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Dedications

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Abstract

Agencia B12 is a Spanish company with operations in Mexico, Peru and Spain. Agencia B12 develops its operations mainly in digital marketing and call service center. This type of services offered by the firm are operated in the telecommunications companies (such as Movistar, Claro, Bitel and Entel Peru), Agencia B12 works with the main companies in the telecommunication sector, however, Agencia B12 are currently working with some companies which are from other industries such as Direct tv and Banco Pichincha. The current purpose of Agencia B12 is to diversify its portfolio of services in order to acquire new sources of revenues. The new projects that Agencia B12 wishes to develop are due to its client portfolio being strongly linked to the telecommunications industry, in response to this situation Agencia B12 wishes to launch Digital collection in order to expand its customer portfolio, venturing into the collection market, working with new clients, in this case the financial entities. Although, the project will initially be launched as a prototype in Peru, the desire of Agencia B12 is to expand this service to other branches.

Resumen Ejecutivo

Agencia B12 es una subsidiaria de un grupo español con operaciones en México, Perú y España. Agencia B12 desarrolla sus operaciones principalmente en marketing digital y servicio de llamadas. Este tipo de servicios ofrecidos por la firma son operados en las compañías de telecomunicaciones (como Movistar, Claro, Bitel and Entel Perú), Agencia B12 trabaja en colaboración con las principales compañías en sector de telecomunicaciones, sin embargo, actualmente se encuentra trabajando con algunas compañías que son de otras industrias como Direct tv y el Banco Pichincha. El actual propósito de Agencia B12 es diversificar su portafolio de servicios con la finalidad de poder adquirir nuevas fuentes de ingreso. Los nuevos proyectos que Agencia B12 desea desarrollar son debido a que su portafolio de clientes está fuertemente ligado a la industria de telecomunicaciones, en respuesta a esta situación Agencia B12 desea lanzar Digital collection con el objetivo de expandir su portafolio de clientes, aventurándose en el mercado cobranza, trabajando con nuevos clientes, en este caso las entidades financieras. Si bien, el proyecto inicialmente será lanzado como prototipo en Perú, el deseo de Agencia B12 es expandir este servicio hacia otras sucursales.

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Chapter I: General Situation of the Organization

1.1. Presentation of the Organization

1.1.1 General Overview of the Organization

The client, Agencia B12, is owned by Rockethall S.L., a holding company headquartered in Madrid, Spain (Rockethall, 2019). As Figure 1 illustrates, apart from Agencia B12 also Telemark, Strategy BIG Data and Admark belong to the holding company (Rockethall, 2019). Rockethall's business portfolio offers integrated marketing services as an end-to-end solution, which ranges from digital content marketing over lead generation to actual sales through call centers (Rockethall, 2019). This enables Rockethall to address all customer needs in the area of marketing and sales. Key to Rockethall's success is innovation and, more specifically, the deployment of technologies such as Artificial Intelligence (A.I.) and Big Data to Rockethall's marketing and sales business. Strategy Big Data has recently been acquired by Rockethall to provide technological services to the other three companies (Rockethall, 2019). Due to the close relationships and extensive collaboration among the four businesses, their main focus and figureheads, that is CEOs, are introduced in the following paragraph.

Telemark is present in Spain, Peru and Colombia (Telemark, 2019). With over 5,000 employees Telemark serves its clients from the insurance, utilities, telecommunications and financial industry as well as public administration and NGO's (Telemark, 2019). The 16-year-old company is led by Jesús Iglesias, CEO of Telemark. Originally, the company offered call center services. However, in recent years Telemark has begun to extend their service offering to technology-based solutions to marketing and sales such as automated predictive analytics and the intelligent analysis of conversations in real time (Telemark, 2019). Admark, which is also based in Madrid, provides digital marketing services and is closely linked to Telemark

(Admark, 2019). As a digital marketing outsourcing provider, Admark offers services such as automated marketing and online client relationship management (Admark, 2019).

Founded in 2015 Strategy Big Data (SBD) is a company offering various data solutions using A.I., cloud computing and agile development methods such as SCRUM (Strategy Big Data, 2019). As a business intelligence service provider, SBD complements Rockethall's portfolio by providing the call centers and marketing businesses with innovative technologies to enhance customer and lead generation and to minimize operational cost (Carlos García Fernández, personal communication, July 2019). The CEO of Strategy Big Data is Carlos García Fernández (Strategy Big Data, 2019).



Figure 1. Rockethall's business portfolio.
Retrieved from "Portfolio," by Rockethall, 2019, Madrid, España: Rockethall Group.

Agencia B12 is a digital marketing and call center company. Javier Fernández de Valderrama is the CEO of Agencia B12 (Agencia B12, 2019). Headquartered in Madrid, the company offers both digital marketing services as well as call center services. Agencia B12 is present in two more Spanish-speaking countries, namely Mexico, and Peru. The client is Agencia B12's subsidiary in Peru. In 2018, the Peruvian subsidiary generated revenues worth €14.3 million euros (Pedro Crespo, personal communication, July 12, 2019). The 2018 earnings before interest, tax, depreciation and amortization, known as EBITDA, represent 17% of revenues and amounts to €2.5 million. Agencia B12 is currently present at two locations, namely Lima and Trujillo.

In line with Rockethall's service offering, Agencia B12 also provides an end-to-end solution for companies looking to outsource their marketing and sales activities (Agencia B12, 2019). More specifically, Agencia B12 offers two services, which differ in the scope of

services provided. The more comprehensive and most integrated solution is called Full Service Plus, it provides Agencia B12's clients with the entire service offering (Agencia B12, 2019). The second service, Full Service is basically identical to Full Service Plus, but does not provide any digital marketing services. Agencia B12's Full Service Plus can be seen in Appendix A.

Starting with digital marketing campaigns through multiple channels such as Google Ads, Facebook etc. Agencia B12 helps their customers to raise awareness of their products and services, see first column of Figure 2. The next step of the Full Service Plus model is to reach out to consumers who are interested in the products and services of Agencia B12's clients. For this, Agencia B12 uses its in-house call center. As the second column in Figure 2 shows, contact to potential consumers is established in various ways.

There are two main modes how to establish contact with consumers, also termed lead generation. The first mode called outbound is to approach consumers proactively on the basis of data. However, this outbound approach has lost popularity mainly due to changes in the legal framework and due to relatively low conversion rates (Pedro Crespo, personal communication, July 12, 2019). The second method to contact consumers is called inbound approach. With this approach consumers who have shown interest, by either filling out a form, or by clicking on a button indicating that they would like to receive a sales consultation, are called back. The latter method is called click to call, shown as C2C in Figure 2.

The inbound approach is Agencia B12's preferred method to generate leads as the conversion rate, the likelihood that a product is sold, is much higher as compared to the outbound approach (Miguel Molero, personal communication, July 2019). The final component of the Full Service Plus model is illustrated by the third column of Figure 2. In this last step, Agencia B12's call center agents sell the respective products and thereby

convert the leads. The remaining four columns outline how Agencia B12's strategy, operations, tools and key performance indicators are directed towards delivering superior value in the aforementioned marketing and sales process.

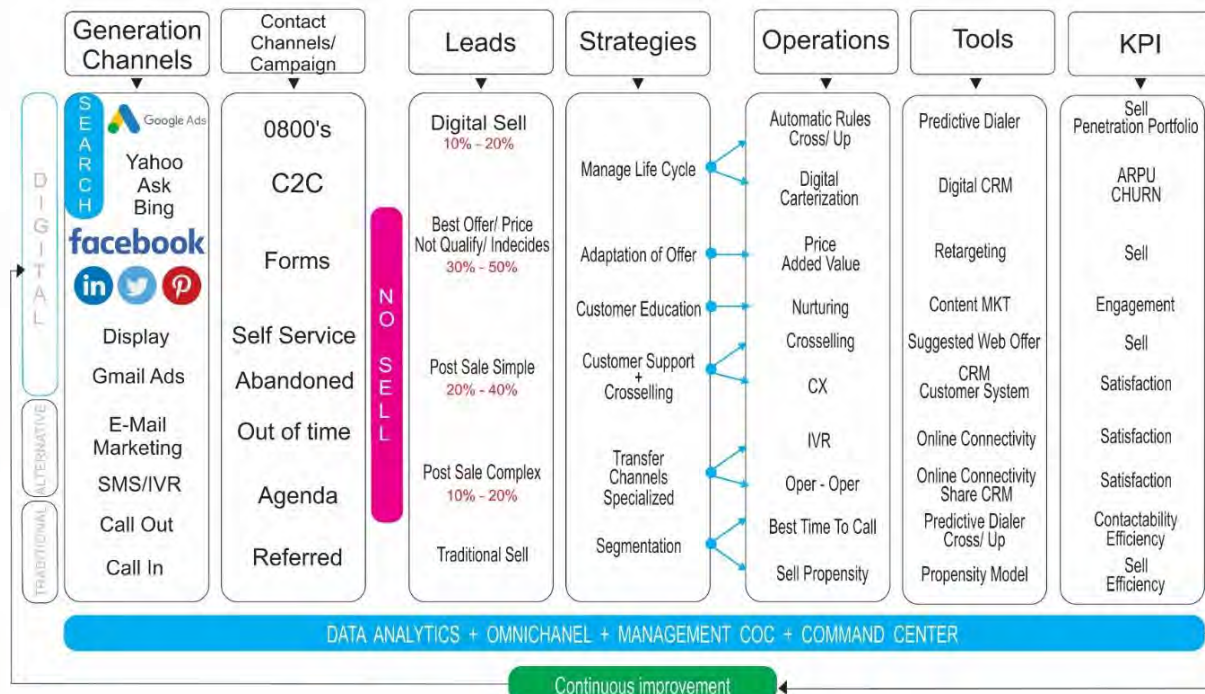


Figure 2. Agencia B12's full service model

Adapted from "white board from marketing area," by Agencia B12, 2019, Lima, Peru: Agencia B12

As the firm has been active in the telecommunications sector for more than 25 years, the majority of its customer stem from this sector. However, in recent years, Agencia B12 has been expanding its client portfolio to insurances and banks as well as utility companies (Agencia B12, 2019). To round off this section the organizational structure is briefly outlined. The CEO of Agencia B12's Peruvian subsidiary is Jose Antonio. Other Managers also relevant to our project are Miguel Molero, Multisector and Commercial Director, and Jose Crespo, Marketing & PR Director (Agencia B12, 2019). More detailed information on the organizational structure can be found in Appendix A.

1.1.2 Vision

The research of D'Alessio (2015) the vision is undoubtedly the company's future desired position and it can be seen as the sum of long-term objectives. To be able to

formulate an effective vision, nine components should be taken into consideration. Those components are: be simple, be ambitious, have a time horizon, have a geographic scope, a motivational central ideology, the vision of the future, have a sense of urgency and be clear, this is shown in Table 1. The current vision of Agencia B12 is mentioned in the institutional web page of the company and it is the following:

“To become a role model in our business areas, through innovation and the search and maintenance of the best human and technical resources, exceeding the expectations that customers have about our work” (Agencia B12, 2019, p.2).

The current vision does not have a specific time horizon and does not mention a geographic scope. As the company is in the process of growing into different industries, the current vision limits Agencia B12 future outlook. It does not take into account the companies' interest to diversify into different markets and services. For those reasons explained before, the Agencia B12's proposed solution is the following:

By 2022, Agencia B12 will become the major player within the digital marketing industry, accelerate its growth in the fintech sector and grow its client portfolio across all service lines substantially.

1.1.3 Mission

The mission is the most representative image of the company summarizing what its business tries to accomplish. Furthermore, it is the application and the implementation of the strategic, it must specify the market's needs in order to use resources, competences and capabilities efficiently (D'Alessio, 2015). The current mission statement of Agencia B12 reads as follows:

“Establish business relationships based on mutual benefit, continuity and closeness, actively participating and providing the best resources available for the satisfaction of the interests of the customers.” (Agencia B12, 2019).

The mission can be improved regarding three different aspects. Firstly, the current mission is too general, secondly it does not mention specifically who are the clients or the target market, thirdly the mission does not mention what kind of service or product Agencia B12 offers. For those reasons the proposed new mission for Agencia B12 should be as follows:

Provide cutting edge service in technology, by offering innovative products and services to our customers. Continue to meet and exceed the expectations of all customers both nationally and internationally. Be the leading digital marketer in Peru and beyond while offering competitive prices.

1.1.4 Values

The four fundamental values on which Agencia B12's business is based are described in the following. The first one is integrity (Agencia B12, 2019). It is about acting honestly and in a consistent manner. Agencia B12 seeks coherence between thought and action in both human relations and business. The second value is transparency (Agencia B12, 2019). At Agencia B12, transparency is a continuous attitude and helps Agencia B12 to generate trust and credibility from and to all stakeholders. Agencia B12 understands their third value, innovation, as the process of turning creativity into opportunity (Agencia B12, 2019). This entails applying creative learning and knowledge practices to generate new opportunities and to be more efficient. The fourth and final value is diversity. Agencia B12 recognizes the value of each one and strives to develop people, their interests, needs, opinions and customs (Agencia B12, 2019).

1.2. Industry Analysis

According to the model (Porter, 2008), there are five elements to be considered when assessing the external environment of an industry: (a) threat of new entrants, (b) threat of

substitutes, (c) bargaining power of suppliers, (d) bargaining power of buyers and (e) rivalry among competitors. These five forces are illustrated in Figure 3.

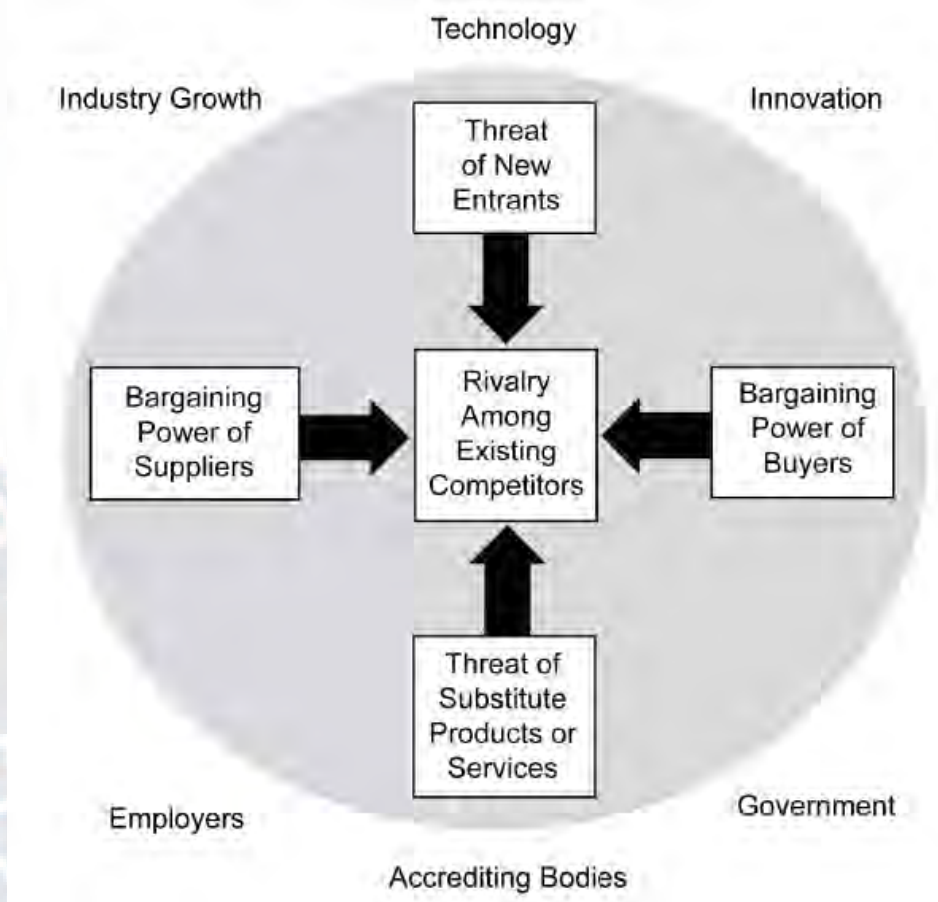


Figure 3. Porter's five forces
Retrieved from *The five competitive forces that shape strategy*, by M. Porter, 2008, Massachusetts, USA: *Harvard Business Review*.

1.2.1 Threat of New Entrants

The threat of new entrants mainly depends on the barriers new companies have to overcome to enter an industry. Barriers to entry essentially capture the advantage incumbents have compared to new entrants. Porter (2008) mentioned seven factors impacting entry barriers: (a) supply-side economies of scale, (b) demand-side benefits of scale, (c) customer switching costs, (d) capital requirements, (e) incumbency advantages independent of size, (f) unequal access to distribution channels and (g) restrictive government policy. This paper identified three of these factors that are of particular relevance in determining the threat of new entrants, namely capital requirements, incumbency advantages independent of size and

customer switching costs. The following paragraphs investigate the entry barriers in both the call center as well as digital marketing industry and ultimately evaluate how Agencia B12's overall business model is protecting the company against new entrants.

The entry barriers to the call center business are considerably high due to high capital requirements for setting up a call center (Miguel Molero, personal communication, July 6, 2019). The high expenditures mainly stem from the rent or purchase of property and equipment and employment of staff that is necessary to operate call centers efficiently and thus profitably (Miguel Molero, personal communication, July 6, 2019).

Moreover, the imperative in the call center business is cost leadership for which economies of scale are vital (Miguel Molero, personal communication, July 6, 2019). By now, Agencia B12 has built considerable economies of scale with regards to the scale of their call center business. By employing over 700 full-time employees (FTEs) solely in Peru Agencia B12 can spread their fixed costs over a larger number of FTEs. Incumbents entering the call center industry will not have these scale economy advantages as they must spread their fixed costs over a much smaller number of FTEs.

The entry barriers to the digital marketing business are low as investment in equipment is low. Instead digital marketing companies concentrate their investment on the key asset, necessary for effective marketing, well skilled and creative human capital. Nevertheless, incumbents, who have built up close relationships with and gathered valuable information on key customers over several years, may leverage their accumulated, customer-specific knowledge and thus offer a superior customer experience as opposed to new entrants. According to Porter (2008), in terms of entry barriers, Agencia B12's digital marketing should face relatively more competition compared to its call center business as it is easier for new companies to enter this market. In aggregate, the threat of new entrants is assessed as

medium as entry barriers to the call center market are high, but entry barriers to the digital marketing industry are low.

1.2.2 Threat of Substitute Products

The threat of substitute products describes how many similar products are available on the market, serving similar customer needs. In the case of Agencia B12 this threat is seen as medium. The assessment of this force depends highly on how the actual product is defined. As such, call centers provide customers with relatively standardized services, that is providing sales consultations to customers, the service itself is easy to copy and many substitutes exist. Frost & Sullivan's report on the Latin-American call center outsourcing market (2017) revealed that the Peruvian call center outsourcing market is characterized by two dominant players, Atento and Grupo Konekta, who have market shares of 32.4% and 18.9% respectively. Moreover, there are more than 16 other call center outsourcing companies to of which Agencia B12 is one (Frost & Sullivan, 2017). This hints at a certain maturity of the market as two dominant players have emerged. The remaining companies have to fight for their share of the remaining 50% of the market. Consequently, competition appears quite intense. Thus, the threat of substitutes in terms of other competitors who offer similar call center services is high.

However, Agencia B12's technology used to determine what the customer needs, wants, likes, when and where is hard to be substituted as it is based on unique data gathered by the firm. At Agencia B12, artificial intelligence, abbreviated as A.I., and machine learning are used to optimize the sales process. For instance, based on an algorithm, sales agents are suggested a specific product that the customer is most likely to desire (Pedro Crespo, personal communication, July 12, 2019). The technologies such as chatbots and callbots that have been and are being further developed raise the entry barriers to the call center market as new entrants require time and a customer base to accumulate the knowledge, which is

essential to the development of new algorithms and other tools enhancing the call center performance (Carlos Garcia Fernandez, personal communication, July 12, 2019).

From a more general perspective, the unique end-to-end solution Agencia B12 offers is another key aspect that is hard to substitute (Pedro Crespo, personal communication, July 12, 2019). Companies searching for a comprehensive solution to their marketing and sales needs do not have many alternatives to choose from (Pedro Crespo, personal communication, July 12, 2019). Thus, from this perspective, Agencia B12's integrated services offering is robust and not threatened by substitute products or services. However, it is important to note that the most threatening substitute Agencia B12 faces is the client's decision to keep marketing and sales in-house and not to outsource it. Another reason why the threat of substitutes is assessed as medium, is the fact that customer switching cost is relatively low. The only costs customers incur when deciding to switch their digital marketing and sales service provider are searching cost, the cost of building up new relationships and legal costs associated with setting up a new contract.

1.2.3 Bargaining Power of Buyers

Buyers have substantial power in the digital marketing and sales market. This is not only because they could conduct these activities in-house, but also because the number of buyers, of which some are Agencia B12's customers, is simply much lower than the pool of potential digital marketing and sales companies they can choose from. Again, the low switching cost buyers incur provides them with more negotiation power. As a consequence, the buyer's best alternative to a negotiated agreement, abbreviated as BATNA, is much higher than the BATNA of digital marketing and sales services providers. Agencia B12's very limited customer base, that is only a handful of firms, allows their customers to exert considerable pressure on Agencia B12 and lowers Agencia B12's BATNA considerably.

1.2.4 Bargaining Power of Suppliers

The research of the market show a high level of bargaining power. Soft- and hardware, two essential inputs for digital marketing companies, are increasingly becoming commoditized and which increasingly drives down soft- and hardware prices. Furthermore, new options such as the leasing of laptops provide the customers of these suppliers, to which Agencia B12 belongs too, with more flexibility. Thus, the well-established concept of vendor lock-in, which describes the situation of a software or hardware buyer being locked in the proprietary products and services of one specific company (Opara-Martins, Tian & Sahandi, 2014), is easy to avoid due to the broad range of software and hardware providers that increasingly provide products, which are compatible with other companies. In sum, the basic infrastructure required to set up a digital marketing company has been commoditized to an extent to which the bargaining power has shifted away from suppliers to their customers.

