

New Operating Models

Lean Analytics

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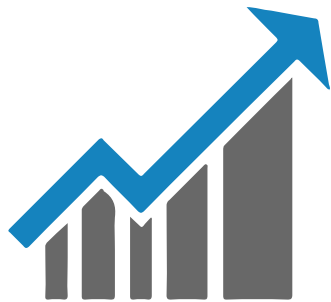
BNZ Lean Team



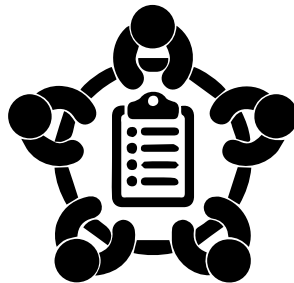
- **New operating model with a faster cadence**
- **15 Sprints a year that deliver new insights for business to action**
- **Take bite sized problems, test them and build it into a customer focussed solution**

What is Lean Analytics?

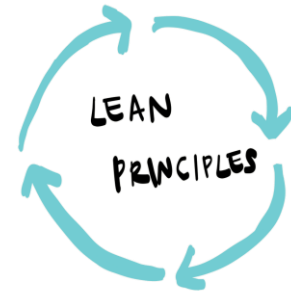
Breaking down data and insight silos by bringing together ideas in cross-functional teams to deliver commercial value faster



DATA ANALYTICS



CX/RESEARCH
DESIGN



3 Week project (Sprints)

Introducing the Bridge



Building the Bridge

How do Lean Sprints work?

THEME SELECTION



SPRINT SCHEDULE

	25 Sep	29 Sep
	2 Oct	20 Oct
	23 Oct	10 Nov
	13 Nov	17 Nov
	20 Nov	8 Dec
2018		
19	Theme TBC	8 Jan 26 Jan
20	Theme TBC	29 Jan 16 Feb
⌋	PAUSE WEEK	19 Feb 23 Feb
21	Theme TBC	26 Feb 16 Mar
22	Theme TBC	19 Mar 6 Apr
⌋	PAUSE WEEK	9 Apr 13 Apr
23	Theme TBC	16 Apr 4 May
24	Theme TBC	7 May 25 May
⌋	PAUSE WEEK	28 May 1 Jun
25	Theme TBC	4 Jun 22 Jun
26	Theme TBC	25 Jun 13 Jul
⌋	PAUSE WEEK	16 Jul 20 Jul
27	Theme TBC	23 Jul 10 Aug
28	Theme TBC	13 Aug 31 Aug
⌋	PAUSE WEEK	3 Sep 7 Sep
29	Theme TBC	10 Sep 28 Sep
30	Theme TBC	1 Oct 19 Oct

BACKLOG (to be scheduled)	
THEME IDEA	COMMENTS
Product drop & Retention – Can we identify early predictors of product drop; and build intervention to mitigate	

What's in a Sprint?

**OPERATING
RHYTHM**
3 weeks with 6
key sessions



1

- Key metrics session
- Hypothesis generation

2

- Insights sharing
- Intervention Ideation

3

- Intervention design & delivery
- Retrospective

SPRINT 12: “Keeping our high value Term Deposit customers at rollover”

CHALLENGE

High value TD customers leaving BNZ at rollover, causing a significant loss in deposit volume

BUSINESS INSIGHTS

- We are losing significant TD volume from our high value TD customers on rollover
- Customers are calling us before we are able to fix their rate
- We are not proactively talking to customers who are high value/at high risk of leaving



RESEARCH INSIGHTS



Survey with high TD balance customers

- Small proportion of customers received a phone call before their TD roll.
- Half of the customers check rates at TD maturity.



Observations based on listening to inbound calls on TD rollover

- TD roll letters are sent before rate assurance is available.
- “Subject to change” rates are creating confusion.

SPRINT 12: “Keeping our high value Term Deposit customers at rollover”

Interventions



Prioritise proactive calling based on Term Deposit value and risk of defection.



Personalised customer conversation guidelines to reflect risk of customer defection.



Customers provided with a timeline outlining what happens and when during the rollover process.

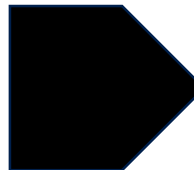


Digital rollover extended to low/medium risk customers holding a Term Deposit balance of \$75k and above.

HIGHLIGHTS



We created a retention-on-roll (“saveable”) model



We spotted a gap in TD rollover comms... and plugged it!