



## Case Study

Developed the collections strategy for different defaulting customers of a leading Indian bank

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### About Client

Client is an Indian private sector bank headquartered in Mumbai and founded in 1943. It mainly served small and medium enterprises (SMEs) and business merchants in the Kolhapur-Sangli belt. As of December 2019, it has a network of 372 branches and 394 ATMs across 28 states and union territories and announced a raised INR 675 crore through preferential issue

### Objectives:

- The bank wanted to create the collections strategy for different segment of customers who had failed to clear their payments
- Banks need to ensure that they effectively implement their debt-collection plans for each segment to boost recoveries.

## Approach

Created two models to identify customers who would flow to the next bucket (who fails to pay even in the next month) or remain stable / normalise (pay the pending amount or clear last months dues).  
For customers who flow to the next bucket:

The preliminary step was to calculate the risk score associated with each defaulting customer  
Model was developed considering the following variables:

1. Transaction data of last 6 months
2. CIBIL score
3. Responses during past collection attempts
4. Daily credit card balance

Segmented the defaulting customers into 5 different bands (from very low risk to very high risk)  
based on the risk score from the model

# Outcomes

The next step was to decide the collections strategy for different customer segments

- A crosstab was created that bucketed customers based on the risk score band (from the model) and the amount outstanding
- The collections strategy was chosen for different buckets
- Experiments are continuously conducted to refine the collections strategy for each bucket (whether to pursue the customers more aggressively or not)

	<30k	30-70k	70-1.5L	1.5L+
VL	xxx	xxx	xxx	xxx
L	xxx	xxx	xxx	xxx
M	xxx	xxx	xxx	xxx
H	xxx	xxx	xxx	xxx
VH	xxx	xxx	xxx	xxx

## Legend

Only calling
Calling till 15 days
Field
Focus field

A large blue envelope graphic with a yellow rectangular label in the center. The text "THANK YOU FOR YOUR TIME" is written in black, serif, all-caps font on the yellow label.

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FOR YOUR  
TIME

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