Nevertheless, the bargaining power of two specific suppliers of data and services, namely Google and Facebook is extremely high. As a considerable number of Agencia B12's services rely on collaboration with and the use of data from Google and Facebook, Agencia B12 is quite dependent on the two global players. In today's world of data, the bargaining power of both companies is unprecedented. Virtually every professional digital marketing and sales company incorporates data or other services from Google and Facebook in their processes. Consequently, Agencia B12's BATNA is substantially lower than Google and Facebook's BATNA.

Having pointed to the importance of human capital in the digital marketing and sales industry, another major challenge for companies operating in this industry is to recruit qualified, highly skilled employees. As such, in Peru, there is a lack of skilled workers (INEI, 2018). When talent is scarce, the power of suppliers of skilled workers such as recruiting agencies rises. In addition, digital marketing companies may have to increase their

expenditures on employee benefits to ensure low turnover and high retention rates. Overall, the buyer-friendly soft- and hardware industry stands in a sharp contrast with the bargaining power of global tech giants Google and Facebook and the high bargaining power of recruitment agencies, which, in aggregate, results in a high bargaining power of suppliers.

1.2.5 Rivalry among Existing Competitors

According to Porter's five forces theory (2008), the four forces that have already been examined influence the fifth and most important force, which is the rivalry among existing competitors. As such, the medium threat of new entrants, the medium threat of substitutes, the high power of buyers as well as the high power of suppliers create a challenging environment for Agencia B12.

A major challenge is that Agencia B12 faces well-positioned buyers and suppliers that create competitive pressures for Agencia B12 both upstream and downstream. The high number of digital marketing agencies along with the low number of firms requiring such services results in a high degree of rivalry among existing competitors. A similar picture emerges from the call center industry. Agencia B12 operates in a mature market that is characterized by cost pressure and dense competition among incumbents. Moreover, the low switching cost in both the digital marketing and call center market lead to an increasingly customer-centered industry, in which Agencia B12 must continuously innovate to gain and retain clients. The main advantage that protects Agencia B12 from rivals is their unique end-to-end solution as well as their deployment of the latest technology. Nevertheless, the industry analysis revealed a challenging environment in which Agencia B12 is operating.

1.3. External Analysis (PESTE)

A PESTE analysis is a well-known tool used to assess the external environment to which a business is exposed. The macro-environmental factors that may influence a firm's performance are evaluated along political, economic, sociocultural, technological, and

environmental dimensions. A major benefit of a PESTE analysis is that it allows an organization to evaluate the risks surrounding its business (Rastogi & Trivedi, 2018). In the following section, the business environment of Agencia B12 will be analyzed.

1.3.1 Political

The client, Agencia B12 in Peru, faces a more dynamic political environment compared to its sister company in Spain. According to the Economist Intelligence Unit's Democracy Index (2019), which classifies countries with a score between 9 and 10 as full democracies and 0 and 4 as authoritarian regimes, Peru is considered a flawed democracy and stagnates around a score of 6.60 since 2011. In 2018, Peru was considered more democratic than Venezuela, Paraguay and Ecuador, however, less democratic than Colombia, Brazil, Guyana, Suriname, Argentina, Chile and Uruguay (The Economist Intelligence Unit, 2019). Being closely linked to the degree of democracy, corruption is another relevant factor to be assessed as it can seriously impair the conduct of business. In 2018, Peru was ranked 105th of 180 countries on Transparency International's Corruption Perceptions Index (2018). A relatively low score of 35 out of 100 indicates that Peru is still characterized by corruption, which may impede Agencia B12's ability to perform well. Corruption has recently been a hot topic also in the Peruvian Government.

After the former President Pedro Pablo Kuczynski was forced to resign due to corruption allegations in March 2018, Martín Vizcarra, who has previously been the Vice President, became Peru's new president (Congreso del Perú, 2019). Eager to reform the country, Vizcarra centers his agenda around three topics: development of infrastructure, the fight against corruption as well as the reform of the legal and judiciary system (Quigley, 2018). In December 2018, a referendum was held in which three out of four points put forward by Vizcarra to fight corruption were approved (Latin American Post, 2018). In sum,

it seems that Peru is moving in the right direction although there are still many obstacles to be overcome.

1.3.2 Economic

From a global perspective Peru's GDP PPP is projected to be S/1,604,722,989,100 ranking 45th out of 193 countries (IMF, 2018). It is worth mentioning that, in the last ten years, Peru's annual GDP growth reached a peak in 2010 with an annual growth rate of nearly 10% (World Bank, 2019). However, since then annual GDP growth rates have significantly decreased and the latest reported GDP growth rate YoY from May 2019 was 2.3% (INEI, 2019). The declining GDP growth can partly be explained by decreasing prices of copper, one of Peru's main export goods (INEI, 2018).

With regards to consumer spending power, the average monthly wages have grown significantly from less than S/1,200 to nearly S/1,800 in 2019 (INEI, 2019). This is a positive indicator and shows that consumers have more money to spend. However, it is important to note that since the last three years average monthly wages have stagnated. Remarkably, the consumer spending in Peru appears not to be affected by these stagnating wages as consumer spending has constantly grown since 2010 and amounts to S/84,957,220,000,000 in 2019 (INEI, 2019).

Since the financial crisis, Peru's inflation rates have been relatively stable. In 2019, the inflation rate has been fluctuating between 2-3% (INEI, 2019). Also, from a fiscal perspective, Peru remains a stable country with one of the lowest gross public debt – only 24.7% of its GDP – in South America and the world (World Bank, 2018). Overall, Peru's economy is solid although its GDP growth has decreased. As Peru's GDP is highly dependent on copper prices, the client should not be affected by this decline. Instead, the increased consumer spending should be seen as a positive sign that consumers may have more money to spend on services such as the ones offered by Agencia B12.

1.3.3 Sociocultural

Due to its history, Peru is a multicultural country. Peru has been ruled by various empires with its most famous one being the Inca empire as well as the Spanish empire. The former Spanish colony, which achieved its independence in 1821, has attracted many Spanish-speaking immigrants. Of the 31 million people in Peru, 45% are indigenous, 37% mixed race, 15% Caucasian and the remaining share mainly consists of people with a Afro-Latin, Japanese and Chinese origin (INEI, 2017). As in the majority of Latin American countries, Peru's official language is Spanish, which is spoken by the almost all the Peruvians (83%) of the total population (INEI, 2017). The second most often spoken language in Peru is Quechua (13%) followed by other indigenous languages (4%) (INEI, 2017). Due to the Spanish heritage the most widespread religion is Christianity (80%).

According to the Central Intelligence Agency (2018) a key characteristic of Peru is that different cultures have influenced the country, which is not only reflected in Peru's various different values, beliefs and norms, but also in the food and music. Behind Brazil, Colombia and Argentina, Peru is the fourth most populated country in South America. Remarkably, Peru is a quite centralized country as roughly 10 million people, a third of its total population, live in its capital, Lima, last year. Peru is characterized by three distinct landscapes, the coast, the highlands and the jungle. The most populated region is the coast in the West, whereas the least populated region is the jungle in the East. Being a relatively young country with the majority of citizens being younger than 25 years, the Peruvian population is predicted to continue its growth by 2070, where it will stagnate at roughly 43 million people (World Population Review, 2018).

1.3.4 Technological

A main technological trend that is heavily affecting Agencia B12 business environment is the rising number of internet users in Peru. The number of Peruvians using the

internet rose to 21.3 million in 2019, meaning that nowadays more than 2/3rds of the population is connected to the internet (Statista 2019). The numbers are following a global trend of rising users year over year, which definitely benefits Agencia B12 business. Furthermore, the internet access rate in households tripled from 2012 to 2016, leading to 6 million households having access to the internet today. Also, the use of smartphones drastically increased in the last couple of years. As such 57% of internet purchases are done via smartphone. The total number e-commerce shoppers were approximately 3 million in 2017. Most of the online purchases fall into the categories of fashion and electronics. Dominating platforms in the e-commerce business are the webpages of major retail stores as Ripley or Falabella and platforms such as Mercado Libre or OLX (INEI, 2019).

1.3.5 Environmental

To Agencia B12's business the environmental factor is important, but not applicable. That is due to the digital focus and the very limited emissions the business causes. Nevertheless, an aspect that is often disregarded is the fact that Agencia B12's operations require a substantial amount of power to run servers, migrate data to the cloud and more generally to offer their services. The power required to run these operations is mostly produced by non-renewable energy sources. In 2017, Peru generated only 8% of its 49 TW/h by renewable energy sources (Bloomberg NEF, 2018). Thus, even if Agencia B12 does not directly cause emissions, it does so indirectly through the consumption of energy. In parts, this increased energy consumption may also explain why Lima has been ranked as the second capital city with the worst air pollution in Latin America (World Health Organization, 2019). In the long-term, Agencia B12 may face increased energy cost as Peru moves towards renewable energies. In the short-term, however, Agencia B12 operations remain relatively unaffected by the environmental factor.

1.4. Internal Analysis (AMOFHIT) – Strengths and Weaknesses

To be able to provide an internal analysis the AMOFHIT framework proposed by D'Alessio (2013) will be used. The AMOFHIT focusses on seven distinct dimensions of an organization, namely: administration and management (A), marketing and sales (M), operations (O), finance (F), human resources (H), information systems (I), and technology (T). By analyzing these seven dimensions a general understanding of the internal situation of the organization will be generated, furthermore strengths and weaknesses in these seven dimensions will be identified (D'Alessio, 2013).

1.4.1 Administration and management (A)

The subsidiary company is part of the Rockethall holding headquartered in Madrid, Spain. Apart of Agencia B12, Rockethall owns Telemark, Strategy BIG Data and Admark (Rockethall, 2019). Agencia B12 does not only operate in Spain, where it has its headquarters, but expanded its business to two Spanish speaking countries in Latin-America, Mexico and Peru (Agencia B12, 2019). As can be seen in the organigram below the CEO of the Peruvian subsidy is Jose Antonio, who is responsible for the operations of the firm in Peru. As also can be seen on the organigram the structure of Agencia B12 includes five different strategic departments (Pedro Crespo, personal communication, 2019). One is responsible for Movistar in LATAM, one for Multisector & Commercial, one for Offshore business, one for Digital Marketing and one for PMO/EFO which is a direct subordinate of Rockethall, the parent company. Appendix A shows the organization chart provided by the subsidiary company.

1.4.2 Marketing and sales (M)

As can be seen in the Organigram above one strategic function is dedicated to digital marketing. This already shows a strong implication for the importance of digital marketing in Agencia B12 business strategy. As Agencia B12 is that offer a B2B service for its current

clients, most of its marketing campaigns are directly aimed at big industrial players, with its efforts in this field Agencia B12 was able to negotiate long term contracts with companies such as Telefonica, Entel or Mastercard (Pedro Crespo, personal communication, 2019). Furthermore, as Agencia B12 provides digital marketing solutions to other business with its B2B model, the company has strong competencies in this field by nature. These competencies can be leveraged to, on the one hand provide better solutions for its clients and on the other hand improve its own online marketing appearance.

Agencia B12 mainly provides two modes of marketing. First the online marketing using for example Google and Facebook ads. Secondly through its strong infrastructure in call centers the company is able to provide targeted approaches by calling potential customers directly (Pedro Crespo, personal communication, 2019). The end-to-end model combines marketing, technology and contact center services into a comprehensive service, allowing a competitive advantage over companies that solely provide one of the services e.g. only traditional digital marketing or only traditional contact center calls.

1.4.3 Operations (O)

The main aim of Agencia B12 is to create so called leads for its clients. Leads are potential customers, that already show a specific interest in the products offered by the clients. To generate leads Agencia B12 first designs a digital strategy for its clients, including the best positioning online, the content and the number of ads displayed. Then, the company transforms the potential customers into leads by using a landing page. On the landing page the potential customer can leave his/her contact details making it possible for Agencia to get into contact with this person. This information is displayed in the contact centers so that they can filter them based on the specifications of the client, and then contact them to sell the product or service. The contact centers are specialized regarding the type of potential clients or products that could be interesting for the customers. Through this specialization Agencia

B12 ensures the best possible advice and sales potential of its call center agents. Furthermore, Agencia B12 closely monitors the performance of its call center employees making it possible to stay agile and quickly add or lay off workers as needed (Pedro Crespo, personal communication, 2019).

1.4.4 Finance (F)

Agencia B12 main focus lies on business development and effectiveness of operations. Therefore, the company mainly relies on key financial indicators as revenues and Earnings before Interest and Taxes, Depreciation and Amortization (EBITDA). The operations of the company in Peru resulted in €14,383,514 revenues and €2,452,730 in EBITDA in 2018 (Pedro Crespo, personal communication, 2019). The company is very well aware of tracking their efficiency and effectivity using modern software. This allows the company to make quick adjustments and instantly react to fluctuations in demand. The company has two main source of revenue streams: digital and traditional sales in both cases Agencia B12 use the call service center.

1.4.5 Human resources (H)

Agencia B12 is employing about 3,000 workers, of which 1,000 work for Agencia B12 in Peru (Pedro Crespo, personal communication, 2019). A large majority of these workers are provision-based call center agents with a low salary, close to minimum wage. Nevertheless, Agencia B12 is concerned about its wage levels and pays over average wages for its call center agents (Miguel Molero, personal communication, 2019). Apart of call center agents the company employs a number of IT specialists as for example web designer and coders as well as marketing specialist and market researchers. Furthermore, the company employs sales “trainers” that educate the call center employees on new trends and possibilities how to increase their conversion rate, as well as acting as motivators (Pedro Crespo, personal communication, 2019). Important to mention about the human resource

policy at Agencia B12 is that incentives of most business departments are aligned with conversion rates. This allows for more motivation among employees as well as aligning objectives of the various teams. As it is more costly for Agencia B12 to lay off workers than to attain and hire new employees the company closely tracks trends in demand and only lays off workers if absolutely necessary (Pedro Crespo, personal communication, 2019). Reasons for lay off could be seasonal fluctuation but also underperformance of certain employees. Also demand forecast is absolutely crucial as it takes a minimum of 30 days to set a new worker into place. The hiring policy is very much aligned with the need of the main clients. For example, the call center in Lima is almost entirely dedicated to serve Movistar.

1.4.6 Information systems (I)

As Agencia B12 is a provider of digital services information systems are crucial for the success of the company. The company has its own teams to develop new technological skills in order to stay competitive in the digital service sector. The company owns an excellent infrastructure of modern technological equipment, which is absolutely necessary in its field of business (Pedro Crespo, personal communication, 2019). The majority of IT related tasks are performed in house. This has the advantage that systems can be perfectly adapted to the needs of the companies and adjustments to the systems can be done in real time, without the need of a third-party contractor. Furthermore, the company developed a number of tools to track efficiency not only of the call center workers but also whole teams and strategic department (Pedro Crespo, personal communication, 2019). In this way also top-level management will be held accountable if certain performance indicators remain below average. Not only does Agencia B12 closely monitor trend in the performance of its own employees but also of the external market. Business intelligence tools are used to closely monitor how customer behaviors are changing and how effective the interaction with

customers is. This allows the company to make adjustments to the skillset of their workers as well as the size of their workforce.

1.4.7 Technology (T)

To be able to identify novel solutions Agencia B12 makes use of modern entrepreneurial tools as for example SCRUM or designed thinking. IT and digital staff are highly skilled and meets on a weekly basis to brainstorm trends and come up with new technological ideas. In this way the company is able to keep track of new trends in the market and find adequate solution to meet newly emerging demands. Furthermore, Agencia B12 is benefitting of the technological expertise that other Rockethall companies have. For example, Big Data, has the infrastructure to analyze huge amount of data, identify patterns and propose plans of actions on what to do with this data. This knowledge is highly valuable for Agencia B12 as it can help the organization to better identify possible clients, create more leads and finally optimize conversion rates for its clients. Also, Agencia B12 developed a number of tools to track the efficiency of their workers. This is a strong competitive advantage as the workforce is one of the most important assets in the digital marketing industry. Nevertheless, Agencia B12 should think about involving not only management in the weekly meeting as new ideas often spark when “normal” employees are able to communicate their impressions and ideas.

1.5. Conclusion

Based on the findings in the PESTE as well as the AMOFHIT analysis it is possible to come up with a SWOT analysis for Agencia B12. The SWOT analysis was developed at Harvard School of Business in the 1960 and is an easy and concise way to evaluate the Strengths, Weaknesses, Opportunities and Threats of an organization (Kotler, 2010).

The external analysis indicates that Agencia B12 presents several opportunities in the market, although in last years, Peru presents economic stability followed by constant growth

in the digital sector, the corruption scandals are an issue that creates an instability in the market. However, as a global trend the digitalization of conventional media continues to grow, which is an opportunity that Agencia B12 must take an advantage of, the development of new projects and the constant search for new business lines will allow Agencia B12 gain market share.

Table 1

Agencia B12's Strengths and Weakness

Strengths	Weaknesses
Cross fertilization in Rockethall org.	Lack of leveraging marketing competencies
Marketing competencies	Lack of agility regarding hiring and lay off
Monitoring tools	Limited portfolio of services
Management Team	Concentered market (telecom. companies)
Internal IT solutions	

Table 2

Agencia B12's Opportunities and Threats

Opportunities	Threats
Increase in costumer spending	Corruption
Young population in Peru	Distrust in digital media
Favorable economic environment	Strong competence for the market share
Growth of digital marketing in Peru	Positioned competitor in the market
Increase in Internet and Telecom. access	

After analyses the internal analysis, it is obtained that Agencia B12 has succeeded in managing its different areas of operation in order to build synergies for its services. The extensive knowledge of its team in current technologies allows Agencia B12 to properly implement technological tools, generating added value to their services. The two main challenges faced by Agencia B12 identified in the analysis are a highly concentrated and exclusive client portfolio, thus the current situation of the company need for customer diversification and the lack of agility regarding hiring and lay off.

Chapter II: Key Problem

Agencia B12 is a subsidiary of a digital marketing company originated from Spain with different operations centers in Peru and Mexico. In Peru, Agencia B12 has two operation centers in Lima and Trujillo, currently the company has more than 25 years of experience in the market, the current clients receive its three main services (digital marketing, contact center 2.0 and database management). Agencia B12 currently wishes to diversify its services, in order to increase its portfolio of customers and develop in a new service line. The aim is to create and develop a specific business model on debt collection mainly focus on B2C sales model, which has currently not been done, nevertheless, there are some services model in the collection area but with different target market.

2.1. Motivation to Expand

As mentioned above, the new service model in the collection market that Agencia B12 wishes to implement is a service that has not yet been developed in Peru on large scale in the digital market, although the project is ambitious and innovative, it is well known that collection's companies in Peru are divided mainly in two categories: (a) financial advice and (b) direct collection (these companies communicate directly with the debtors because there are the owners of the debt). For it to be successful will depend on the design of the model; the conversion rate from clients seeking assistance with their debt and optimizing the data from clients, while leveraging it to provide a service in which the client will be satisfied.

Successful implementation of this service would make Agencia B12 a market leader, increase its client portfolio while introducing a new revenue stream. It is key to note that in order to stay relevant, digital companies need to continuously reinvent and evolve their business line by exploring new ways of meeting customer needs while increasing their shareholder value. Pivoting towards a B2C sales model from solely a B2B, marks an opportunity to tap into a new business environment by adding fintech to its list of services.

2.2 Current situation

Agencia B12 is considered one of the leading companies in digital marketing services focus on SEO strategies. It's made up of a team of highly skilled IT professionals who will assist in the launch of this new business model in debt collection. In the area of collections, only a few companies are currently operating independently from banks, this is mainly due to the fact that their operating model is based on two categories: (a) financial advisor and (b) direct collection. See the table 3.

Table 3

Enablers of the Opportunity

Model	Definition
Financial advisor	Its service model is mainly based on providing advice on the current financial situation or for the future financial situation, for example "Rebajatuscuentas.com.pe" is responsible for providing specialized advice on mortgage debt, either before or after one has the debt.
Direct collection	These companies are specialized on debt collection, using statistical models for greater efficiency, this type of service model is based on acquiring a debtor portfolio and beginning to reduce the number of debtors, through direct communication. The revenue from this type of service model is directly related to the efficiency of collection.

One company that is not associated with banks and works in the collection industry is the Grupo ACP. Grupo ACP owns both "Conecta" and "alDía", two providers of debt collection services in Peru. Conecta's business model consists of buying portfolios of debtors from banks or entities and gaining a profit from collecting these debts. AlDía however provides financial advice on how debtors can pay their debt in installments or further negotiates on how the debtors could pay back their debts. There are other companies with business model comparable to Conecta is Expértis SA. Expértis uses a statistical model to analyze its portfolio of debtors. Another company called Kobza is only responsible for

making the collection of its customers, Kobza does not buy debt portfolios, but only operates as a company that clients can outsource their collection to. Moreover, there is also a company that solely focusses on mortgages called Rebajatuscuentas. The web pages of these collection companies can be found in Appendix B.

2.2.1 Substance

Agencia B12 first explored the market by using Google Analytics to assess the quantity of individuals who use Google as a search engine to seek out ways of addressing their debt problem, this was done by using different word phrases. This information was then quantified on an Excel sheet with the phrases, and number of people who used the phrases. In order to get a better understanding of the size of the market here in Peru, the next step for the company would be to design and launch the landing page and buy Google ads. Then, monitor and analyze data using from the reports generated from google analytics. This information will provide the viability of the project and if they can invest in it any further.

