WHITE PAPER

Understanding debt

A new approach to customer engagement

SYMEND

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Understanding debt: a new approach to customer engagement

Customers find it increasingly difficult to meet their financial obligations. Rising inflation, soaring interest rates, and unexpected expenses like job loss or sudden car and home repairs push more individuals into financial distress (Equifax, 2023; International Monetary Fund, 2023). Traditional risk models fail to capture the early struggles of those facing recent financial hardships, such as losing a job or managing unforeseen costs. As a result, these models fall short of predicting the reality of customer delinquency, straining the critical relationship between creditors and customers.

This paper delves into a novel approach that reimagines debt management through the lens of human behavior and situational context. By exploring the concept of Delinquency Archetypes, developed through six years of rigorous research across various industries, we offer a more effective strategy for engaging with customers in debt. This approach addresses the needs of those struggling financially and fosters healthier customer-creditor relationships.

Our methodology transcends traditional risk-based segmentation, providing insights into why individuals fall behind on payments and how best to support them. It emphasizes personalized, empathetic engagement, which is crucial in helping customers make informed financial decisions during times of stress (Amar et al., 2011; Besharat et al., 2015). This approach offers a more nuanced understanding of debt, illuminating the path toward meaningful customer support and engagement. Recognizing and addressing the unique experiences behind financial difficulties leads to better outcomes for all involved.

How debt affects our decision-making

In the show Breaking Bad, Walter, a chemistry teacher, is suddenly diagnosed with lung cancer. Faced with the prospect of leaving his family in financial ruin, he uses his scientific knowledge to produce and sell methamphetamine. He faces countless obstacles throughout his journey, putting him in increasingly desperate situations. It transforms Walter from a mild-mannered neighbor to a power-thirsty kingpin. While a strong exaggeration of reality, the show is gripping because it makes us question how far we would go to protect our family and ourselves in a highly stressful situation. As Walter performs increasingly unforgivable acts, we can empathize with his struggles, considering the difficult choices we might make under similar circumstances.

Walter's conundrum points to reality: (1) Debt has a strong impact on both our physical and mental well-being (Chilton, Knowles, & Bloom, 2023; Sweet et al., 2013), and (2) Situational context heavily influences a person's financial decision-making behavior (Meiran, Cheshin, Gafni, & Cohn, 2023).

Financial stress has been shown to impair decision-making, demonstrating the importance of creating a supportive environment for decisions around debt. Various researchers have pointed out that people don't always employ judicious debt management strategies. For example, Amar et al. (2011) found that people tend to pay off smaller loans with low interest rates before larger loans with higher interest rates. Besharat et al. (2015) found that debts incurred for pleasure tend to be prioritized over debts incurred for utilitarian reasons.

Prospect theory posits that people value gains and losses differently, leading to decisions based on perceived gains rather than actual outcomes (Kahneman & Tversky, 1979). When faced with financial stress or substantial debt, individuals tend to engage in risk-seeking behavior to avoid losses, even if it means making irrational financial decisions. Financial stress often prompts short-term decisions that provide immediate relief but are costly in the long term. This behavior aligns with the notion of "tunneling" where financial stress narrows focus to immediate concerns at the expense of long-term planning (Sussman & O'Brien, 2020; Mani et al., 2013).

Understanding these tendencies underscores the importance of meaningfully and respectfully engaging with past-due customers through clear messaging and solutions tailored to their specific circumstances. Instead of a one-size-fits-all approach, personalized support can help individuals make effective decisions and mitigate the adverse effects of financial stress. Addressing the unique needs and situations of each customer fosters better financial health and stability, leading to more positive outcomes for both the customer and the creditor.

Prioritizing small interest, low balance vs high interest, high balance

Imagine Sarah, who has both a small, low-interest line of credit and a larger, high-interest credit card debt. Sarah decides to focus on paying off the smaller, low-interest line of credit first. The immediate sense of achievement from eliminating one debt seems more rewarding to her than tackling the larger, more expensive credit card debt. The stress of managing multiple debts makes Sarah prioritize the short-term satisfaction of paying off a smaller debt, even though it may not be the most rational financial decision in the long run.

