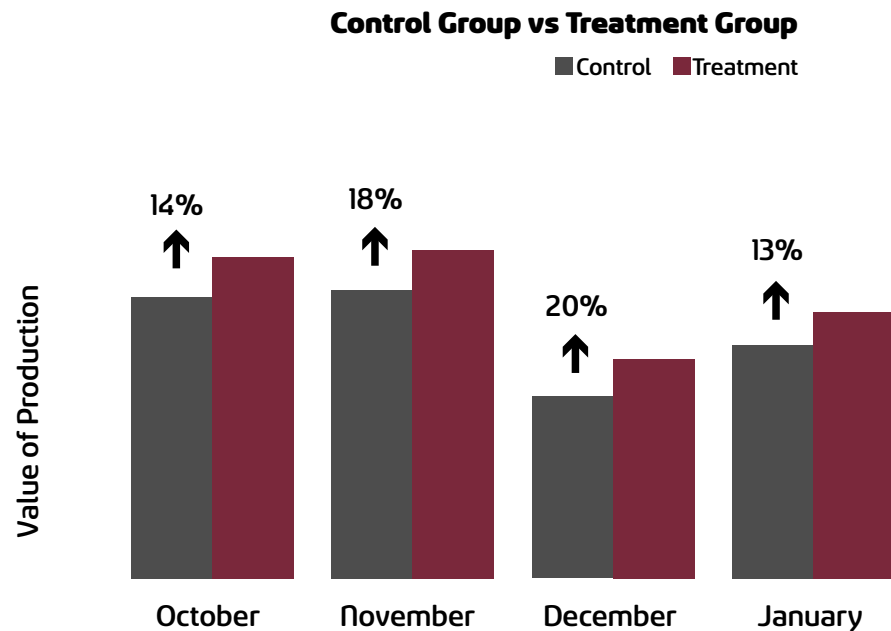
An A/B test is an example of statistical hypothesis testing, a process in which a hypothesis is made about the relationship between two sets of data. These sets of data are then compared to determine whether there is a statistically significant relationship or not.

For our case, we predicted that the variation on our Treatment group (leads called based on propensity) would perform better than the variation on our Control group (leads call randomly). The data sets from both groups were then observed and compared to determine if the change in the Treatment group has a statistically significant improvement over the Control group. Only after figuring out if the improvement is statistically significant can we talk about success and improvement on performance.

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Results and Benefits

Because calls were targeted, goals were achieved with fewer people, less time, less effort, and less cost.

17% performance improvement

10% List processing efficiency

10% Improvement of sales quality

KPIs impacted by using TP Recommender:

Customer Satisfaction: The improvement in customer satisfaction is due to our agents' increased efficiency. Our agents can now choose which customers to spend a more significant number of contact attempts. Interested customers are contacted with the priority of time and effort, dismissing clients that might feel bothered with an offer they don't need at the time.

Employee Satisfaction: Since the BigProfiles platform (predictive analytics platform for teleselling) that we're partnered with generates various types of analytical dashboards, our agents can spend more time on other tasks and generating engagement, often translating into activities aimed at development and research.

Net Promoter Score: The ability to offer the best product to the best customer is the formula for improvement.

Billable Hours: Another added value of using this solution is an average saving of 30% on the monthly billable hours spent processing the list(s). This 30% is perceived as agents being relieved of mechanical tasks to allow them to devote themselves to more intellectual tasks such as internal research and development. So, in this case, we will talk about reinvestment of the saved time on the same activity.

An Enduring Strategic Partnership

The MPS and Teleperformance partnership began in November 2011. In April 2020, after nine years of efficiency and high performance, we started an innovative data science project, leveraging an automated machine learning platform that delivers the predictions to prioritize the calls. After aligning all data sharing items, the deal was to access MPS' databases, collecting variables that could explain the buying behavior toward their financial services to build the predictive model.

The power of using such advanced technology means having crucial information for our agents that allows them to manage better the calls made with the customers. In addition, this information also enables the managers to build more robust strategies, thanks to the insights resulting from the A/B testing, which are periodically evaluated to identify the best approach and stability of the model.

Today, Teleperformance runs five different outbound campaigns for MPS, selling various financial services. The predictive model is still used to support the improvement of the outbound sales program, thanks to the invaluable contributions of the Data Science team and our supplier.

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For more information:

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