2.2.2 Location

Since this new line of service is focused on fintech it will be an entirely new line of business for Agencia B12, which will expand the company's product portfolio. This new service line will require support from the core departments of the company. These include IT, marketing and call center departments. Because the new service will be a financial service, call center personnel that is competent in the financial service industry has to be recruited. This will be one of the highest costs that the company will incur as the average wage of the hired workforce with financial background will be higher than that of the current call center representatives.

2.2.3 Ownership

José Antonio, CEO & Co-founder Peru of Agencia B12, Jose Crespo, Director of Digital Marketing Strategy and Miguel Molero, Commercial Manager are the main owners of

this project. They are most interested in the implementation of the new service and the success of the new business model. These managers have done research in the market, came up with the idea of the new service and also already started to build relations with collection experts. The information that Agencia B12 obtained was shared with the consulting team as well as with trusted contacts in the collection market to further deepen the understanding of this industry.

2.2.4 Magnitude

Overall the project will have different impacts in the organization. As a new business line for Agencia B12, this project will unveil a road to reaching a completely different client that will have unique financial needs. This opportunity will expand the core business of the company allowing for diversification in their service lines, sales model and call center team. Prospects of leveraging big data and machine learning to better understand their new client will give them a head start in this new market and could open up multiple streams of income for the company.

Additionally, this opportunity could create collaborative opportunities within the banking industry which would help Agencia B12 to become a notable company in this industry. The digital collection services will first be tested in the Peruvian market. Based on the success in this market as well as lessons learned from the analysis of the MVP launch and the final product development, Agencia B12 hopes to offer this service in other geographical markets.

Furthermore, by utilizing artificial intelligence to gain deeper understanding of debtors and by analyzing trends in the market, the company will gain more understanding of the B2C sales model. Also, the usage of big data and machine learning, will improve the quality of their other services as they will be able to create better predictive models on customer dynamics and the market dynamics.

Digital collection service will provide Agencia B12 with an additional revenue stream; There are two options of how to monetarize the service. First, from the conversion rates of clients that sign up for a plan to pay of their debt. Secondly, by offering consulting services to the banking industry. This can be done for example by providing banks with comprehensive reports on the gathered data of debtors. This can be an additional stream of income as banks can use this information to improve their financial products and adjust to changes in customer needs.

2.2.5 Time perspective

The launch of a digital collection service in the Peruvian market is one of Agencia B12's top priorities and is schedule to take place in September 2019. Agencia B12 will start the negotiation with banks in the beginning of September 2019, after the consulting team presents the final report including the proposed implementation plan. Based on the experience of the company and the historical performance of similar projects, Agencia B12 estimates that in 6 to 12 months the landing page for this new service will be positioned as a top in the researches, and the company use the SEM to segment the clients.

2.3 Conclusion

Agencia B12 has identified a new business opportunity in fintech with a focus on debt collection. This service will pool debtors based on the personal information inserted on a landing page. The aim is to create a customer centric service that will design payment plans unique to each client based on the customer profile built by using algorithms in artificial intelligence.

Agencia B12 will benefit from a diversified client portfolio; a new service line in B2C; leveraging artificial intelligence to create smart products and/or services and new sources of revenue. Exploring this new market gives them a competitive edge and a chance to be pioneers in fintech in the area of debt collection in the Peruvian market.

Chapter III: Literature Review

3.1. Literature Mapping

The current research will support the literature review will look into 5 areas, Digital marketing, Big Data, Access to the internet, Banking in Peru and Debt collection. This is an exploratory chapter that will look at digital marketing and its connection to data management. It will then explore data analytics and its effect on business. From this section the chapter will focus on a macro perspective of internet access and banking in Peru. While the last part will look at debt collection and artificial intelligence.

3.2. Literature Review

Digital marketing. These channels are used to relay various messages. It is a form of technology that assists in marketing activities. Whereas traditional marketing uses print, digital marketing involves the use of social networks based on internet, webpages and email (Miller, 2012). One of the most common forms of digital media is Search Engine Optimization. The main role of SEO is to use the skills of SEO manager to optimize the visibility of the page (Khan & Siddiqui, 2013). Importantly, strategies in digital marketing include, social media marketing, marketing technology, search online optimization, content marketing, email marketing, search and social ads and data management (Marketing Charts, 2018).

Content marketing. It is a strategic marketing method mainly focused on developing and distributing valuable, relevant, and consistent content, focused to catch a specific target market, ultimately, in order to achieve specific client action (Content Marketing Institute, 2019).

Marketing technology. Marketing is driven by technology and it is using technology to solve and create strategies for engaging with customers. The software helps with executing

marketing activities, for example understanding how the consumer is changing and which channels are experiencing growth and why (Brinker & Heller, 2015).

Search and social ads. The aim to use a search engines advertising is to positioned in the top of the results, at the sides in search engines, or appear in social media with sponsored stories. These advertising are created to build interaction with the clients, so these ads can be videos, banners, or only announcements (Givens, 2017).

Social media marketing. Digital marketing has made this a popular form of marketing. *Facebook* for example is a popular social media platform, *Youtube* is mainly used for sharing videos, informational websites such as blogs are used by bloggers, whereas *Reddit* is mainly used for forums (Saravanakumar & SuganthaLakshmi, 2012).

Search engine optimization. This method is focused on the position of the firm working mainly in the results of the search's customers (e.g. Bing, Yahoo and Google) to build more traffic on the page. SEO's increase conversion rates of websites as it drives traffic to a certain website (Sceulo vs & Lorencs, 2017). Google are almost 70% of the search engine market and therefore mainly influences it. Also, SEO has to work really hard in order to optimize constantly the web page of the company (Arias, n.d.).

Data management. This involves the process of “acquiring validating, storing, protecting and processing required data to ensure the accessibility, reliability and timeliness of the data for its users” (Galetto, 2016, para. 1). In this case the marketers that use this information for assessing customers preferences and efficiency of the market.

Measurements. The table below outlines key performance indicators (KPI's) that are used to measure the digital marketing strategy of a company. KPI's are a measurable value that marketers use to evaluate success across all marketing channels.

Importance and benefits. The main reason that digital marketing has become widespread is due to the level of interconnectivity brought about by the internet. This has

changed communication patterns and therefore redefined digital marketing. The capabilities of email have developed into a more targeted channel, that is smarter and also a key

Table 4

KPI's for Digital Marketing

KPI	Definition	Calculation
Unique viewers	Unique viewers which have visited the website in a chosen period	Mostly calculated using a media consumption study or software
Brand buzz	Measure the increase of the brand's internet penetration in a period	Mostly calculated using a media consumption study or software
Share of search	Quantifies the share of search in a specified platform	Platform's search volume divided by the total search volume
Online reach	Total consumer, out of the target audience, who have been reached	Unique viewers divided by the online target audience
Click through rate	Percentage of clicks out of the total ad impression served	Actual clicks divided by number of times the ad has been shown
Bounce rate	Percentage of visitors who have left the website without interacting in it.	Actual website visits divided by actual clicks in the website.
Share of traffic	Quantifies the success of attracting broader audiences to the website.	Website traffic volume divided by the total traffic volume.
Page views per visit	Measures the level of interaction of a user per visit.	Total number of page views divided by total visits.
Average time of site	Quantifies the average time a user has spent interacting in the website.	Total time spent in the website divided by the total visits.
Frequency and regency	Quantifies the frequency of the website's visits and their regency.	Mostly calculated using a media consumption study or software.
Response rate	Percentage of user inquiries which have been answered by the site's staff.	Total inquiries divided by total answered inquiries.
Task completion rate	Number of times in which the visitor's needs have been satisfied.	Mostly calculated using a media consumption study or software.

Note. Retrieved from "The role of digital marketing in brand experience," by C. Cavanaugh, 2017, (<https://www.forbes.com/sites/civcnation/2019/08/08/young-people-deserve-a-voice-in-our-elections-same-day-registration-can-help/#7ec048045b80>).

source of data. A social media strategy supports each campaign in order to build interest in a specific event or in target a specific customer (Cavanaugh, 2017).

Digital marketing since the beginning has the potential to acquire more customers because is disruptive way to achieve goals. Social media is an effective channel of communication your proposed value and engage the target customers. Digital marketing gives the opportunity to acquire people in every kind of devices like mobile, tablets, and desktop computers. Nowadays invest in digital marketing is the most cost-effective ways to market a business. When it comes to traditional marketing, there tends to be various hidden costs and it is difficult to track the success. The benefit of implement a digital marketing strategy is the easy way to measure its effectiveness based on digital marketing analytics. Digital marketing campaigns are measured in in real-time, one can see which strategy is working and which are not (Standberry, 2017). This measurement has been made possible with the rise in modern technology, increasing access to customer data by using big data marketing analytics which has played a significant role in the digital marketing strategy (Clement, 2019).

Big data analytics (BD). BD analytics is the use of analytical techniques against very large, diverse data sets that include structured, semi-structured and unstructured data, from different sources and of various sizes. It is also for high volume, high variety, high velocity data points to be processed therefore allowing for better and accurate decision making (IBM, 2019). “BD technologies describe a new generation of technologies and architectures, designed so organizations like can economically extract value from very large volumes of a wide variety of data by enabling high-velocity capture, discovery, and/or analysis” (Villars, Eastwood & Olofson, 2011, para. 3).

Origins and evolution. of BD emerged in the 21st century only one year after the creation of the term web 2.0. It was initially referred to as data that is difficult to manage and

process using traditional business intelligence tools. It was created in 2005, the same year that Yahoo was created by hadoop (*an open source framework created specifically for storage and analysis of /BD sets*) on top of Google's mapreduce (a programming model). It was from here that more and more social networks started appearing increasing the amount of data (Rijmenam, 2019). This phenomenon birthed innovative startups interested in digging into the massive amount of data. Alternatively, in an article by the World Economic Forum, it states that the earliest ideas of BD were in 1999 sourced from a publication by the association for computing machinery, lamenting on the lack of capacity on analyzing large amounts of data collected. The thought behind the article illustrates that data collection is not a new or an isolated phenomenon (Marr, 2015), man has always engaged in gathering data what has changed is our ability to mine, store and process this data especially now with tools like the internet.

Internet accessibility has increased due to a substantial reduction in the economic barriers to access online technologies thanks to a set of open source tools. BD technologies have become the perfect application field that machine learning was waiting for in order to develop its full potential and to solve the traditional problem of only having data samples of reduced size (Nino, 2015). Now there is the potential to process larger volumes of data thanks to big data analytics which will potentially provide businesses greater flexibility when designing the strategy to use different predictive algorithms.

Implications for business. To measure the impact of big data analytics on a line of business, it is relevant to understand how it has influenced digital marketing thus far. "Having comprehensive and accurate data is essential for making effective marketing decisions. It can help executives identify industry trends and discover potential customers, making big data analysis important for optimizing a business's marketing strategies" (Ayers, 2018, para. 1). Furthermore, the use of BD can help to segment a specific customer and how these new

clients discover a company's website and what keywords they used to get there. Recognizing this information will allow a company to delve into related keywords and optimize on the ones that drive the most traffic, it further includes improving a website so that a potential customer can see products that interest them the most. The right keywords develop an in depth understanding of which products to show which segment of a company's consumer base making effective optimizated sales (Ayers, 2018).

Data can be seen "as the creative use of internal and external data to give the company a broader view on what is happening to their operations or their customer" (Mckinsey & Company, p.33, 2015). This view of a customer provides data points selected from a unique client identifier that allows a company's website to track the different touchpoints while the customer surfs their website, one form of this is by the use of cookies that build a digital footprint. Aggregated data is collected; it is essential to note that the biggest obstacle companies face is not knowing how to tie this information together and use it to make it work for them and capture opportunities or solve business issues. This is why digital marketing needs people from multiple functions, in addition to the marketing and sales team bringing to the table data experts (*to be discussed below*). "This can help combine transaction data (such as purchase amounts over time), browsing data (including mobile), and customer service data (such as returns by region) which will help a company achieve specific marketing goals. For example, to build customer loyalty, it is key to concentrate on gathering data from post-purchase touchpoints like customer service logs or responses to up- or cross-sell emails" (Mckinsey & Company, 2015, p.35).

How to get the most from big data. To have a successful business model in the world of big data, firms need to enlist and manage translators these are specialists capable of bridging various functions within the organization and adequately communicate between them. According to McKinsey, having a translator that has two complementary set of skills

such as programming and marketing, psychology and finance or statistics and economics. If this combination cannot be found having a manager who has a good enough understanding of the other function and is able to communicate can also enhance the process of collaboration. Such as business managers and analytics, where business managers carry incomplete understanding of the data available, the analytics manager fully appreciates the data and has a clear understanding of the business and its vision and objectives and can therefore offer solutions (McKinsey & Company, p.92, 2015). The main idea is to bring together the right group of people with complementary skills who will connect in this case (data translators and current business managers).

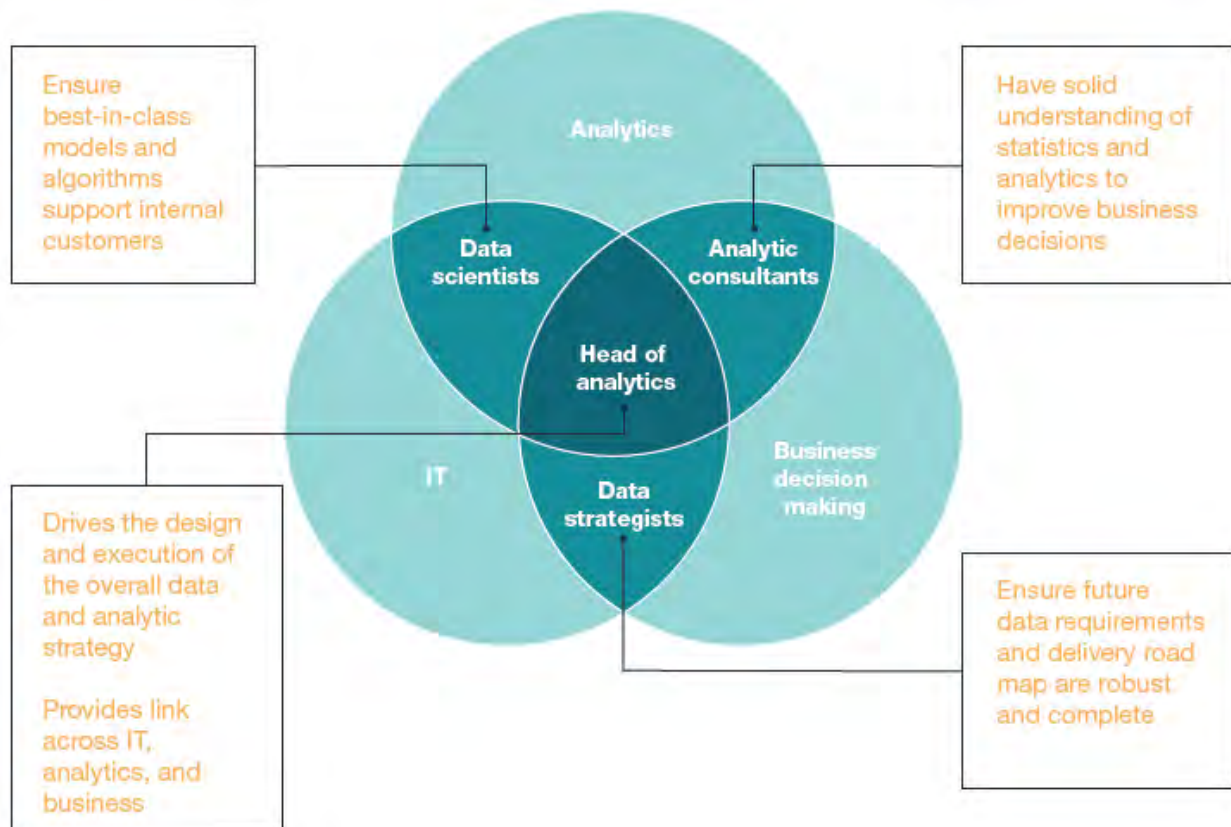


Figure 4. Organizations should focus on finding translators – people who can bridge different functional areas

Retrieved from *Marketing technology: what it is and how should it work?* (p. 91), by Brinker, S. & Heller, J., 2015, New York, McKinsey & Company

Integrating the right human capital first into the business model is key as working together promptly and flexibly is critical to unlocking the full value of advanced analytics. As

teams will have to be agile in reviewing real world outcomes, recalibrating analyses, adjust assumptions and then test the outcomes.

A report by McKinsey outlines that there are five roles companies need on their BD team: (a) data hygienists, (b) data explorers, (c) business solution architects, (d) data scientist, (e) campaign experts turns the model into result. This is part of getting the equation right by critically identifying two items; one, the role needed by the company and two, build ensuring that the data team has a customer service mentality.

Data hygienists. Their main responsibility is to analyze the data and ensure that it is clean, accurate and stays that way over the entire data lifecycle. Such as, are the time values being captured the same, this means is it a full calendar year 360 or a 260-working day or is the data in hours of the whole year or quarterly. All values have to be uniform in order to have comparison. At the beginning when the data is captured is when the data gets cleaned.

Data explorers. They go through piles of data to discover the data that is needed. This is because the data is not organized. Digital marketers for example depend on this data to analyze how best to target the customer for advertising a product therefore the explorer would sift through the information and produce matching data points.

Business solution architects. They compile the organized data so that it is ready to be analyzed. Their job involves making a structure out of the data so that it can be usefully queried in appropriate timeframes by all users. These timeframes would assess data to be updated each short time could be minute or hour.

Data scientists. They help in the development of customer segmentation and customer behavior by using the organized data to build sophisticated analytical models. They are also responsible for ensuring that the data in the models is frequently updated so as to stay relevant for a much longer period of time.

Campaign experts turn the models into results. In order to accomplish this, they use their knowledge of technical systems which deliver targeted marketing campaigns, for example the right time to target a customer with an ad. From this they adapt the model to prioritize certain channels based on the target audience and the sequence of campaigns.

It is essential that as the data is mapped across the big data team that clear owners are established between machine and humans. This ensures accountability and ownership of individual roles.

Access to internet. In Peru there is a population of 33 million people, out of that 66% of them have the possibility to use internet (Internet World Stats, 2017). Table 5 shows the current reality in South America related to internet, Peru ranks fourth in terms of internet users, which is slightly lower than the South American average. This reveals an opportunity for continued growth in the digital marketing market.

Regarding the ownership of a computer at home, according to INEI (2016), 31.7% of households have at least one computer, of which 76% have access to internet. Most users however use their mobile phones to use the internet, where three out of ten mostly use their phone to access the internet (INEI, as cited in Medina, 2017). Even though this may seem like a small number, the accessibility of mobile phones and the cost of internet plans is reducing which will increase this number in the future.

Behavior of the online user. For the age group 19 - 24 years old and between 12 -18 years old, are considered the most active internet users, with 72.1% and 66.5%, respectively (INEI, 2016). For the other group of people between 25 - 40 years old only have 46% (INEI, 2016). There is a difference between genders, INEI (2016) expressed that men use more internet than women in the Peruvian homes, with a gap of 6%. Regarding the pattern of use of the internet, 70% of the user surf on internet daily, while 27.2% use it only once a week (INEI, as cited in Medina, 2017). The internet is mostly used for productivity and

entertainment, where 82.5% of men use it for entertainment, while 89% of men use it for productivity purposes like job search (INEI, as cited in Medina, 2017). As for women, 77% use it for entertainment and 87.3% use it for job searches.

Table 5

Internet Penetration in South America

Country	Population	Internet Usage	% Internet penetration
Brazil	210,867,954	149,057,635	70.70%
Argentina	44,688,864	41,586,960	93.10%
Colombia	49,464,683	31,275,567	63.20%
Peru	32,551,815	22,000,000	67.60%
Venezuela	32,381,221	17,178,743	53.10%
Chile	18,197,209	14,108,392	77.50%
Ecuador	16,863,425	13,476,687	79.90%
Bolivia	11,215,674	7,570,580	67.50%
Paraguay	6,896,908	6,177,748	89.60%
Uruguay	3,469,551	3,059,727	88.20%
Guyana	782,225	395,007	50.50%
Suriname	568,301	340,000	59.80%
French Guiana	289,763	120,000	41.40%
Falkland Islands	2,922	2,900	99.20%
Average	30,588,608	21,882,139	71.50%
Uruguay	3,469,551	3,059,727	88.20%

Note. Retrieved from "Internet World Stats," by Internet World Stats, 2019 (<https://www.internetworldstats.com/south.htm#pe>).

Banking in Peru. Banking ownership in Peru is growing and has seen an increase of 43 percent in 2017 which is an increase from 2014 where it was 29 percent and 20 percent two years before. This increase is driven by accessibility to banking services for individuals that live in rural areas as cited by the International Monetary Fund" (Mooi, p.2 2018) and also due to national identification system that allows for electronic signatures (The Economist, 2018, p.60), therefore increasing the amount of people who could now register with a bank.

There has been a rapid growth in service channels that has contributed to this growth. Over the last 10 years, access to financial institutions has quadrupled, increasing their presence in

Peru and with an internet penetration of 67.6 percent (sourced from Table 4), new platforms in online payments have emerged.