Prospect theory

Dan is on a tight budget and has a small amount of money for emergencies. He sees a new smartphone on sale for a limited time. Even though Dan's current phone works fine, he decides to spend his emergency savings on the new phone, thinking that the perceived gain of getting a good deal outweighs the importance of keeping his emergency fund intact. The stress of potentially missing out makes Dan focus on the short-term benefit, even though it may not be the most rational financial decision.

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The case of repeat delinquencies

The likelihood that a customer who falls behind on a bill payment will do so again within a 12-month period is high. This is illustrated in a sample of customers from three different telecommunications companies and one financial institution partnering with Symend. **In telecommunications, there is a 69% probability of a customer becoming delinquent again within 12 months and a 49% probability within financial services**. The concern with repeated delinquency is that each instance increases the risk of the customer falling further behind on their payments. Ultimately, this heightened risk can lead to the customer being unable to resolve their past due bill in a timely manner, resulting in the cancellation of their services and account. Therefore, it is crucial to address and mitigate repeated delinquency early to prevent the negative consequences of service disruption and financial instability for customers. When considering why a customer may find themselves in this situation, there are two likely reasons:

Debt juggling Customers struggle to pay all their sources of debt and must choose which ones to prioritize.

Faced with the stress of handling multiple financial obligations, customers tend to skip some payments to cover other expenses. For some, this is their reality, and they make conscious decisions to balance their debt and allocate their funds. Bills must be skipped to pay other, more urgent bills. This manner of managing finances tends to be repeated throughout payment cycles. For example, a customer may go past due on their cell phone bill to pay their utility bill and avoid having their utilities shut off for late payment, then skip their credit card payment the following month to avoid having their cell phone service suspended.

Weak deterrent effect Customers forget to pay their bill on time or allow themselves more time to make a payment, as the deterrent of delinquency is not powerful enough to prevent them from missing the bill's due date.

To understand why this pattern persists, we need to think about how deterrents drive behavior. Psychological deterrents are measures that dissuade individuals from engaging in certain behaviors because they are associated with potential negative consequences. Being in debt negatively impacts a person's perceived happiness and well-being (Tay, Batz, Parrigon, & Kuykendall, 2016). Therefore, being notified of entering delinquency serves as a deterrent due to the associated negative perceptions.

However, in the case of customers who repeatedly enter delinquency, the experience of being late on payments can lose its power of deterrence. These customers have become accustomed to being overdue and typically don't address the delinquency until right before further consequences (e.g., service suspension, cancellation, late fees) occur.

On the surface, both customer types exhibit similar behaviors: they become delinquent repeatedly and make payments just before suspension. However, the underlying reasons for their behaviors are distinct (debt juggling vs convenience). **To effectively address repeat delinquencies**, it is crucial to understand the environment and context behind each customer's behavior and find methods to meaningfully support and engage them. For example, customers who are debt juggling require solutions like payment arrangements to support their efforts, while those who have lapsed into delinquency out of forgetfulness or convenience may benefit more from soft reminders.

Traditional risk-based models, while helpful, cannot account for the diverse and complex reasons behind delinquencies. Under these methods, both customer types would likely be classified as medium risk, resulting in frequent contact and potentially accelerated suspension dates. This approach is likely to worsen their financial situation and deteriorate the customer-creditor relationship.

Symend's Delinquency Archetypes provide a more nuanced approach to engaging and supporting customers in debt. By regularly reevaluating a large set of customer behavior, we get a more wholistic view of their reality and have the flexibility to adapt our strategy to better meet the customer where they are at. This next section dives into a more detailed example and introduces each Delinquency Archetype.

Consider Jack and Jill as examples. Both have medium risk scores and have been categorized as medium risk by their creditors. However, Jack recently faced job loss and juggles the pressures of job hunting alongside managing various bills. This requires careful allocation of funds and bill prioritization, but Jack finds it challenging due to the stress of his new circumstances. In contrast, Jill is financially secure with a stable job and hasn't encountered any significant changes to her income but prefers to self-manage her finances versus using autopayments. This sometimes results in her missing the due date on a bill.