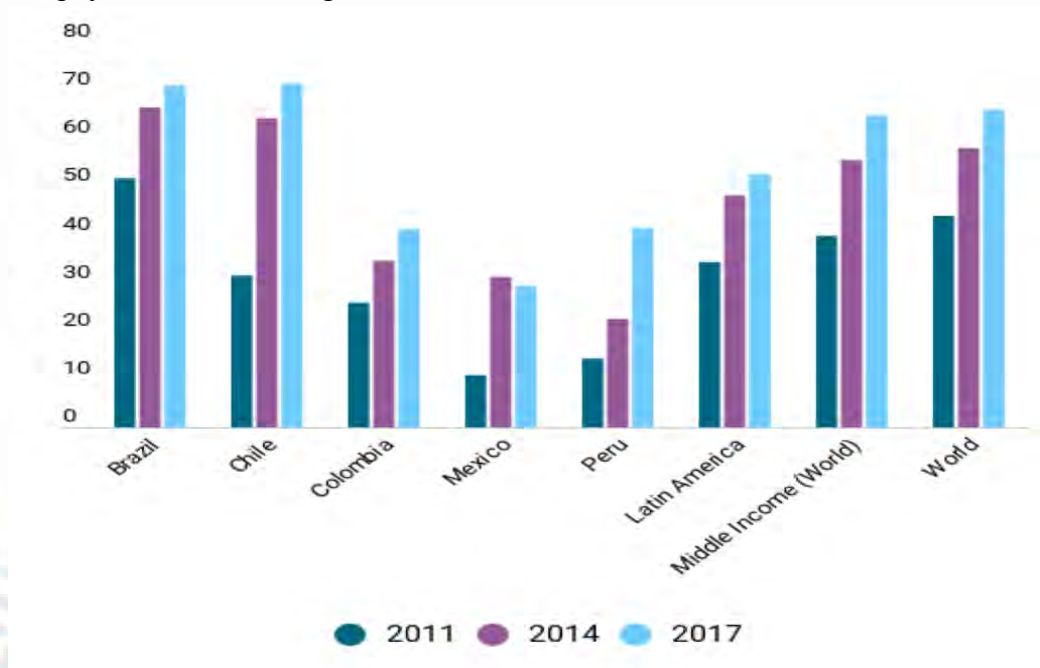


Figure 5. Rural banking boom: The share of adults with accounts in financial institutions in Peru's rural areas has significantly increased since 2011. (percentage of adults with accounts at financial institutions)

Retrieved from "Banking of progress in Peru," by Mooi, Y. N., 2018, (<https://www.imf.org/external/np/blog/dialogo/120418.pdf>).

Supportive policies enacted by the government and commitments from the private sector can be attributed to this increase in financial inclusion. These commitments from the private sector have yielded Modelo Peru, a strategy for interoperable payments, it was prompted by actors in the government, "a year later this resulted in the launch of a mobile wallet product called Billetera Movil (BIM), which is supported by banks, other financial institutions, telecommunications companies and the government. Users with the DNI-e can open an account through their phones and begin to send, receive and save money, subject to Know Your Customer rules" (The Economist, 2018, p.60).

The rise of digitization and internet penetration in Peru, has led to emerging technology-driven innovation in the financial services sector. In Peru this has largely been stimulated by favourable government policies, which are geared towards encouraging stakeholders to balance risk and innovation to create a Fintech sector in the country (The

Economist, 2018). According to the OECD, their definition of fintech involves not only the application of new digital technologies to financial services but also the development of business models and products which rely on these technologies and more generally on digital platforms and processes (2018, p.10). For the focus of this report, we will look into how debt collection a product in financial services is being modernized with artificial intelligence.

Debt collection. Rafael Wong the president and general manager of Expértis, a company that has high experience and knowledge in credit portfolio analysis and management provided a background of the collections market in Peru. He mentions that collections are a niche market with the potential to grow with the help of artificial intelligence. Currently, most collection agencies are small and attached to the risk unit of a bank with services of collection calls being outsourced to third parties. These third parties tend to be run by lawyers who base their collection model on using the legal framework of force towards debtors to make them pay up.

Expértis (Collection company) has innovated this model and based it on the use of statistical models, data mining and big data. They acquire Non-Performing Loans (NPL's) portfolios from banks at a percentage of the total cost mostly at 2 percent and then develop a segmentation model in order to develop a strategy. One of their biggest competitors is Conecta CMS Grupo ACP, their competitive advantage is their accessibility to capital which allows them to buy larger NPL's, however their collection unit is not as profitable as some companies dedicated to collection market. Expértis is able to collect between 6 - 8 percent of the outstanding debt meaning that they make between 4 - 6 percentage revenue of the total worth of a portfolio.

In an effort to look for new markets, Agencia B12 and Expértis have discovered a new market within the collection service. This involves individuals interested in paying back their debt. Accessibility to credit and online payment platforms have increased the

accumulation of debt over the years; in addition to the growing demographics with more millennials and fewer baby boomers, processes of debt collection need to reflect the new digital customer who desires convenience and personalization therefore opening up a new opportunity in which Agencia B12 would like to explore.

Traditional process. Current modes of collecting debt have involved predefined schedules of phone calls, emails and letters which communicate with increased urgency the need to repay the debt over time. If the debtor refuses to pay, legal action is taken by the collection agency to force re-payment. In most cases debt collectors genuinely are interested in offering interest free payback options, repayment plans or waving most of the debt if the debtor is unable to pay. However, this can only take place if the debtor is willing to comply. Emails and letters are automated with no personalization and phone calls tend to come off as being self-serving without regarding the emotional distress of the debtor (Wang, van de Geer & Bhulai, 2018).

It is prone to human error as most of the data has to be translated and managed by the debt collection clerk. The problem with this is that they get overwhelmed and are therefore not able to provide a customized service to the debtor. In addition, because it is manual processing, there is a high chance of the case processing coming to a standstill once the debtor travels or even in a situation where the debt collection clerk leaves. Low success rates of conversion can be blamed on morally questionable practices which are sometimes used in operation processes itself, such as threatening phone calls which leaves a debtor feeling intimidated (eCollect, 2018).

In addition, traditional collections processes, have a very simplified method of categorizing debtors' risk. The debtors are grouped based on their risk profile using simple analytics, collection agents are then allocated the debt portfolios based on how experienced they are. Where low risk clients are given to newer collection agents, who would follow a

standard script, no evaluation of the client's behavior is assessed therefore reducing effectiveness. Additionally, for the medium skilled collection agent, they not only utilize the standardized script, but they are trained to assess the client's behavior and evaluate their wiliness to pay. For the high-risk client, there is no standardized script that is utilized, these clients are given to the most skilled agents who personalize their tactics in order to engage with the client and create an assessment of the client's behavior. This model demonstrates that the risk categories varied across each contact strategies (Crespo & Govindarajan, 2018) which are based on a standardized decision-making criterion.

These traditional models of debt collection have proven ineffective because of the analog communication with debtors, static and standardized decision-making criteria and dependence on humans to make highly technical decisions without understanding all the data. The alternative is utilization of artificial intelligence to create a customer centric model of debt collection which can increase the conversion rates, reduce costs and report a more satisfied customer. Below are the definitions of some key terms.

Credit scoring. *It is* any system of credit evaluation that allows automatic assess to the risk associated with each request, each risk will be based in on the financial capacity of the debtor, the type of credit, the terms, and other characteristics of the client and the operation which will define each credit application (Bonilla, Olmeda & Puertas, 2003). BBVA Spain (2019), defines scoring as an automatic system to help the credit decision making, in the simplest way the informatic program is working with a data base to give the best alternative for each financial operation in order to approve or deny the credit request.

Non-Performing Loans (NPL's). This is a lean where the debtor refuse to pay interest and try to avoid any contact with the creditor. It is defined as the credit that has exceeded 90 days in arrears, so it is considered in default or close to being. Banks that have NPL's in their credit portfolios may decide to sell them to investors in order to get out of

high-risk positions (Expértis, 2019). According to the report presented by the Superintendency of bank, insurance and pension funds (2018), in recent years, Peru has increased its NPL's index, making it a viable environment to test the digital collections business model.

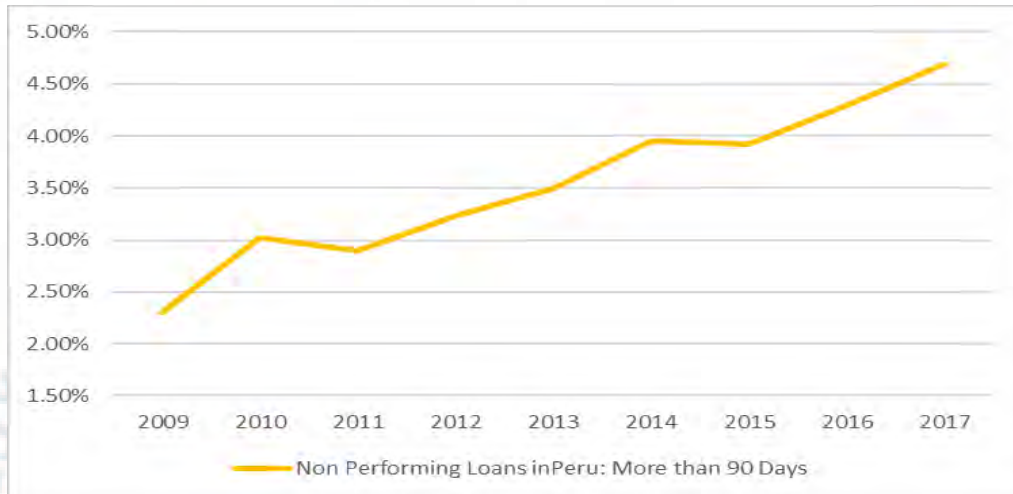


Figure 6. Non-performing loans: More than 90 days
Retrieved from “Financial System information Folder,” by SBS, 2019,
(<https://intranet2.sbs.gob.pe/estadistica/financiera/2019/Marzo/SF-2102-ma2019.PDF>).

Also, the Peruvian market according International Monetary Fund (2019), is the leader in the non-performing loans ratio in the region Latam.

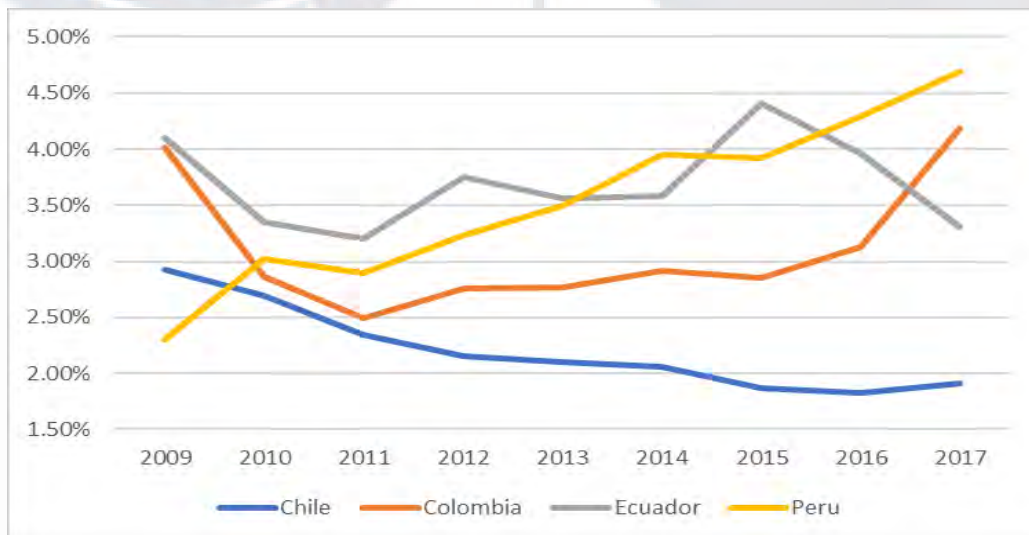


Figure 7. Bank nonperforming loans to total gross loans
Retrieved from “The World Bank,” by Data The World Bank, 2019,
(<https://data.worldbank.org/indicator/FB.AST.NPER.ZS?end=2017&locations=PE-CL-EC-CO-AS&start=2009&view=chart>).

Artificial intelligence (AI). It is a section of computer science that deals with a improve simulation of smart behavior in computers (Merriam-Webster, 2019). Artificial intelligence performs frequent, high-volume, computerized tasks reliably and without fatigue. This new section of the computer science training the machines to perform task usually developed by humans. AI is the umbrella that hosts, machine learning, big data and Natural Language Process. It has become an essential part in fintech, creating a more customer-centric approach, real time data integration, innovation and cost optimization. In the area of debt collection this means more personalized products can be created using BD and ML. In the next sections we will define each of the terms and state how they work together to solve the problem of debt collection.

Machine learning (ML). It is a function of AI that gives systems the ability to automatically learn and improve without being explicitly programmed. It works by using the development of programs that can analyses the income data and used to learn by themselves. The learning process starts with observing or the data, for example direct experience or instruction in order to look for patterns and trends in data and make the best decisions in the future based on previous examples that are provided from data collected (Expert System, 2017). The diagram below gives an illustration of the ML workflow. For this to work well one requires reliable data; the more data the more accurate the system will be. ML relies on BD to feed it large volumes of data which also needs to come from extremely diverse sources in order to find the patterns and learn. ML is the method of how machines learn from the data. Therefore, understanding what you want to get out of the data is important so as to interpret the patterns and anomalies in the data once the system processes it. The figure below illustrates an ML workflow.

Natural language processing (NLP). It is a section of AI that assists computers understand, analyze and operate human language. NLP draws from many disciplines, including

computer science, programming and computational linguistics, in its pursuit to fill the gap between human communication and computer understanding. This type of technology is advancing due to the interest in human-machine communications, which has been aided by the availability of BD and AI (SAS, 2019b). It functions by interpreting human language, ranging from statistical and ML methods to rules-based and algorithmic approaches. This platform is important in debt collection because it supports full speech recognition and interaction, so customers can leave messages, convert audio to text for tracking call history for example, it can also be used as a layer of security to detect a caller for identification and authentication purposes.

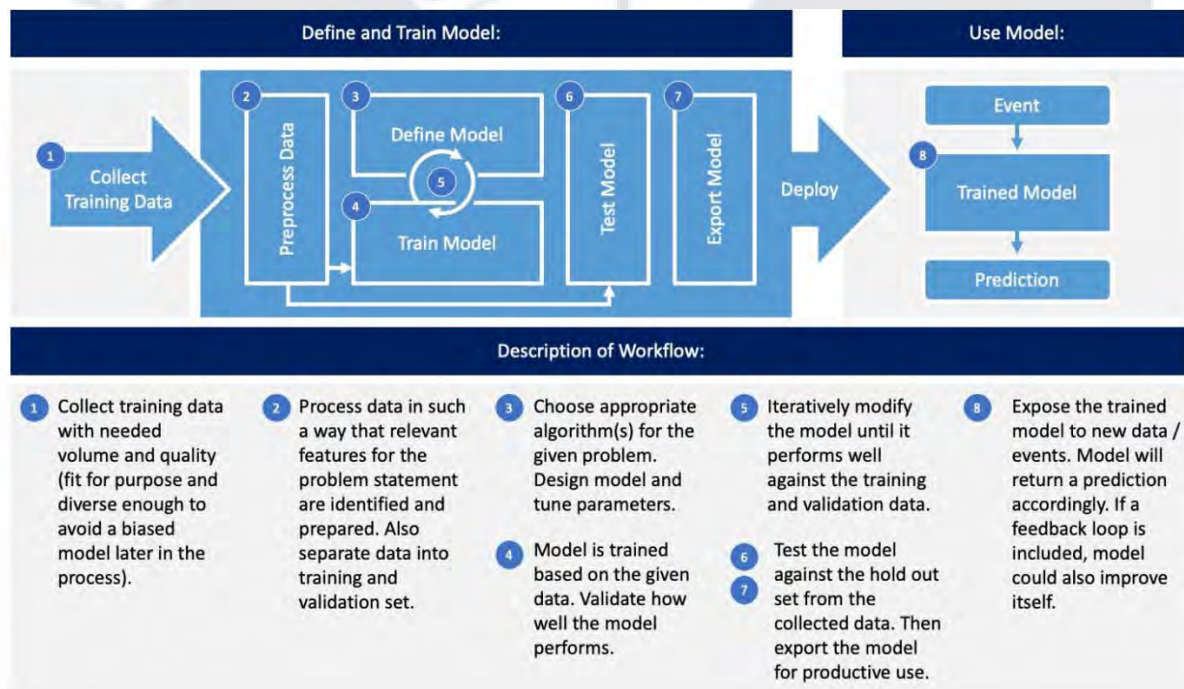


Figure 8. Machine learning workflow

Retrieved from “Artificial intelligence framework: A visual introduction to machine learning and AI,” by Ackerman Nils, 2018, (<https://towardsdatascience.com/artificial-intelligence-framework-a-visual-introduction-to-machine-learning-and-ai-d7e36b304f87>).

Data mining. This is the process of finding anomalies, patterns and correlations within large data sets to predict outcomes. By using a broad range of techniques which are founded on scientific disciplines; statistics (the numeric study of data relationships), AI and ML. It is also described as a technology which keeps evolving to keep pace with the limitless

potential of BD (SASc, 2019). In data collection, the non-performing loans come with huge unstructured data which data mining processes and uses statistical models, AL and ML to uncover patterns based on the algorithmic parameters set by the collection agency.


Process of BD, ML & NLP. BD can help with debt collection by identifying trends and causes of debt, therefore providing content and solutions meaningful and attractive to the user. Drawing from the huge amount of data, a ML based system personalizes the contact strategy in the case of a call center based model, with the debtor, taking into account the (frequency, tone and timing) as well as the offer strategy this can include if it makes sense to offer payment in full, percentage of settlement, or what the length of the payment plan ought to be all with the creditors approval). This therefore leads to debtors paying more when they receive personalized communication and the system can then track their responses, in real time, to its scalable decision engine and decide what its next action should be. This is where ML steps in to decide next steps built from the communication between the debtor and Agencia B12.

ML bots will be deployed to define an optimal strategy based on an evaluation of factors gained by leveraging BD and ML algorithms to facilitate the best possible collection outcome (Tata Consulting, 2018). For example, the system will note that a phone call to a non-responsive consumer should be initiated, while offering a longer payment plan to one that reviewed a three months plan but could not commit to it, all the while modifying the latest payment for a consumer who cannot make a payment on time (Trueaccord, 2017; 2019a, 2019b). These strategies create a more efficient and accurate process of debt collection that is customer centered.

Additionally, ML and nontraditional data has become the new frontier in the collections-decision support. This has been attributed to audio analytics, which can be leveraged for better understanding of frontline effectiveness. This works by giving algorithms

access to data points in conversations which then allows companies to synthesize this information and discover better and more productive methods of engagement. “With hypotheses informed by insights from the field of behavioral science, banks for example are using machine learning to diagnose and neutralize the biases that affect collector and customer decision making” (Crespo & Govindarajan, 2018, para 4).

Lastly it is interesting to note, “when algorithms are self-learning, the data itself can become intellectual property. The answers are in the data; one will only have to apply AI to get them out. Since the role of the data is now more important than ever before, it can create a competitive advantage. If you have the best data in a competitive industry, even if everyone is applying similar techniques, the best data will win” (SAS, 2019, para 6).



Customer type	True low-risk	Absent-minded	Dialer-based	True high-touch	Unable to cure
Targeted intervention	Use least-experienced agents provided with set scripts	Ignore or use interactive voice message (segment will probably self-cure)	Matching agents to customers and live prompts to agents to modify scripts	Focus on customers able to pay and at high risk of not paying	Offer debt-restructuring settlements early for those truly underwater
Impact	Agent-client conversation guided by on-screen prompts based on probability of breaking promises	10% time savings allows agents to be reassigned to more difficult customers and specific campaigns	Can lead to increased “connection” and higher likelihood of paying	Added focus addresses higher probability of default rates in this segment	Significant increase in restructuring and settlements enhances chance of collecting at least part of debt

Figure 9. Advanced analytics and machine learning can classify customer into micro segments for more targeted interventions Machine learning workflow
Retrieved from “The analytics-enabled collections model,” by I., Crespo, A., Govindarajan, 2018, (<https://www.mckinsey.com/business-functions/risk/our-insights/the-analytics-enabled-collections-model>)

Debt collection model. *The analytics-enabled collections model.* This is where a company can apply ML algorithms so as to get a better understanding of their at-risk clients. This model allows for a more complex picture of the debtor to be formed, classifying them into micro segments so that a more targeted and effective intervention can then be designed.

A report by Mckinsey shows an illustration of how ML can classify debtors therefore identifying the right contact strategy.

Success story: Based on the report by McKinsey, this model was rolled out to banks in Europe. One bank automated 90% of communication with clients by developing two advanced analytics models using ML algorithms. It was designed to identify those that would pay and those that would have a difficult time to pay, from there it created a multiclass model that recommended collection strategies from those debtors who needed to be prompted to pay, this model also included soft measures, restructuring or workouts. “The model used 800 variables, including client demographics and information on overdrafts, client transactions, contracts and collaterals. All this resulted in more than 30% in savings with no loss in operational performance” (Crespo & Govindarajan, 2018, p12).

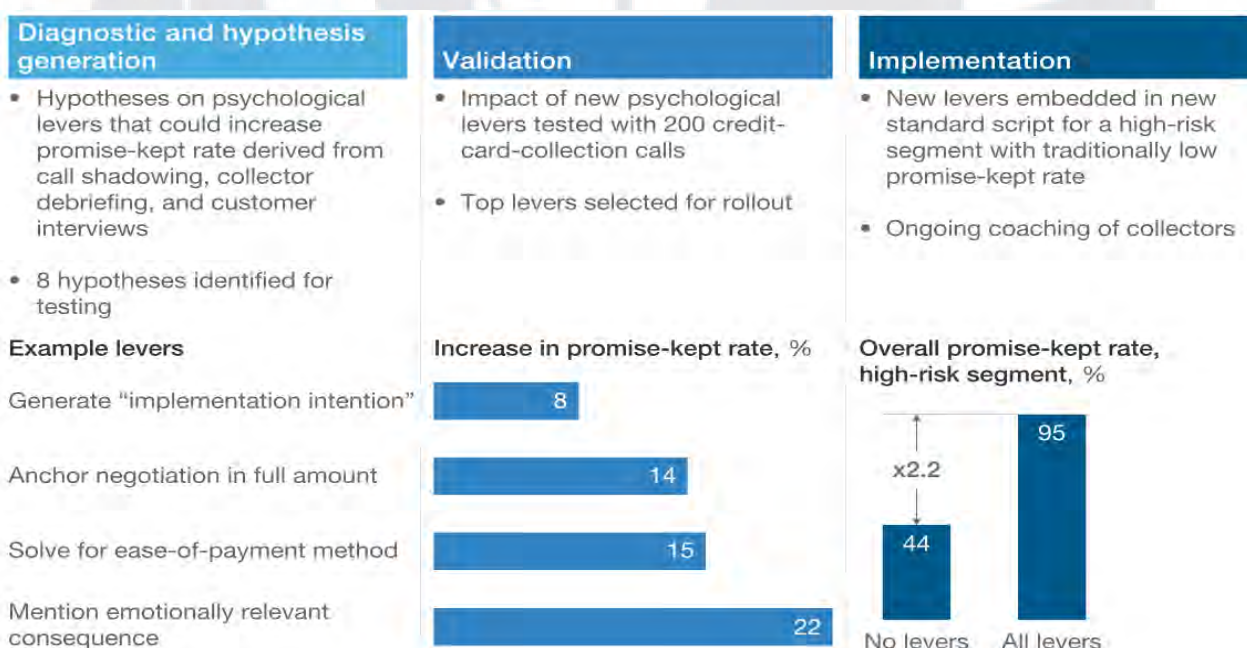


Figure 10. One card systematically identified and implemented “assertive” script elements, doubling the promise-kept rate to 95 percent

Retrieved from “The analytics-enabled collections model,” by Crespo, I., Govindarajan, A., 2018, (<https://www.mckinsey.com/business-functions/risk/our-insights/the-analytics-enabled-collections-model>).

The analytics focus on the front-line model. This is focused on giving call center agents a more prescriptive decision support, this is in the form of a wide range of set script

elements and narrower parameters for negotiations. This has resulted in freeing capacity and redirecting resources towards more valuable accounts.

Success story. In one case a bank adopted this model in their card department and achieved dramatic improvements “in the rate of promises kept in their high-risk segment by using an approach enabled by data and analytics to script elements, including behavioral insights” (Crespo & Govindarajan, 2018, p12). Such as model is effective in negotiating with debtors regarding their promise to pay this can therefore increase the conversion rate.

Customer centric collections. This is the act of putting the customer first. To make it the core of your business, the model has to apply to each customer touchpoint and as such it can be pivotal in debt collection (Dennis, 2017). By leveraging AI, Agencia B12 can create a relationship hub where agents are multi-skilled and have insight into the holistic file of the debtor including services they have signed up for and the payment journey to clear their debt, creating a customer experience where the customer feels known.

Working with AI increases the efficiency and reduces the error rates and duplication of accounts in the system. This is because information belonging to a client's account is correctly mapped. The system can also be a program to provide an automatic follow up, saving money due to improved efficiency and lower operational costs and help free up resources for higher value adding activities. To keep customers happy, using chatbots can help in prompt responses to FAQs which is possible due to synthesized data which facilitates greater customer satisfaction and support.

One of the main problems with debt collection today is that the process is a one size fits all. With BD ML and NLP, Agencia B12 can redesign and deliver a great customer experience at scale and with better results. This is because these systems offer a process of personalization of communication which can permit a strategy and a data-driven approach to collections. According to Dasceq (2019), a software company that leverages AI/ML

techniques to optimize contact, payment, and treatment strategy, it states that, using AI driven platforms (*BD, ML & NLP*) can result in unique variables that deepen consumer behavior, and build a 360-degree view of the customer, aggregating data from multiple sources. In the case of Agencia B12 this could be from the landing page which identifies potential clients, in addition to utilizing other digital sources like credit data, customer interactions, bank data and social profiles. Once this has been gathered segmenting the possible customer based on consumer behavior, followed by prioritizing accounts and devising strategies specific for each target group, allows for targeted recommendations (DASCEQ, 2019) resulting in the highest possible ROI. It is also interesting to note that behavioral biometrics is powered with learning “capabilities which improves accuracy by learning a wide variety of pattern elements of a particular user and everything in the background dynamically improving security and enriching the user/customer profile for better understanding and service tailoring” (Mesropyan, 2018, p4).

Sell data to 3rd parties. Based on the data collected, Agencia B12, can also monetize and sell the data collected from the landing page to third parties. This could be profitable in a number of ways: (a) Implement an API, (b) build an AI powered analytics framework.

Implement an API (Application Program Interface) for 3rd parties. It allows one piece of software to use another application’s data or functionality. For a literal example, Google maps, gives third party developers the building blocks that make it simple to embed Google maps on their own web pages namely Uber. In the case of fintech this access to consumers’ bank data through APIs (where they give consent) would make it easy for third party developers to program applications that can help consumers better understand and manage their finances (OECD, 2018).

There are two types of API’s standardized and non-standardized API’s. The standardized gives third party developers access to publicly available data (bank products a

customer has signed up for) and secure shared access to private data such as transactional history. Here Agencia B12 can provide a broad or a narrow group of third-party developers that meet the criteria access for a fee. Whereas the non-standardized API would make it easy for third party developers to create applications for only clients of Agencia B12 (OECD, 2018).

Process. A good API makes it easier to develop a program/application by providing all the building blocks needed. By utilizing the data reservoir Agencia B12 can open this up to third party developers or fintech companies interested in the data collected. For example, a bank could use this data to identify if there is a potential of offering a particular product based on the demographics of the debt collectors. Another example, developers could also use this API to create a tracking system that the debtor can use to track progress on their payments. The benefit for Agencia B12, is that it would charge the third party providers to access their data reservoir.

Build an AI powered analytics framework. According to Tata consulting, using BD to transform collections, can involve building an AI powered analytics framework that not only generates valuable insights but also learns on it own constantly with minimal human interaction. This comprehensive framework can help Agencia B12 to identify the optimal ways of supporting and guiding debtors through the collection process (Tata consulting, 2018) should they choose to offer the service themselves. With the data, they can also identify the percentage debtors are willing to payback therefore setting an optimal payment level; they can also design payment plans for debtors that meets their tolerance level; In addition, also offer consulting services to banks and issue the banks detailed analytical reports in which banks use Agencia B12 data analytical services for interpreting the data and identify niches in the market.

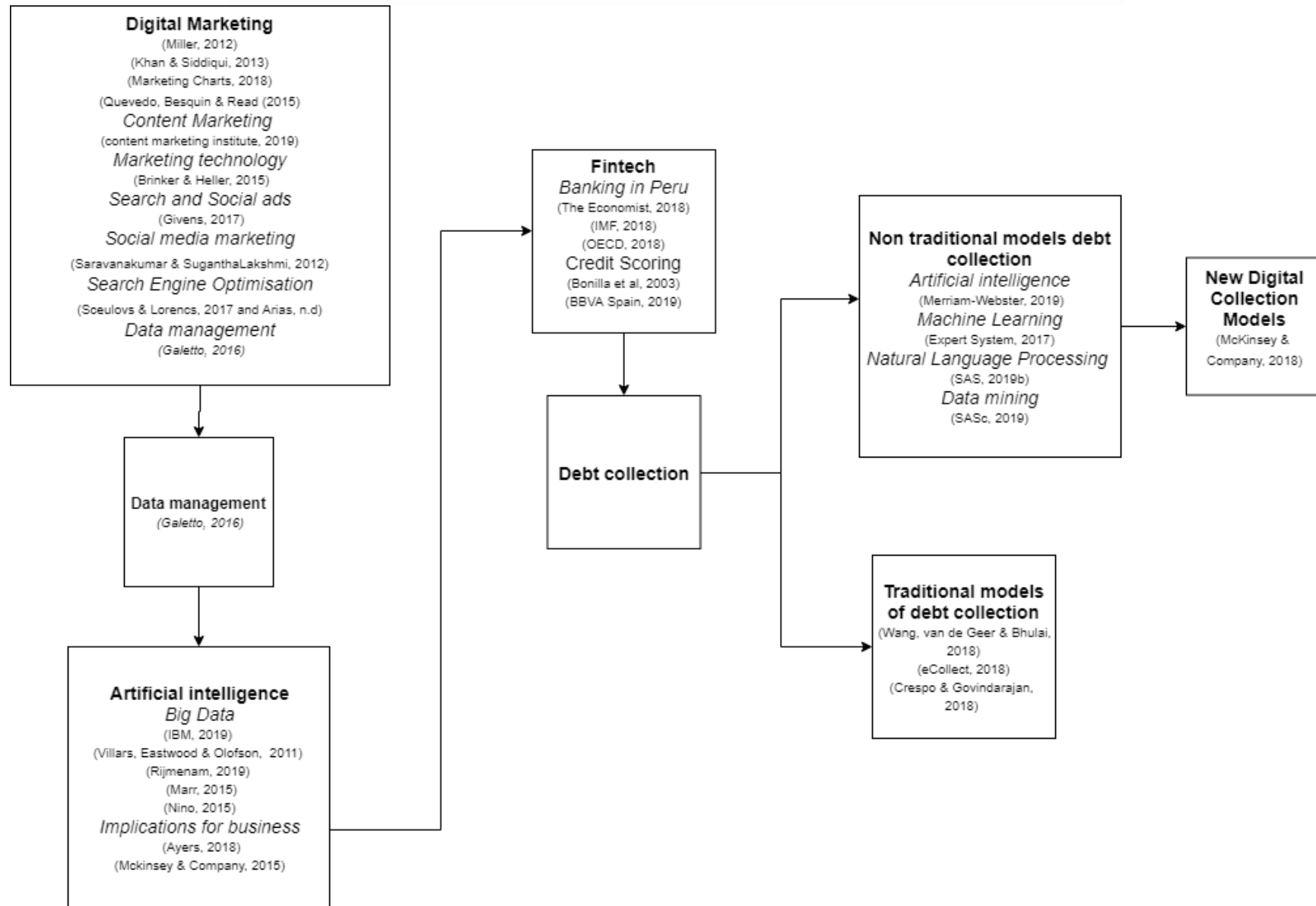


Figure 11. Literature map.

3.3. Conclusion

In this chapter, a lot of key terms and new concepts have been mentioned and explained. Artificial Intelligence was introduced so that the team can gain a better understanding of the system and how it can be used in fintech. It is clear that AI can change the business model of debt collection as the literature has revealed. One key aspect is making it more about the customer and identifying how best to meet their needs from analysis of the data they provide in order to solve their problem. The use of BD, ML and NLP in debt collection is still new, many of the companies that use these systems to solve the problem of debt collection were established in the last three to five years. This marks an opportunity for Agencia B12 as they can leverage their business model and adapt it to the Peruvian market and tailor the services and business model to reflect the conditions in the market. As the extent of using these systems has not been fully understood, we believe new business opportunities can emerge in their pursuit of collecting customer data. As mentioned above, they can also explore, selling data to third parties for example or collaborating with developers or other fintech companies interested in offering services or understanding the debtor client better.

It is important to note that as data is collected, the more accurate the service to the client will be, this is because with machine learning it integrates the changing market and customer dynamics and creates predictive models on a continuous basis based on the new data collected in the BD system. Also, having a capable BD team to interpret this data is key to ensuring maximum utilization of the data is achieved. Articles have mentioned shortages in finding talent which is a result of the nuances of this new industry. Regardless, the company should aim to build a huge platform that integrates seamlessly with all data sources to create new efficiencies and enable continuous improvement for the services to the client by utilizing the human capital they have and exploit the market to find more talent.

Chapter IV: Qualitative/Quantitative Analysis

In this section, the method used to analyze and evaluate the key problem is outlined. Due to the limited availability of quantitative data the main focus of this chapter is on qualitative methods. As this chapter demonstrates, both qualitative and quantitative methods have been considered acknowledging both the advantages and disadvantages of the two distinctive analysis methods.

4.1. Qualitative Analysis

Qualitative analyses can be conducted in four distinctive ways: observation, textual analysis, interviews and audio and video recordings (Silverman, 2006). Of these four methods this paper mainly drew on interviews. Although observations were used too, they were less relevant in analyzing the key problem. Silverman (2006) pointed out that observation has often been used in social sciences and exploratory studies to make sense of the cultures and persons under study. As the sample of persons at hand was rather small, this was a feasible method. For this paper, this method proved useful in understanding the interviewees. By carefully observing interviewee behavior and reactions to the questions posed during interviews it was possible to gather information on their attitudes and beliefs. However, it is important to note that the main drawback of any observation is that it is often not seen as a very reliable source of data collection (Silverman, 2006). Nevertheless, observation was combined with interviews to increase the breadth and depth of information.

As aforementioned, interviews were a vital component of the analysis and the main source of information. Interviews are characterized by “open-ended questions to small samples” (Silverman, 2006, p.19). The benefits are that different perspectives emerged and that interviewees provided different information. Similar to observations, a drawback of interviews is, of course, the subjective component meaning that the perceived reality of the interviewee can drastically differ from the actual reality. Nevertheless, it is a practical and

effective way to get basic information and an idea of the key problem. Several managers and other employees of the client were interviewed. As such, multiple interviews with Pablo Crespo and Miguel Molero were conducted. In addition, other employees that had rather supportive roles such as designing the landing page or conducting market research were interviewed too.

Besides, an interview with Mr. Wong, CEO of a debt collection company, was conducted. His know-how in the debt collection field, which was deemed relevant to the key problem, helped to obtain more detailed information on the current debt collection market, its general structure, competition and outlook. This interview turned out to be insightful and opened up a new opportunity – a new solution to the key problem. The key point of the interview was that a new business opportunity emerged. The client Agencia B12 could work together with the debt collection company to develop an application that enables debtors to pay their debt conveniently online.

4.2. Quantitative Analysis

The aim of the quantitative analysis lies in evaluating the feasibility of Agencia B12 business idea is. As previously mentioned Agencia B12 business idea consist of advising debtors on how to pay back their loans, making concessions especially for non-performing loans and being able to sell these collected debts to banks or other financial entities. To be able to come up with a feasibility analysis it is important to have accurate data on the financial situation of the company as well as data on the possible outcomes that can be expected from the new service. In the case of Agencia B12 it is of utmost importance to make assumptions on the market size and the number of potential customers. This can be very challenging as Agencia B12 aims at creating a new market, they identified existing needs, that have not been met by existing services. By providing an innovative solution to meet these needs, Agencia B12 plans to capitalize on an unknown market. Henceforth there is no

historical data on the market size and we will have to analyze data analytics provided by Agencia B12. This data consists of statistics on specific google searches, which are able to indicate the number of people interested in paying back loans and therefore potential customers of the newly developed service. Also, will we use information provided by the World Bank (2019) on non-performing loans (NPL's), which may indicate the possible market size for debt collection in Peru. As NPL's are usually considered almost impossible to collect, banks sell them for around 2% of their cash value. Therefore, the number of NPL's indicates how many people in Peru have outstanding debts, that cannot be collected by most existing providers. Furthermore, one must forecast how costly the implementation of the new service will be, including fixed and variable costs. This includes the number of employees that will work in the new business section as well as upfront costs and equipment that has to be acquired.

4.3. Conclusion

To be able to find a solution to the key problem a feasibility analysis will be conducted. As a feasibility analysis consists of both, qualitative and quantitative methods, it is important to not only focus on one of the two. In a number of interviews Miguel Molero and Pedro Crespo mapped their view on how the new service could work for Agencia B12. Furthermore, interviews with supporting functions as web developers and the SEM (Search Engine Marketing) Manager were conducted to get deeper insight in how the implementation of the new service would look like. For the quantitative analysis, most important is to find an estimate on how big the potential market of the proposed service actually is. As Agencia B12 is creating a new market it is difficult to make this estimation and analysis of specific google searches has to be undertaken. After the market size is roughly estimated, an analysis of the potential revenues of the new service can be conducted.

Chapter V: Causes and Enablers Analysis of the Opportunity

5.1 Identified Opportunities

The project aims at taking advantage of the opportunity to launch a new business line in an untouched market. This means that Agencia B12 will not have to face existing competitors in this market. The success of this move will not only depend on how successful Agencia B12 can leverage its experience in the area of digital marketing and call center services, but also on the capability to form strategic alliances with leading companies in the debt collection industry. The enablers identified below are the main tools that allow Agencia B12 to successfully develop this project.

5.1.1 Digital Marketing

One of the main pillars of Agencia B12's business model is digital marketing. The company's main business consists of reaching out to end-customers by using mainly SEM and Facebook ads. Agencia B12 has the necessary know-how and experience to develop a marketing campaign for the new online debt collection business as they can look back at the numerous campaigns developed for clients belonging not only to the telecommunications market, but also for universities, banks and car makers. For the new business line to be successful Agencia B12 not only has to work on the creation of a landing page, but also develop a marketing campaign to increase the visibility of the landing page and generate web traffic.

5.1.2 Call Center

Agencia B12 has been working with the telecommunications sector in the Peruvian market successfully for years. The experience gained by working together with the main telecommunication providers in Peru (Movistar, Claro, Bitel) allow Agencia B12 to build upon an existing network of clients which may be interested in the newly developed service. Although Agencia B12 does not have any experience in the collection market, they can

collaborate with experts in this field of business. By leveraging their expertise Agencia B12 will be able to gain market share in the newly entered market, especially because their partners will already be known in the collection market.

5.1.3 Experienced Partner

Key to the success of Agencia B12's new digital collection business will be the collaboration with an expert in the collection market. The collaboration allows to launch Agencia B12's service quickly as an existing client base can be accessed, i.e. the current debtors of the collection firm's debt portfolio. A main resource this strategic partner can provide is the database of the debtors.

Another benefit of the collaboration is that Agencia B12 can effectively avoid acquisition of a portfolio's debtors from financial entities. Working with a strategic partner that has already purchased a debt portfolio would provide access into this new market. Also, Agencia B12 would could leverage its expertise in customer conversion. The existing portfolio of the strategic partner could efficiently be contacted by Agencia B12 as they already have a good functioning call center system.

5.1.4 Non-performing Loans

There are two types of companies in the Peruvian market dealing with NPL's: (a) providing the collection service for companies with a portfolio of debtors or (b) companies that buy a portfolio of debtors. The strategic partner of Agencia B12 will be a company that purchases debtors' portfolio, this company uses virtual intelligence to pre-select which debtors are most likely to pay back their outstanding debt. The pre-selected debtors are then called and provided with a proposal on how to best pay back the debt. For example, installments are offered with the objective that the debtor is able to pay and agrees on the proposed deal.

5.2. Main opportunities

According to the specified lines above, the causes developed in the previous section are the causes that allow carrying out the project of the new service line of Agencia B12, an adequate implementation of the four elements will allow the firm to develop the new service model. The collection area is a new line of work for Agencia B12, however, the support of a strategic partner will allow the firm to begin with a solid base in the collection area. The different factors that determine the success of the smart collection business are illustrated in the fishbone diagram, Figure 12.

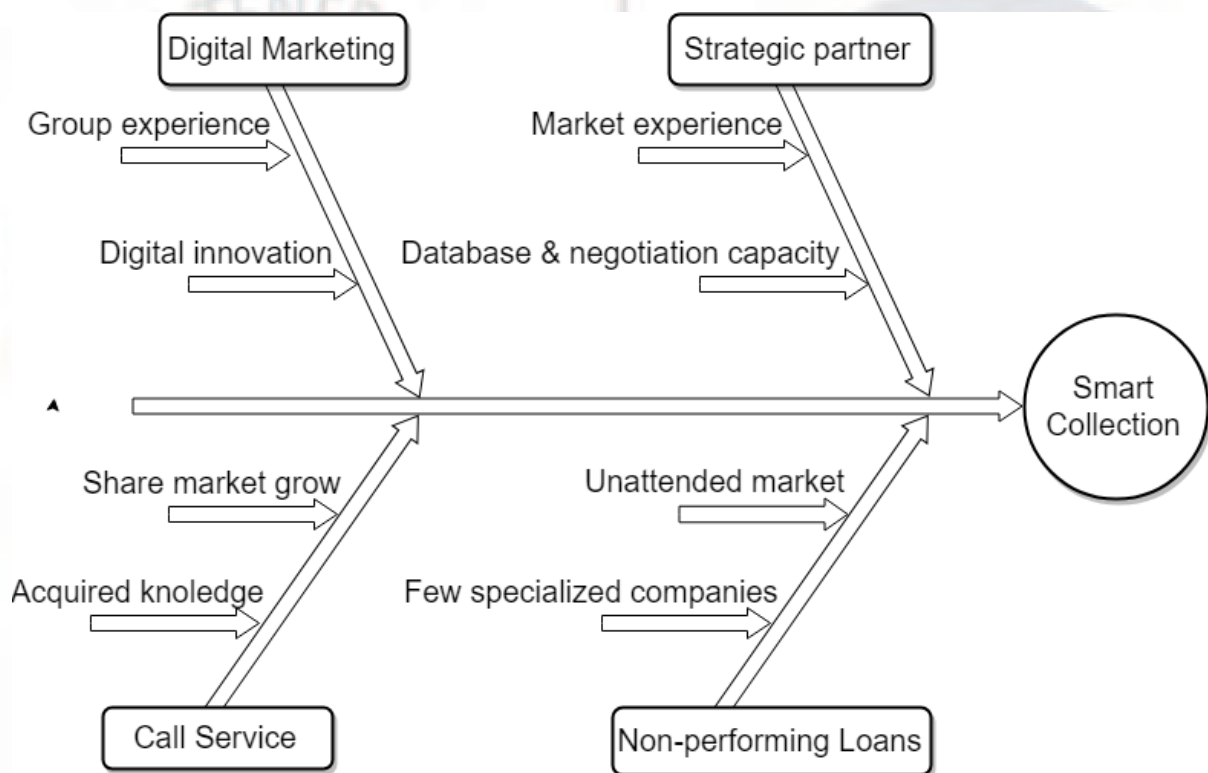


Figure 12. Fishbone diagram of the main causes

5.3. Identified enablers

Once the exhaustive study of the opportunities has been completed, seven main enablers have been defined. The six enablers are defined in the table.

Table 6

Enablers of the Opportunity

Enablers	Explanation
----------	-------------

1	Experienced in web design	Creation of the landing page and monitoring data
2	Team of marketers	Designing and managing online ads
3	Team of call centre workers	Advise debtors
4	Networking between companies	Sister company and partner will assist with AI
5	Launch a new service model	Opportunity to enter a new market
6	Opportunity to export the model	Expand the operation to other branches
7	Strategic partner	An expert in the field of debt collection

5.4. Internal capabilities

Agencia B12 possesses key strengths that assist them to operate within the fintech sector of digital collection. First, Agencia B12, is one of the subsidiaries owned by Rockethall who also own Strategy BIG Data (SBD). Artificial intelligence is the engine driving the process of collections; the company owns an excellent infrastructure of modern technological equipment, which is absolutely necessary in its field of business (Pedro Crespo, personal communication, July 20, 2019). The majority of IT related tasks are performed in house. This has the advantage that systems can be perfectly adapted to the needs of the companies and adjustments to the systems can be done in real time, without the need of a third-party contractor. In addition, with SBD business intelligence service provider, would complement Agencia B12 with the process of data mining and segmentation for data collected and in other areas that may be lacking within Agencia B12.

Another internal capability is the experience of the digital marketing team in running digital marketing campaigns through multiple channels such as Google and Facebook ads. They play a key role in the launch of this new business division. Web designers will be responsible for creating the landing page in which potential customers will fill out their information. The landing page will be the minimum viable product, it will be used to assess the size of this potential market, helping the team learn more about the product and the needs of the customer so as to improve the future version of the product and the customer experience. Market researchers will gather information from the data collected from the landing page and provide feedback on the next steps. Agencia B12's high standard, results

oriented business model drives the teams to succeed at coordination which will be crucial in entering the digital collections market.

5.5. Main Enablers of the opportunity

A main enabling factor for the firm's opportunity, is that they have all the components they need to enter into the digital collections market. The team including a business relationship formed with an expert in the field, technological capabilities in AI and first mover advantage.

This is important to note that they do not have to invest extensively into research and development or incur extensive costs in the initial exploration of this market. They simply need to develop a landing page which is a competency they already have and analyze the data to see the viability of this market.

The management team composed of Jose Antonio, the CEO of Agencia B12's Peruvian subsidiary. The Managers Miguel Molero, Multisector and Commercial Director, and Jose Crespo, Marketing & PR Director (Agencia B12, 2019) all have years of experience in various areas. Including management, operations, sales, human resources, project management and finance. Their years of experience in digital services and educational background uniquely qualifies them to prepare for this new venture. For the area of debt collection, the management team has established a relationship with a leading master service and debt collection company that buys non-performing Loans (NPL's) from banks. This business relationship has provided multiple perspectives of viewing this market and variables that need to be taken into account. The CEO's knowledge and expertise stems from more than 10 years of being in the field of collections, which makes him a valuable resource that Agencia B12 can draw on. As aforementioned, the digital marketing team also plays a key role in the successful launch of this new venture.

A final enabler for this opportunity is that Agencia B12 will be the first company in Peru to venture into this field of digital collections where the clients are sourced from a landing page created instead of from NPL's which the route is many debt collectors take. This gives them the opportunity to establish a first mover advantage and therefore gain a competitive advantage, success and market share.

5.6. Conclusion

Agencia B12 is taking advantage of this new business opportunity in order to expand its portfolio of services, using the capabilities of its different areas and the partner's specialization. The new Digital collection business model will be unique in the market. The target market for this model consists of debtors who are searching the internet for a way to eliminate their debts. Additionally, the company has nurtured solid knowledge about the collection sector by holding meetings with experts in the field. Working with experts has allowed Agencia B12 to develop a collection model in a solid way using digital marketing as a development channel. Agencia B12 has found this unattended market and has decided to venture to develop a model, the only purpose is not only the diversification of services or the creation of new revenue, the main goal for the company is to be able to export this type of services to other branches.

Chapter VI: Assessed Solution Alternatives

In this chapter we will explore three solutions that can be used to achieve a digital collections business model. The first one is to build the landing page this will help in identifying the size of the market to be explored. Two, we propose that instead of only focusing on digital collections, Agencia B12 should harness the data and sell it as a new business model to third parties as an application program interface as there is a growing market in big data analytics and third looking into building a statistical profile for debtors.

6.1. Alternatives to Solve the Problem

Build the landing page. A landing page is usual used like a standalone web page, builder mainly for the purposes of marketing or doing an ads campaign. It is where the visitor enters to the page after they have clicked on a Google or Facebook ad based on a search criterion that they performed. A landing page is designed with a single focused objective it is a call to action, a statement designed to get an immediate response from the person reading it. It is mainly used as a marketing strategy to get the target market to respond through action. A call to action plays a key role when testing the market, with the landing page it acts as the first interaction a potential customer has with the creators products, they show their commitment and interest by signing up, registering, asking to be called or calling, subscribing, donating, buying, ordering or clicking here for product or service “X”. In order to increase response rates, it is important that the message clearly states what the potential client needs to do next, this will therefore increase the conversion rate which will be important data collected for the data management process. “Which involves the process of acquiring validating, storing, protecting and processing required data to ensure the accessibility, reliability” (Galetto, 2016). In this case the Agencia B12 will use the data for analyzing the size and efficiency of the market.

Having a Search Engine Optimization (SEO) strategy is important for increasing traffic to the landing page. SEO enables a web site to appear in top result lists of search engines for certain keywords. There are many different factors that enable a web site to move up top results. The most effective way to grab the attention of many users is connected with search engine optimization. Because the search engine optimization is basically based on keywords that are suitable to the web site and can be used to search with search engines. This means that Agencia B12 has to identify key words that debtors would type in order for them to see the landing page. Optimization of a search engine can be performed in two separate groups. Firstly, by the use of an internal web site optimization, which includes website design, meta tags, keywords that are necessary for the web site, page names, pictures, links, content texts in each page and styles that are used for the related texts, site map, RSS feeds and pages in different languages. Secondly, with an external website optimization, which includes adding a website to a site guide, using social media factors, using links from other optimized websites to the related web page (Kose & Yalcin, 2010).

The use of social media as a tool for driving traffic to the landing page should be leveraged. Investing in this form of advertising will be one of the highest costs that Agencia B12 will incur. However, this will assist with more targeted advertising as the banner ads used on Facebook can be posted to the most likely segment, which will be based on usage or groups formed for example. One of the main challenges is ensuring that the call to action message is compelling enough and is placed where the right target audience will actually see it and click on it to be taken to the landing page. Facebook however excels at lead generation, it is known to be the best place to get email addresses (Jolly, 2019). One of the most common models used to run Facebook ads is directly into a high converting landing page. With Facebook one can perform more advanced targeting which can be set depending on the criteria Agencia B12 wants to capture.

In order to capitalize on the advanced tactics of Facebook advertising, all advertisements to each target audience needs to be uniquely created in order to drive reaction, this goes for the prospecting advertisements. In this case the prospective advertisements should be used to build awareness and teach the audience what the product is about. To avoid advertisement fatigue advertisements should be rotated frequently, for example every two weeks.

In addition to the Facebook ads, Google ads can also be utilized to drive traffic towards the landing page. A Google ad is an advertising system in which advertisers bid on certain keywords in order for their clickables ads to appear in Google search results. These ads work depending on the competitiveness of the keywords the advertiser is bidding for and the relevance of that keyword to real conversions for the advertisers. An advertiser enters the Google auction when the keywords they are bidding on is relevant to the user's search query. This therefore leads to the advertiser's bids, quality score (which is a metric Google uses to determine how relevant and useful the advertiser's ad is to the user), and relevance which will come into play in determining whether the advertiser's ad qualifies to be displayed on the search engine results page. Once this has been synthesized and the potential customer clicks on the advertisement, the advertiser will then have to pay, this is what is referred to as the Cost Per Click, it is the amount an advertiser pays each time someone clicks on their AdWords ad (Google ad). It is determined by the competitiveness of the keywords, maximum bids and the quality score, this cost can vary, and it depends on the keywords and the industry, however according to Wordstream, it ranges between \$2.32 for the search network and \$0.58 on the display network (Wordstream, 2019).

We believe that creating the landing page and paying for Google and Facebook ads, is the first step into the digital collections service. By creating the landing page and using advertising to drive traffic to the page will increase the leads generated, Agencia B12 will get

a better understanding on the viability of this market based on the data they collect from debtors interested.

Table 7

Keywords most Used by Debtors

Keywords	Average monthly researches
How to get out of credit cards debts	143
How to pay debts without money	172
Help to pay my debts	176
Consolidate debts	180
How to pay debts	183
Personally's loans to pay off debts	262
How to pay my debts if I do not have money	276
Is possible to consolidate debts	398
How to get out debt without money-	505
Loans to consolidate debts	582
Loans to pay off debts	752
Minimum credit card payment	1,487
How can I pay credit cards	1,707
Banks that buy debts, while I am in infocorp	1,709
How to get out of debts	5,902
How to get out of Infocorp	36,768
Debt's Infocorp	54,866

Make use of artificial intelligence. This process would be built off the landing page, in addition to using the data collected from the landing page and then using analytics and machine learning to classify customers into segments in order to identify the percentage of debt that will be paid back by the debtor. Agencia B12 can also consider selling the data of debtors to third parties interested in providing products or services or even sell it to the bank at a discount of what was collected by Agencia B12. This would be viable based on an extensive and rich data pool created from the landing page. Assuming that there is a market for digital collections based on debtors sourced from the search engines. For example, if there are 100,000 debtors that sign up on the landing page and from the use of the algorithms it identifies 30 percent that are able to pay back a fraction of what they owe, while the other 70 percent are considered delinquent.

Within these 70 percent of debtors that have been classified as delinquent customers, data mining can reveal patterns and correlations within this data set that can prove lucrative for third parties to acquire this information for the development of products or services. This would be an additional stream of income for Agencia B12. This could be in the form of Application Program Interfaces (APIs) as described in chapter 3, where the company would provide the API and other third-party companies would pay to access their data base depending on parameters set with each party and they would develop applications.

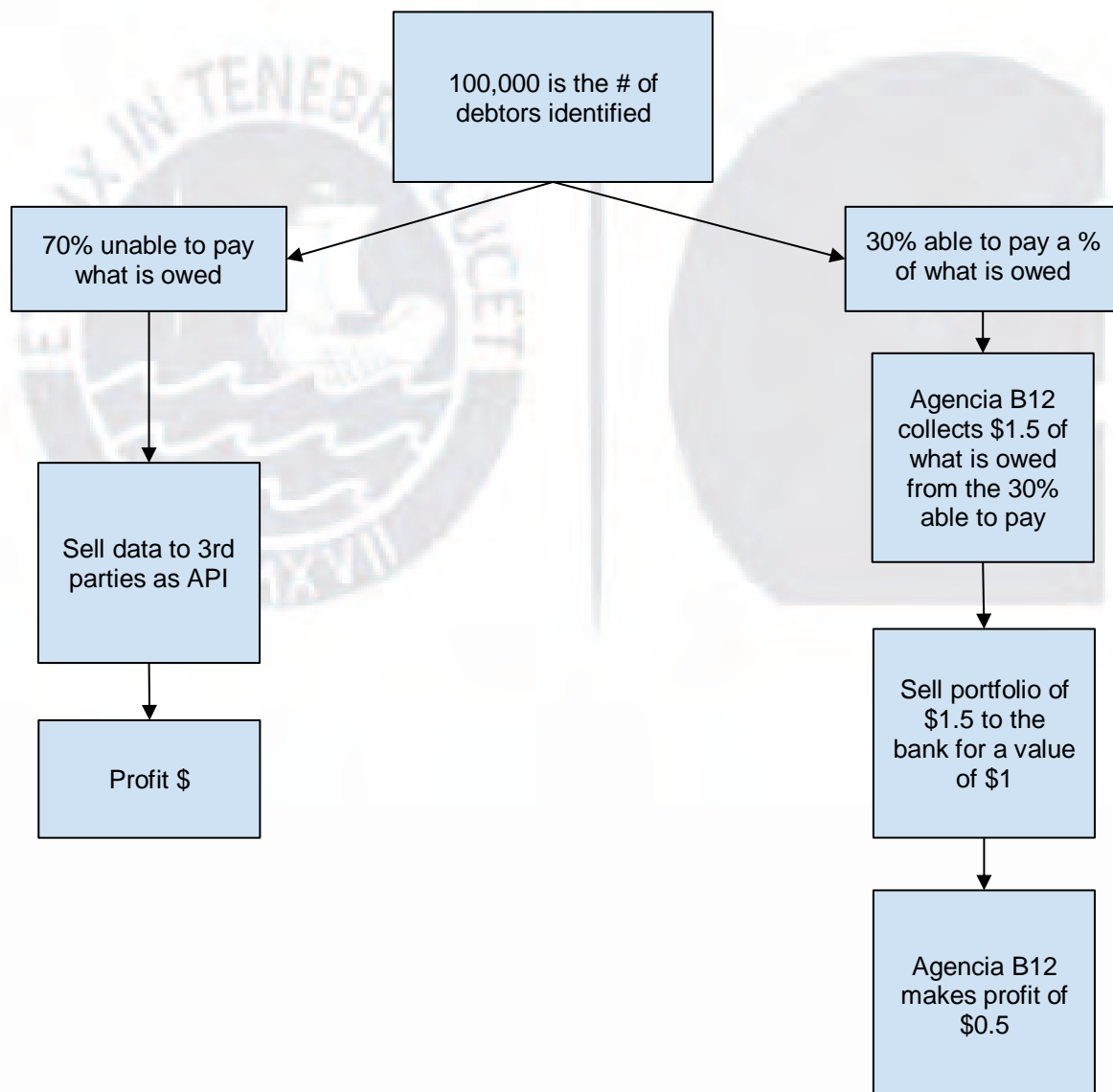


Figure 13. Business strategy scheme.

From the 30 percent who would be the primary focus for digital collections, and identified as probable to paying their debt, they can be classified in two. Firstly, some of

them might already be individuals identified in non-performing loan portfolios that the bank has already identified. In which case Agencia B12 can create a portfolio of such individuals and sell it to the bank at a discount of what they collect from the portfolio. Secondly, the other half could be individuals not yet highlighted by the bank in which Agencia B12 can also create a portfolio of such individuals and sell it to the bank at a price to be negotiated.

An illustration of what the process would look like assuming 100,000 individuals are identified and only 30% can pay back and 70% are unable to.

To take this idea a step further, an opportunity for a joint venture between Agencia B12 and a partner could be beneficial for several reasons: Firstly, the debtor portfolio belonging to partner can be used to provide feedback to Agencia B12's about their landing page, as they will be used as testers in the market. Secondly, once the landing page is launched, and data has been collected, Agencia B12 can share this information with the partner to analysis if there is data overlap. An example of this could be an individual who signs up on the landing page and has also been included in an NPL portfolio bought by the partner. This new information can alter the algorithm belonging to partner which can be argued could increase the percentage of debt collected based on this new information, increasing returns. As described in chapter 3, machine learning accuracy improves with the collection of more reliable data, therefore making this partnership beneficial. Thirdly, in a meeting with a debt collection company, the CEO mentioned that he has a large collection of data points of debtors in Peru (Personal Communication, July 18, 2019). If he was the partner for example, the added data collected from Agencia B12 can then be added to the richness of his data set, because the partner's data is based on NPL's bought from the bank at a percentage, whereas Agencia B12's data is based on individuals sourced from online ads.

This combination of data points has the potential of revealing a new niche market in fintech and seeing that Agencia B12 has a competitive advantage in digital marketing and the

partner in data of debtors this would unveil synergies for both companies. Lastly, they are also mostly likely to be in a position to increase their bargaining power and invest in securing a big data team, in order to unlock the full value of data analytics as mentioned in chapter 3 which highlights five roles companies need on their big data team. Achieving this would address the human capital scarcity faced by many this field including Agencia B12 and the potential partner.

Statistical profile of debtors. The collection of information from users who arrive at the landing page will help Agencia B12 form a user profile of debtors with a predisposition to eliminate their debts. Although these debtors have had to be previously evaluated by their respective creditor entities to access some type of credit. The intention of Agencia B12 to collect their information in order to build a profile that helps them to identify the characteristics of the users. As mentioned above, evaluations are always made before granting a loan; the main recommendations made for portfolio risk management have always been made (Torres, 2005). As mentioned by the research carried out by Torres (2005), credit granting entities always develop improvements in risk management, always incorporating better operational and strategic planning. Although mainly the accounts that have not been canceled, or the delay in the payments established in the credit agreement is due to the fact that the creditors are not able to pay, the financial entities had to establish or limit their filters so that only the credit granted adjust to the needs and capacities that each one possesses (Coase, 1937). According to the report presented by Schreiner (2002), financial institutions have designed statistical models, considering different attributes with the objective of qualifying a client, estimating credit risk and recovering accounts receivable.

In response to the different payment inconveniences, scoring models began to be generated, according to Gutierrez (2007), these models were introduced from 1970 on the analysis of credits granted, later generalized after 90's thanks to the statistical and

technological development. These new precautions within the bank allowed for a greater degree of assurance in the recovery of accounts receivable (Vázquez et al, 2007). As studied by Garcia and Caballero (2013), scoring models have allowed the banks to estimate the probability of non-payment with new clients that have similar characteristics to debtors. For the above, the development of a correct filter to reduce the increase in the portfolio of future debtors, the correct use of financial historical information is very useful, in the analysis and management of credit (Rosillo, 2002). However, as Rayo et al. (2010) mentioned, having as much information as possible of the credit applicant would be optimal for a better analysis, as well as having information that involves different aspects that could affect the financial situation of the applicant.

That is why Agencia B12 would seek to collect information from clients who wish to cancel their debts, in order to build their own client profile. That is why the main characteristics to be analyzed will be the following: a) age, b) occupation, c) educational level, d) revenue, e) labor antiquity, f) civil status, g) gender, h) dependents, i) type of house, j) type of contract, k) amount of fees. The next tables will show range, features and possibilities about the potential client, this information will be collect by the operator of the companies in order to create the prototype of client.

Table 8

Age of the Debtor

Age
<18, 24>
<25, 34>
<35, 44>
<45, 54>
<55, 64>
≥ 65

Table 9

Occupation of the Debtor

Occupation
Housewife
Unemployed
Employed
Student
Entrepreneur
Retired
Pensioned

Table 10

Educational Level of the Debtor

Educational level
Bachelor
None
Post graduate
Primary
Technical
Academic

Table 11

Labor Antiquity of the Debtor

Years
≤ 1
[1, 3>
[3, 6>
[6, 9>
≥ 9

Table 12

Revenues of the Debtor

Revenue (S/.)
≤ 930
[930; 1,250>
[1,250; 2,000>
[2,000; 4,000>
[4,000; 6,000>
[6,000; 8,000>
[8,000; 10,000>
$\geq 10,000$

Table 13

Civil Status of the Debtor

Civil status
Single
Married
Divorced
Free union
Widower

Table 14

Gender of the Debtor

Gender
Men
Women
Non-specific

Table 15

Number of People who Depend of the Debtor

Number of people
0 persons
1 person
2 people
3 people
≥ 4 people

Table 16

Type of House of the Debtor

Type of house
Familiar
Owner
Rent
None

Table 17

Type of Contract of the Debtor

Type of contract
Retired
Services
Defined term
Indefinite term
None of the above

Table 18

Amount of Fees for the Debtor

<u>Amount of fees</u>
≤ 12 months
[12, 18> months
[18, 24> months
[24, 36> months
≥ 36 months

The tables displayed above show the information that will be gathered on the landing page. As soon as the landing page is online Agencia B12 will begin to collect information of people interested in the service. Possible clients and people who are interested in paying back their debt will fill out a form, by inserting the above stated information. The data will be used to create a database which Agencia B12 can use to evaluate what kind of people are interested in their service. The purpose is to start building a profile of stereotypical clients who have a predisposition to eliminate their debt. This will help Agencia B12 to evaluate what kind of people are interested in the new service, which makes it easier to provide the best debt payment proposals, according to the information inserted by the debtor.

6.2. Assessment of Alternatives

Build the landing page. The benefit of this implementation strategy is that the landing page acts as the minimum viable product. It is not difficult to set up as this is a strategy that Agencia B12 has used before. The digital marketing team carries expertise in this field and the time to build a landing page takes approximately a week (Pedro Crespo personal communication, July 20, 2019). Also, the landing page provides to Agencia B12 immediate feedback to the response of the market and support the feasibility of the new business model, this helps in planning the next step of the digital collection process. For the data gathered, they can get a better understanding of who their customers are, build profiles and segment the market and build a debtor collection plan based on artificial intelligence. The benefit of this implementation strategy is that it uses existing resources and competencies of the team and

because it uses a lean startup technique it allows for the business to pivot to another strategy. The cons for this strategy might be sunk costs from advertising if it turns out the market is not as big. Whereas, a benefit would be a new niche market that would be unveiled as a result of the data mining.

Make use of artificial intelligence. Using artificial intelligence to mine data results in categorization of those able to pay and those that are not; it increases efficiencies in debt collection as there is better allocation of resources; and it also allows for the identification of patterns and correlations which can be used to identify new markets from the data points gathered. It is key to note that, big data is a fast-growing intangible asset in which businesses in the market of collecting data from individuals are capitalizing on. Therefore, we would encourage Agencia B12 to not only consider using the data for digital collections but also to explore multiple ways of capitalizing on the debt they collect from the landing page.

In addition, a strategic collaboration with a qualified partner would be beneficial. This alternative, despite being different from the original plan has potential as described above. Not mentioned however, is that with AI there will be no need of having a large percentage of call center staff dedicated to calling debtors. Algorithms designed by AI are predicting the best time to reach out to debtors on multiple communication platforms; not to mention the potential of having an application that debtors can use; a one stop shop for tracking payments and connecting with the help desk. Which would be in the form of chat bots enabled by Natural Language Process (NLP) described in chapter 3 as a branch of AI that helps computers understand, interpret and manipulate human language. This would eliminate or reduce the need for call-center staff altogether, replacing them with higher level data experts. The investment into this model would see the establishment of synergies and would require investment into a data team which would be a shared cost between Agencia B12 and the partner. Otherwise all existing competencies will be leveraged between both companies.

Statistical profile of debtors. To start collecting customer information with the aim of building an ideal customer profile willing to cancel their debt, is to start making the Agencia B12 database in order to create their own prediction model, based on debtor information. The categories proposed above will serve as axes in the analysis of the possible results, although it cannot be said that specifically a single category or two categories would affect directly the debtor's financial situation, together these categories could give an estimate if the debtor could establish an adequate plan of payments, or if it could comply with the possible payment agreement established. It is correct to affirm that the debtor has all the predisposition to eliminate his debt, however, it is possible that despite seeking to refinance the debt the debtor fails again to comply with its pay in installment, generating again having to re-categorize it as debtor and unintentionally the debtor will continue in debtor's portfolio of the corresponding financial institution. Although the development of the ideal debtor profile will become only an estimate but not a truthfulness, the possibility of reducing the risk of non-payment must be exploited. That is why Agency B12 will work in debtors' information and will build from scratch the statistics for this new project.

6.3. Proposed Solution

In this section, the best solution for the new business model that Agencia B12 wishes to implement in its portfolio of services is presented. For this, the process inherent in this business model are explained.

Build a strategic relationship. Agencia B12 should seek to establish a strategic alliance in the debt collection market. A strategic partner should provide the necessary know-how and market access to allow a quick and effective launch of Agencia B12's digital debt collection service. The latter of the two, market access, is particularly important as it allows for quick customer feedback and an overall assessment of the feasibility of Agencia B12's

digital debt collection venture. Optimally, the new partner should provide knowledge and information accumulated through years of industry experience.

Another advantage of working with an incumbent of the debt collections market is the network Agencia B12 could tap upon. Establishing relationships with banks and other companies that sell debt portfolios will be an important determinant of success. The collaboration partner could even assist future negotiations on the acquisitions of a debt portfolio and leverage years of experience in debt portfolio valuation.

Working with debtors in the digital environment, would also imply working with debtors that are part of bank's portfolio or the portfolio of a debt collection company. This may, at times, cause tensions between the digital and analogue way of collecting debt. A strong partner could also protect Agencia B12's business idea in the debt collection business community.

Build and launch the landing page. The new business model begins with the construction of the landing page, which is supposed to be implemented as a pilot in order to estimate the market size. Furthermore, the aim of Agencia B12 is to understand the debtor's behavior. Although, the launch of the landing page will have the support of Agencia B12 in marketing and advertising to optimize the interactions and traffic on the landing page, also Agencia B12 will pay for an attractive positioning of their landing page, as the company knows after paying for positioning the landing page could be in the first or second position. Nevertheless, simply promoting the landing page via Facebook and Google will not be enough to convert each visitor into a possible user of the service. To achieve a satisfactory conversion ratio the building of the landing page will need exceptional architecture and web design to build a customer friendly interface, a prototype of the landing page is showed in the Appendix C. Main reason why the interface of the landing page must be appealing is that it has to build trust with the visitor to encourage these to provide his or her personal

information mainly leaving in the landing page its contact number. As the new business model consolidates over time, the landing page will consistently be improved.

Process debtor information. After the landing page is developed and launched, the positioning of the landing page will be carried out by the SEM manager to generate traffic and enhance the overall visibility of the page. As a next step, the information gathered will be segmented into different debtor profiles. This allows to evaluate which groups of debtors are most willing and most likely to pay back their debts and more importantly, which ones would be receptive for receiving Agencia B12's debt consultation service. The processing the information should ideally be carried out by the SEM manager first and then in more detail by Agencia B12's strategic partner, who has the capabilities and resource in place to ensure an effective segmenting process. The information that is ought to be collected can be seen in Tables 8-18. The collection of customer information is vital to achieve two objectives: a) build the ideal customer profile for the new business model and b) use this information to design the ideal payment plan for debtors, because it will seek to reduce the risk that this new customer may fall into default again.

Process debtor's information. The call center will be the main tool used to gather information on the debtor, this is because Peruvians prefer speaking to someone, this can therefore be used as a tool to gather more information on the debtor. After the debtor has left Agencia B12 its information, the new team specialized in the area of collection, will call the debtors requesting their information in order to build a more comprehensive customer profile. The intention is to build trust with the client, understand their financial situation and the amount of debt they have. And, also to start to build Agencia B12's data base based on its new client. The collection of the information will be used for two purposes, a) creation of an ideal payment commitment that conforms to the measures of the new customer and b) the storage of the information in order to build an ideal customer profile.

Payment fees. Agencia B12 will provide an adequate payment plan, this proposal will be offered to the debtors based on information gathered from them, because it is not only about offering a payment plan, but it is about offering a solution to current financial situation of the debtor. Offering the correct payment plan will be a success not only for debtors but also for Agencia B12 , in addition to also starting to store these proposals in the database, in order to start improving each proposal continuously. Each process that is prepared by the financial advisor will be stored, in order to start to use artificial intelligence in the future, thus be able to automate the entire process of information analysis and elaboration of financing plans.

Debtor profile. All the information collected will be used to build the client profile, although this will be one of the longest processes within the new line of business, because being able to develop the ideal profile will be based solely on the accumulation of information and results obtained by offering debt resolution services. As long as Agencia B12 has more operating time in the collection market and has a progressive increase in customers, the company will be able to build a profile with less dispersion of results.

Negotiation with debt owners (creditors). The last part of the implementation of the new business line, is the participation of our strategic ally which will be essential, because the clients captured within the landing page that request services provided by Agencia B12 can present a debt with a financial entity foreign to our strategic partner. However, the strategic ally has the ability to negotiate with the owners of the debt, because it is a company that is in the collection market with a positioned brand. This new strategic ally will also help us by providing a database with which Agencia B12 can start working in customer segmentation.

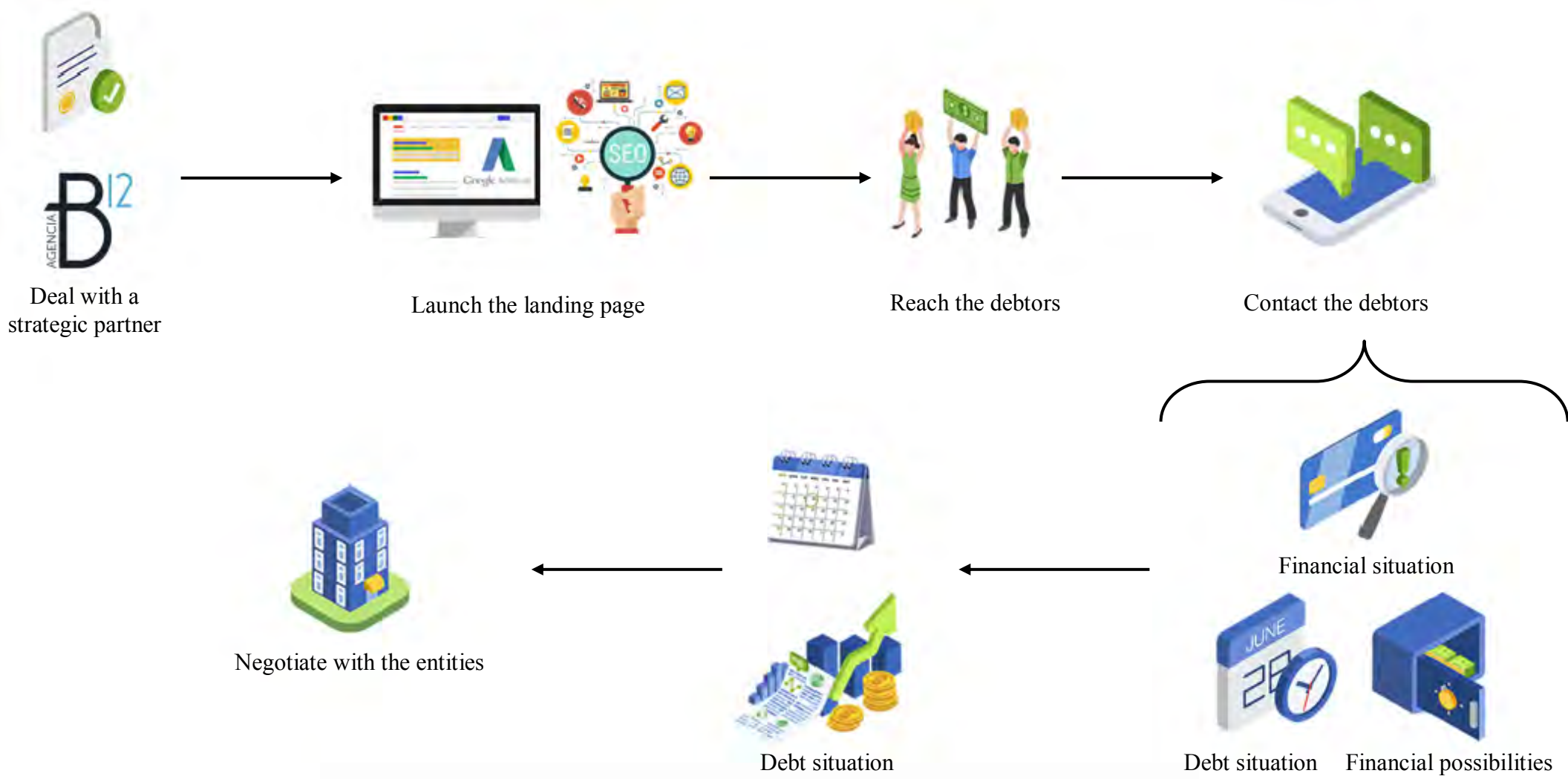


Figure 14. Proposed solution

6.4. Conclusion

This chapter has discussed and assessed the alternatives available to Agencia B12 to design the new service that Agencia B12 wishes to launch in the Peruvian market. This service would focus on the untapped debt collection market focusing on individuals who are seeking the solution of their debt problems on the internet. As the proposed service does not have any competition in the current market and is therefore creating a new one, it is not possible to evaluate the potential market size and profitability accurately. Nevertheless, the development of best practices will help to reduce the uncertainty of how successful the service will be in the new market.

As the first step, Agencia B12 will seek to obtain debtor information through its landing page by phone calls made by its financial advisors. After analyzing and storing the information, an algorithm will provide the best solution for this new client according to his or her financial capability. Finally, the strategic ally will contact the debt owners such as banks with the intention of negotiating a price for a specific NPL portfolio, to which debtors identified by the landing page belong to. The difference between the bank's selling price for the NPL portfolio and the actual amount of debt Agencia B12 can collect will be Agencia B12's revenue.

Chapter VII: Implementation Plan & Key Success Factors

The implementation plan mainly focuses on activities related to the landing page development. The attractiveness in general and breadth and depth of data gathered on the landing page are major determinants of success. If the landing page does not attract a sufficient number of potential customers, the data collection is seriously impeded. Without sufficient data no accurate predictions on the viability of the debt collection business model can be made. Thus, a landing page that collects sufficient information on debtors is imperative to progress further with the debt collection project. Other key success factors include smooth collaborations with external partners such as Google and Facebook and internal partners such as the sister company SBD. As Agencia B12 cannot do the entire project on their own, it is vital to actively manage relationships with these key stakeholders. Moreover, macroeconomic conditions may also play into whether Agencia B12's project turns out to be successful or not. However, as these conditions represent systemic risks to every company operating in the debt collections business and cannot easily be altered, Agencia B12 should accept that this factor may influence the success of the venture to some extent. Instead, the predominant activity that Agencia B12 should concentrate their effort on is to develop an attractive landing page that allows Agencia B12 to gain further insights on the debt collection market. The degree of commitment to this project is highly contingent on the conclusions drawn from the debtor information and the progress of the project mainly depends on whether the debtor data points to a lucrative market or not.

7.1. Activities

The activities required to implement the proposed solution differ according to the scope of the chosen solution. Looking at the very first solution to only create a landing page, which serves as a minimum viable product, the following activities are required to implement solution number one. The most important one is to schedule a meeting with Agencia B12's

landing page developers, the search engine marketing (SEM) manager and Pedro Crespo to agree upon the main features of the landing page. Together in a brainstorm session the most salient features including fields to enter information, messages and information that can be found on the website as well as the design should be discussed. Based on the market and customer research, the consultants together with Pedro Crespo will specify how the first prototype of the landing page is supposed to look like. During this session it is key to have a fruitful discussion about the following topics: priority setting with regards to which features will be needed the most, feasibility of suggested features in terms of time and money as well as the alignment with Agencia B12's vision, mission and values. It will be of importance to incorporate the prior experience of the landing page developers, who know what is feasible and what is not, and the research from the consultants of what is desired and needed by landing page visitors.

Apart from the landing page development, together as a team the landing page developers, the SEM manager, Pedro Crespo and the consultants must then decide upon a SEO strategy. This entails making decision on which keywords to use, which customer segments to target and what channels to use. As has been pointed out in previous sections, Google and Facebook will be key partners to work with and thus it is important to reach out to them timely and gather offers including price indications on their respective services.

For the second, more comprehensive solution all activities of the first solution are required plus some extra activities. As solution number two centers around gathering customer data and then subsequently selling it for big data analytics purposes, Agencia B12 must plan for close collaboration with their sister company SBD. Utilizing the data processing capabilities of SBD, Agencia B12 could compile different data packages.

7.2. Implementation Gantt Chart

The next section will show the Gantt chart is based on the activities described in the previous section. The Gantt Chart allows visualization of who has responsibility for each activity as well as the time each activity takes. The main project visualized in the Gantt Chart is the planning and development of the previously described landing page. As the feasibility analysis is based on many assumptions regarding market size and possible revenue the launch of a landing page is crucial. Main reason for this is that the landing page can be considered an MVP for the proposed service. Agencia B12 has to develop this landing page in order to be able to further analyze how much potential the proposed service has as it gives further insights on how many people are actually willing to pay back their debts and therefore use Agencia B12 new service.

Business Activities	Responsible	September				October				November			
		1	2	3	4	1	2	3	4	1	2	3	4
Build the landing page	Pedro Crespo, Developers, SEM	█	█	█	█	█	█	█	█	█	█	█	█
Kick-off Meeting	Pedro Crespo, Developers	█											
Brainstorm session	Pedro Crespo, Developers	█											
Development of the prototype	Developers	█	█										
Contact Google + Facebook (Ads)	Marketing, SEM Manager	█	█	█									
Decide on suitable offers	Marketing, SEM Manager		█	█									
Launch of landing page prototype	Developers			█	█								
Collect data*	SEM Manager			█	█	█	█	█	█	█	█	█	█
Analyze data*	SEM Manager			█	█	█	█	█	█	█	█	█	█
Source strategic partners	Pedro Crespo							█	█	█	█	█	█
Review feasibility analysis	Pedro Crespo							█	█				
Milestone review meetings**	Pedro C., Mark., SEM, Devel.									█			█
Close a contract	Pedro Crespo												█

Note: * ongoing process, ** reoccurring once a month

Figure 15. Gantt chart project

Budget for implementation. The implementation plan for the new project will be develop for the next three months and Pedro Crespo, commercial manager of Agencia B12, will lead this implementation. Also, for the new project the support of the SEM and SEO manager are necessary to build the landing page, the activities to launch the landing page are specified lines above. The developers support since the first meeting in order to help with the design and architecture of the landing page, the developers are the consulting team and in this

implementation, will be consider as a previous inversion. Finally, the last inversion will be the cost of buy the web's dominion and the SEM inversion, Agencia B12 will invest in the next three months S/12,000, then the cost of wage of each part will be represent in the next table.

Table 19

Implementation inversion

Participants	Wage (S/)
Commercial Manager (Pedro Crespo)	7,500
SEM & SEO Manager	5,000
Developers	0
Web inversion	4,000

Then each month Agencia B12 will invest S/49,500 during the next three months, after this period of time the company will analyze the feasibility of the new business model, because in this period the main target is measure the market size so the team of Agencia B12 will continue with the project.

7.3 Key Success Factors here mont

At this moment the key success mostly depends on how fast and how efficient Agencia B12 can launch their landing page. The landing page will give further insights on who is interested in Agencia B12 service and consequently on how attractive the market will be. Therefore, the landing page is also a crucial part of the feasibility analysis. The data gathered on the landing page will make it easier to determine the potential market size and the potential revenue stream.

As can be seen in the GANTT Chart above, the success of the landing page depends on a number of activities and responsible people.

The activities can be grouped into three sections:

Development of the landing page. In this part it is important that everyone works closely together in order to come up with a landing page that is visually attractive but also

collects enough data that can be used in the analysis part to complete the long-term project as customer profile and build the own data base. Therefore, responsible in this stage is Pedro Crespo and the team of developers as well as our team, to brainstorm and see the development phase through the eyes of IT experts, but also the eyes of potential users.

Marketing of the landing page. In this part Agencia B12 will contact Facebook and Google to be able to get good deals for the placement of the landing page using the tool of SEM in order to create traffic on the landing page. For example, when someone searches google for “how to get out of debt” Agencia B12 landing page will appear as the first result, Agencia B12 will pay for the keywords to positioned in the top of the searches. Responsible in this phase are the marketing team and especially the SEM manager.

Analysis of the data gathered on the landing page. Lastly and maybe most important is the analysis of the data gathered on the landing page. This data is crucial to estimate the possible market size the newly service targets. The outcome of this phase is highly dependent on the first phase. Data will only be valuable if during the design phase all necessary information was implemented. Developers and the SEM manager will have to closely work together to filter out the crucial information of potential customers, resulting in a revised version of the feasibility study.

7.4 Conclusion on implementation plan and KSF's

In this chapter the initial phase of Agency B12's new project has been worked on, identifying three types of activities: a) develop the landing page, b) digital marketing activities and c) analysis of data. The three groups detailed in the previous section will contribute to the initial development of this new business model, as the project is progressing the activities will be improving constantly in order to have a positioned landing page in the medium term, a different marketing strategy from SEM to SEO and finally an own database built on the basis of our new clients.

The activities established in this chapter in accordance with the Gantt chart and the deadlines given by Agency B12, the project could start in less than a month and begin with the analysis of data collection. Starting with the launch of the MVP (see appendix C), the success of the new business model will depend on the correct implementation and the creation of synergy of the three pillars of the project, the expected results and the deadlines for analyzing and continuing to establish new objectives for the project will be detailed in the next chapter



Chapter VIII: Expected Outcomes

This section will develop the expected outcomes achieved by Agencia B12 and its strategic partner after the launch of this new business model. Furthermore, this chapter will seek to develop the possible outcomes of smart collection in the first year of operation in the Peruvian market. Additionally, an overview of the long-term projects of this new business and its implementation will be given.

8.1. Expected Outcomes

The results of this new business line will be divided into two sections: a) the outcomes in the first year of operations of Smart Collection and b) the outcomes of future projects. Upon the results of the first year it will be based on the points detailed in the previous chapter, first developing the expected outcomes from the landing page, the improvement of the marketing (SEM to SEO) and finally the initial results obtained by the data collection by our financial advisors.

Landing page. As expected, the development of the landing page could be implemented in a month, after meetings with Agencia B12 to discuss the development and creation with the digital marketing team. Initially as a prototype that will be improved in two main aspects design and content. In order to reach more clients in the time, the first version of the landing page can be seen in Appendix C, this first version launched by Agencia B12 and the strategic ally will focus on the only financial repair service, that is why the landing page will only cover a service initially and then as the market grows and different categories of service can be opened within the collection system. The first version of the landing page will have written content detailing light aspects of the services provided, also, the landing page design will improve in order to obtain a high level of trust from users who land on the page. After a year of operation, the landing page will have enough feedback from users to have a

solid and established model, mainly Agencia B12 wants to build trust with the user who visits the page in order to initially provide them its contact information.

Marketing on the landing page. Initially, for the launch of the website, Agencia B12 and its strategic partner will work with the SEM in order to start generating traffic on the landing page, positioning it in the first or second place of the searches with selected keywords, which have already been shown in the Chapter VI, although it will seek to cover a greater range of visibility implementing more keywords, in order to obtain more users who are in search of financial solutions. After a year of having the operational landing page and also increasing the quality of the design and content of the landing page, it will seek to stop working mainly with SEM and position the landing page in case the content developed by the digital marketing team and the support of the strategic ally of Agencia B12, to develop the visibility a positioning based on SEO. Seeking to reduce the service of ad payment and start being independent is the objective in the short term by the marketing team.

Data gathered on the landing page. The collection of personal information is mainly obtained using Agencia B12's call center, the information requested is highlighted in Chapter VI. In order to give the client a correct payment plan that suitable for their financial situation, data would have to be collected for a period of one year in order to develop a customer profile.

Brand image. The company is currently providing two types of services: a) call service and b) digital marketing. As is expected with this new service provided by Agencia B12 a new image for its customers. Mainly the current portfolio of clients is within the telecommunication market. The diversification of the brand has been the main engine for the launch of this new business line, Agencia B12 has been working in only in the telecommunications market, since the beginning of its operations in Peru. This project will allow them to expand the brand into fintech or any entity that manages a portfolio of debtors,

initially it will work with a partner that is already positioned in the collection sector, the main objective of Agencia B12 is to develop it within the digital world.

8.2. Long-Term Projects

New division. A result in the long term is to be able to make this new business line a complete division, which has its own independent team and develops its own projects regardless of the core business of Agencia B12. Initially the company was positioned in the telecommunications service market, this new project diversifies the company's service and also diversifies the client portfolio.

Automatization of business based on AI. The purpose of developing a database is to be able in a long term, have the automatization of this project, in the long-term using less of the company's call center service or the analysis of our call centre service advisors. Initially, with the project, the process of testing the efficiency of the model will also begin, if customers can seriously reach the established payment plans, all information will be inserted in our database in order to have each service record and automate our operations with debtors.

Internationalization of the business. As has been developed in the previous chapters, the digital collection model that Agencia B12 wishes to launch has not been implemented. The company wishes to launch this model within the Peruvian market initially, with the projection of being able to implement it in its other branches, working with the same but adapting the model to each market. The future campaigns are carried out in different ways according to previous market research, the same campaign cannot be launched in multiple markets, the Peruvian debtor could present unique characteristics that a Mexican debtor could not present.

8.3. Conclusion on expected outcomes

Among the projections that Agencia B12 has within the first year of operations in Smart Collection is: a) have a fully developed landing page, b) change the marketing strategy (SEM to SEO), c) develop a solid database and d) diversify the image of the company. Once the landing page is launched, work will begin on the four points, establishing the goal of developing them over a period of one year. After finishing the first year, start focusing on long-term projects.

Regarding the long-term projects, these projects imply aspects that go beyond the economic factors. Although the company does not have an exact period in which all the projects have to be completed, the constant development of the business line and the follow-up of our clients with the support of the strategic partner will contribute to success. Finally, Agencia B12 wants to have this new business line in the long term, to implement it in a solid way with its services, to expand the market and the portfolio of clients, not only locally but also international clients in the long term. Like any project Smart Collection will be a new form of income for the company as well as providing a new image in the local market.

Chapter IX: Conclusion and Recommendations

This chapter outlines the main insights of this report and provides recommendations based on the information analyzed.

9.1. Conclusion

Agencia B12, a Spanish subsidiary of the Rockethall holding group. As a company they are growing and working towards diversifying their portfolio of services. Right now, they provide digital marketing and call center services as an end to end business model. Due to the competition in the digital marketing field, it makes sense that they would want to expand into smart collections as a way of diversification. This results into three aspects: a) a more widely known company image, b) wider range of service provision and c) expansion of the current market.

Research has revealed that there is a potential market in which Agencia B12 can talk into by offering a smart collection market. The company considered seeking a consulting firm to further develop this idea. In this consulting report, the Smart Collection project has been developed in conjunction with Agencia B12, based on the market analysis carried out by the company, also the support and knowledge in the collection market provided by the strategic partner. After analyzing the opportunity and implement this new line of business with Agencia B12, the main tool of the project will be the call center, where the callers will begin with the collection of customer data and provide the financial solution proposal.

The strategy of Agencia B12 is to start the new business line with an ally that already works in the collection market, which will provide them a competitive image in the short term to grow in this new business. In addition, the initial way to capture customers from the landing page launch is to use the SEM, but the long-term is to rely less on that tool. The collection of information by the callers will be part of short-term projects, because its storage in the database, will allow Agencia B12 to create its own market information and depend less

on the database of the strategic ally. An important point in Smart Collection is the creation of the ideal client profile, this profile created will be based on the analysis of the information collected from the clients in the business model.

9.2. Recommendations

Agencia B12 wants to build a new brand image in the local market, however venturing into a new industry, away from its core business represents a high-risk project, not only for the brand image of the firm but also as an investment of time and capital. Although Agencia B12 will work together with a strategic ally in sharing success and risk, an important point in this project would be to educate the potential client in using this new business model as a solution to their current financial problem. The launching of the landing page and the analysis of the information after a year of operation, definitely will be the main indicator if Agencia B12 moves forward with the project.

Furthermore, before launching the new service in the market, the company should make an accurate assessment of the customers in order to use the SEM efficiently from the beginning of its campaign. Also, the company from the arrival of the first client should seek to start relations with the creditors in order not to relying solely on the strategic ally, although the counter with a partner in the project will facilitate the implementation of the project, not building more networking will limit the expansion of the business.

Finally, the project will start using the company's call center in the collection and construction of the Agencia B12 database, seeking in the long-term automatization of the process using AI as the main support, this will be part of the process of Peruvian customer education. The current market does not have this type of services, follow customers until the end of the service and showing the success ratio of our campaigns will provide extra support in building trust with Agencia B12 services.

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Appendices

Appendix A: Organizational Chart

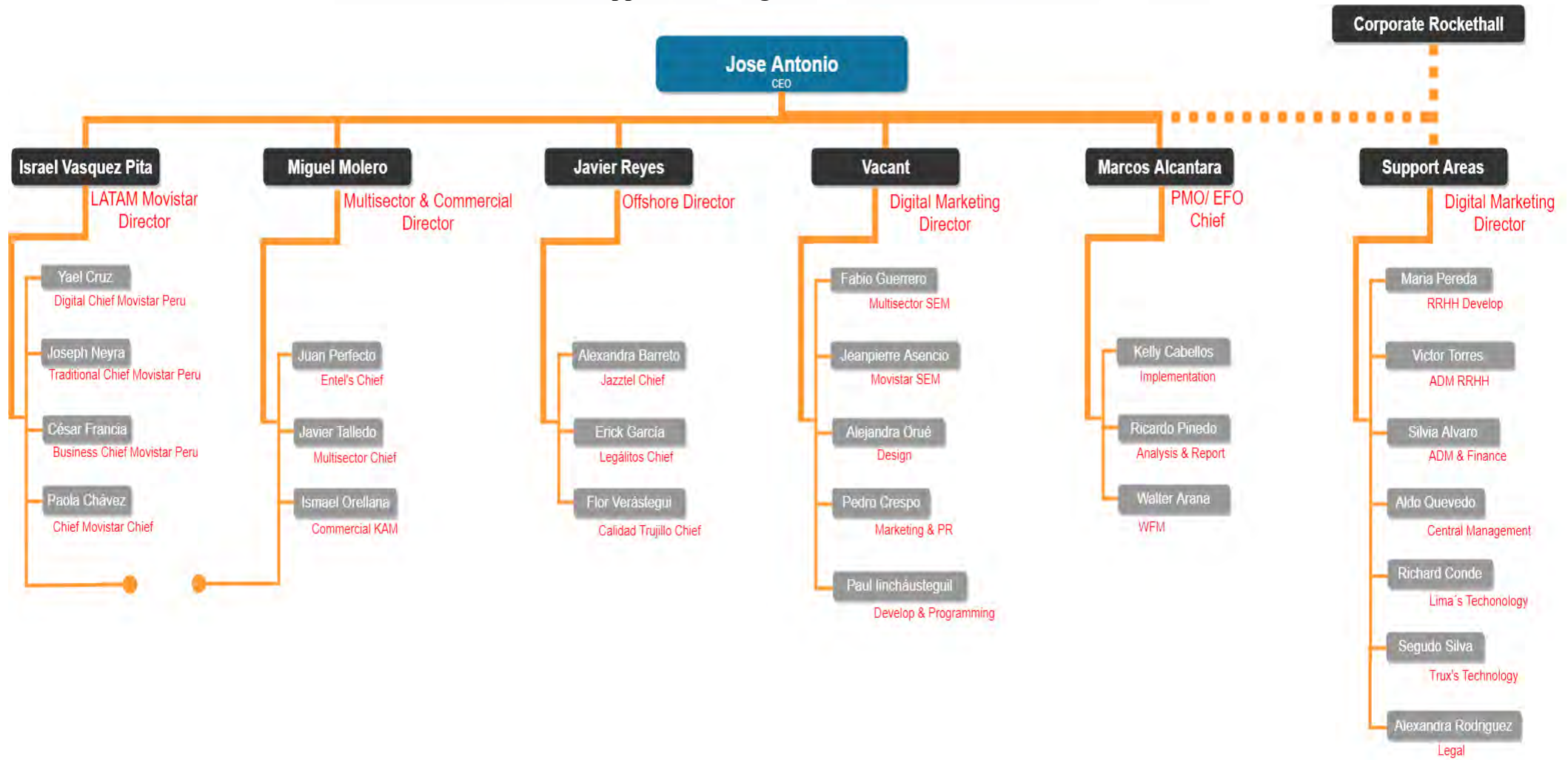


Figure A1. Agencia B12's organization chart

Appendix B: Collection's Web Pages

rebajatuscuentas.com

Crédito Hipotecario ▾ Nosotros ▾ Gana \$ ▾ Testimonios Blog

Ingresar Solicitar Crédito

PAGA MENOS INTERES POR TU HIPOTECA

Te asesoramos gratis en la obtención de tu crédito

- Compra de deuda hipotecaria
- Nuevo crédito hipotecario
- Préstamo con garantía hipotecaria

Cotizamos con:

BBVA >BCP> Interbank Scotiabank BANCO PICHINCHA BanBif

Figure B1. Rebaja tus cuentas web page

Retrieved from “Rebaja tus cuentas,” 2019 (<https://rebajatuscuentas.com/pe>).



Figure B2. Grupo ACP web page

Retrieved from “Grupo ACP,” 2019 (<https://www.grupoacp.com.pe/index.php>).

The image shows the top portion of the Conecta CMS website. At the top, a purple navigation bar contains the phone number 'Central telefónica: 418 - 1939', the service hours 'Horario de Atención: Lun-Vie 9:00 am - 6:15 pm Sab 9:00 am - 12.15 pm', and social media icons for Facebook, Instagram, and LinkedIn. Below this is the main navigation menu with links for 'Quiénes Somos', 'Para clientes', '¿Quieres vender tu cartera?', 'Equipo Humano', and 'Contáctanos'. A green 'Descargar App' button with a mobile phone icon is also present. The main banner features a photograph of two men shaking hands in an office setting. A purple semi-transparent overlay at the bottom of the banner contains the text 'Te ayudamos a reinsertarte en el sistema financiero'. On the right side of the banner, there is a vertical button that says 'Deje un mensaje aquí.' with an envelope icon.

Central telefónica: 418 - 1939 Horario de Atención: Lun-Vie 9:00 am - 6:15 pm Sab 9:00 am - 12.15 pm Siguenos:

Conecta CMS
Grupo ACP

Quiénes Somos Para clientes ¿Quieres vender tu cartera? Equipo Humano Contáctanos **Descargar App**

Deje un mensaje aquí.

Te ayudamos a reinsertarte en el sistema financiero

Figure B3. Conecta web page
Retrieved from “Conecta,” 2019 (<https://conecta.com.pe/>).

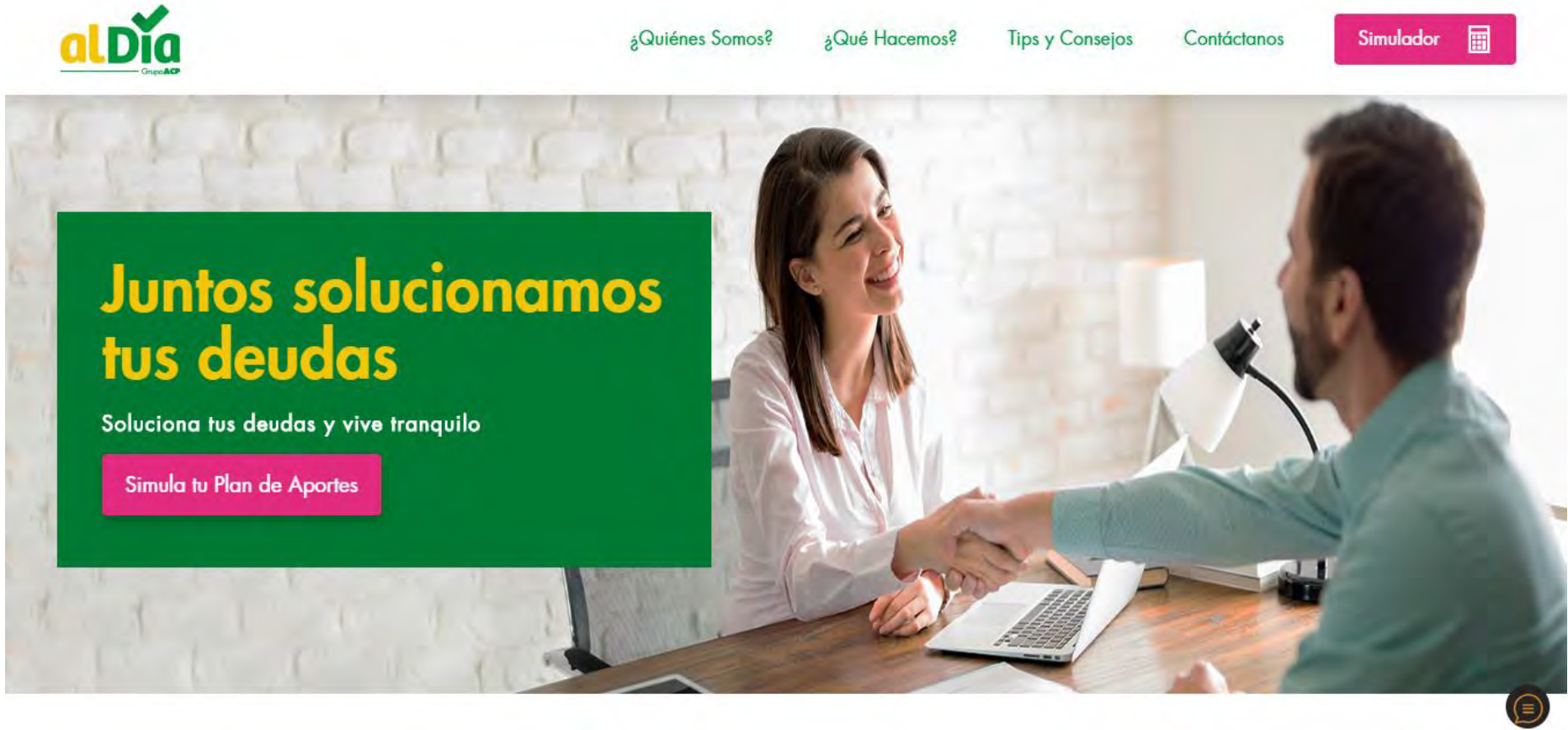


Figure B4. alDía web page
Retrieved from “alDía,” 2019 (<https://aldia.pe/>).



Figure B5. Expértis web page

Retrieved from “Expértis,” 2019 (<http://goexpertis.decode.design/>).



[Información corporativa](#) ▾ [Servicios](#) ▾ [Blog](#) [Trabaja con nosotros](#) [Contáctenos](#)

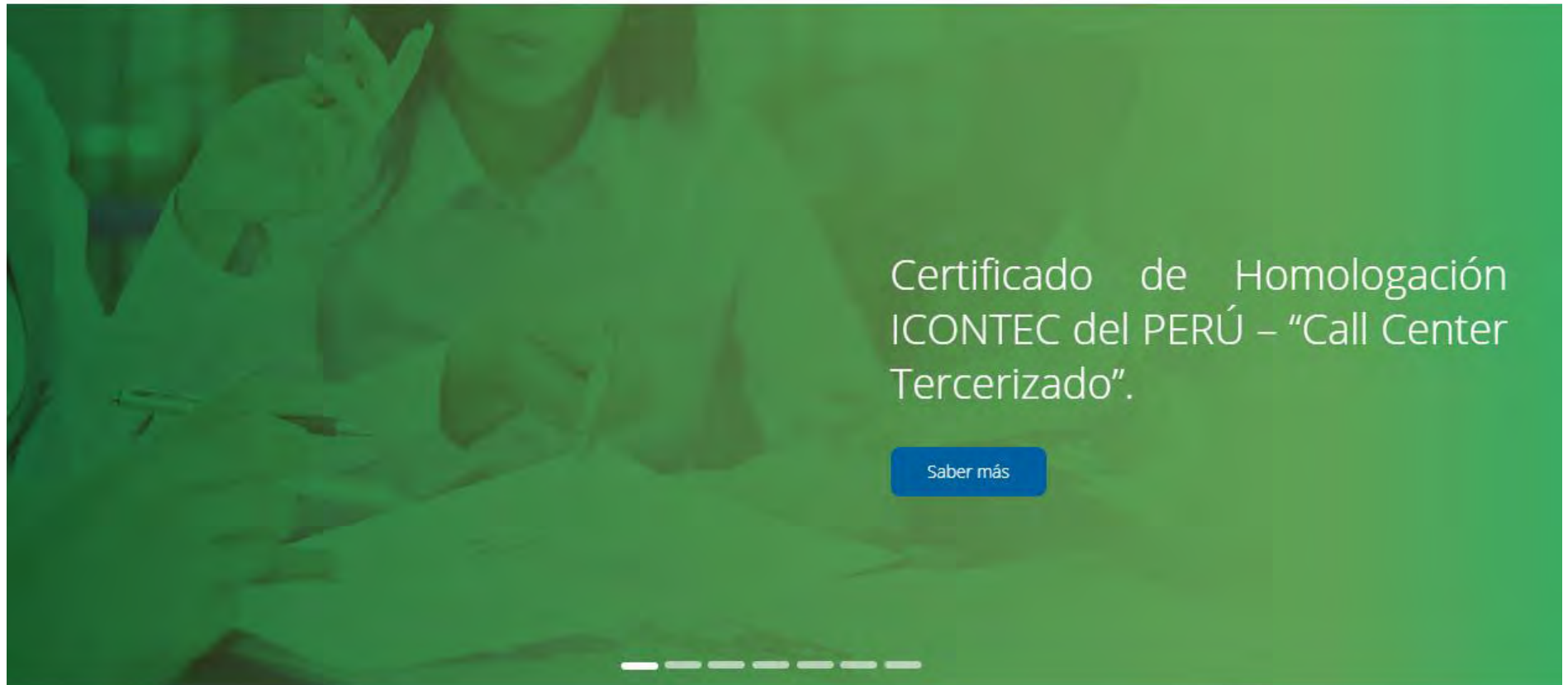


Figure B6. Kobza web page

Retrieved from "Kobranza," 2019 (<http://www.kobsa.com.pe/>).

Appendix C: Prototype of the landing page

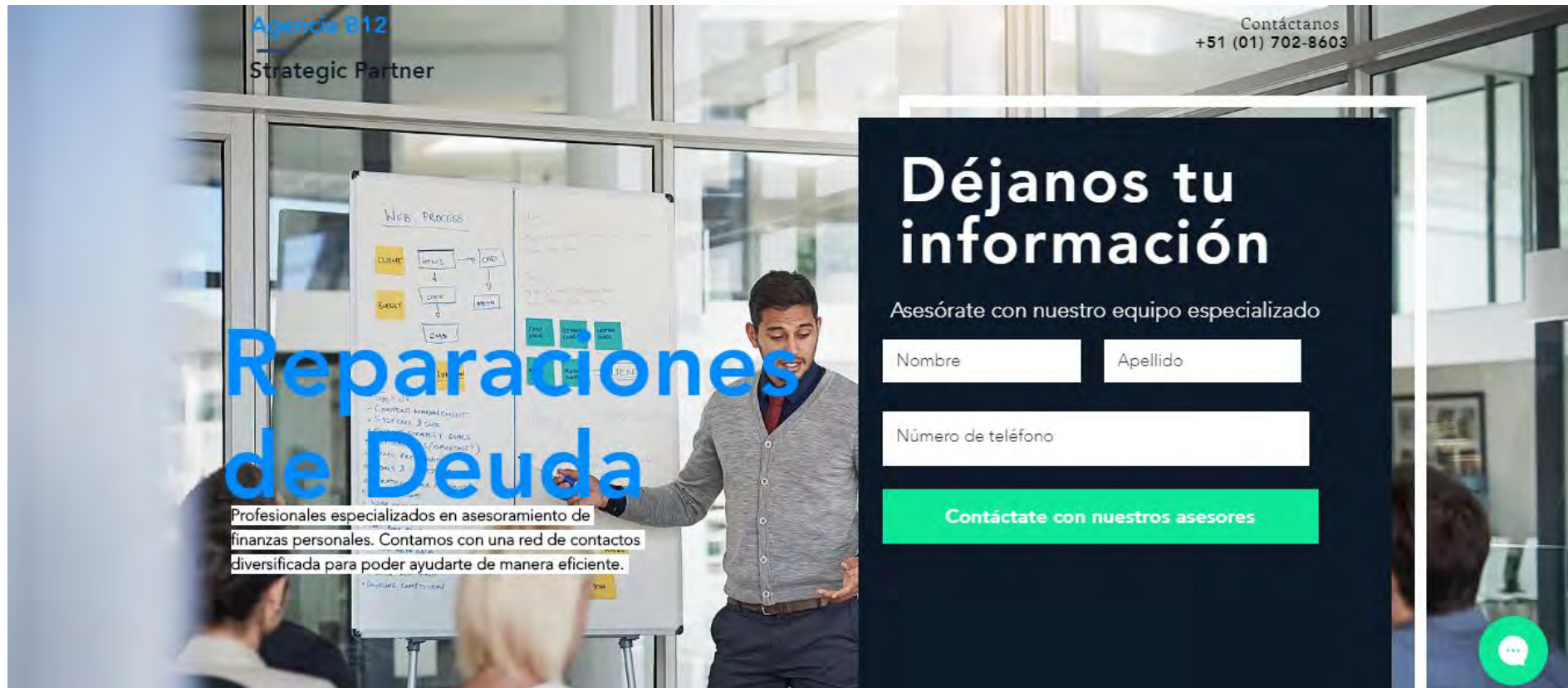


Figure C1. Prototype of Agencia B12's landing page

Retrieved from "Reparadores de deuda," 2019 (<https://neyke21.wixsite.com/agenciab12centrum>)