Jack
Credit score: 620 (fair)

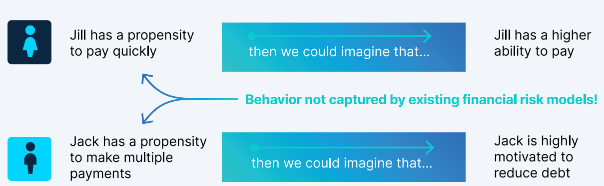
- Financially struggling
- Would appreciate a payment arrangement

Jill
Credit score: 620 (fair)

- Highly forgetful
- Sensitive to aggressive/ urgent messaging

If we were to use their risk scores alone to guide their delinquency experience, we would design a communication and payment arrangement offering that is the same for both customers. However, a more thoughtful, personalized solution could be much more effective. Jack requires more constant messaging with a straightforward tone providing the necessary information and offering early payment arrangement solutions. Jill benefits from empathetic language and may take an early payment arrangement offering as a harsh judgment on her situation.

If we saw that...



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Archetypes: building on risk segmentation

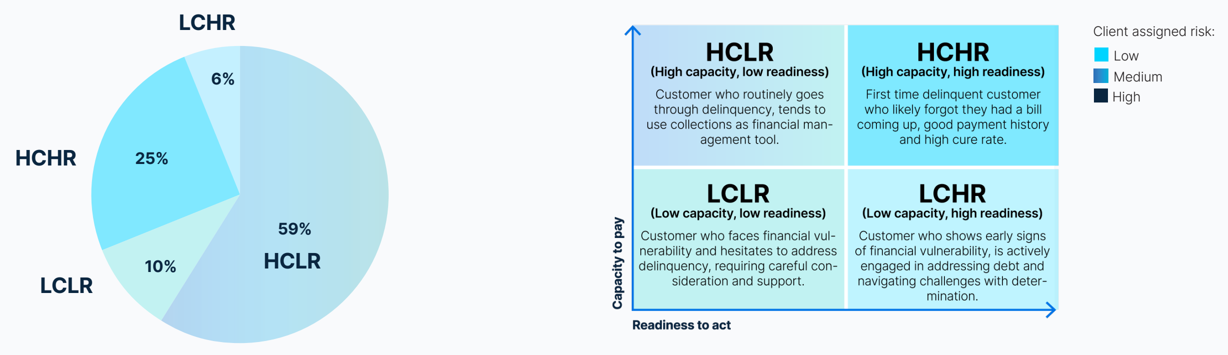
Using data from our extensive work with various creditors, Symend developed the capability to make detailed inferences about customers' capacity and readiness to pay. We leverage hundreds of behavior-related attributes from our clients' customers, providing an expanded view of their behavior and inferred situations. Symend's platform consolidates all these attributes in a single location and employs advanced internal analytics to generate actionable insights and deliver highly personalized treatments. Our proprietary scoring system, developed using a variety of attributes from companies of different sizes and industries, allows us to make precise inferences. This comprehensive approach enables us to create tailored strategies that drive better outcomes for businesses across different sectors.

Our decision to launch a persona-based treatment over a traditional risk-based approach stems from a keen understanding of customer behavior and the limitations inherent in risk classifications provided by clients. In our analysis, we discovered that risk tags assigned by clients did not correlate with the personas we identified based on customer payment behaviors, such as the number of delinquencies, payments per delinquency, duration of each delinquency, and time to first payment.

Traditional risk segments appear in all four Delinquency Archetypes, indicating that this is not simply redistributing three risk segments into four but rather increasing the level of sophistication to place a customer in the correct engagement strategy. This mismatch highlights the inadequacy of relying solely on external risk assessments for making informed decisions when it comes to our tailored treatment strategies.

Our persona-based treatment, in contrast, delves deeper into individual customer profiles, recognizing the unique patterns and motivations that drive their financial behavior. By tailoring our strategies to these distinct personas, we can communicate more effectively, allocate resources more efficiently, and ultimately enhance customer satisfaction and recovery rates. This approach aligns better with our expertise in behavioral science allowing us to exercise a more nuanced and customer-centric strategy, moving beyond the one-dimensional view offered by client-assigned risk categories.

Archetype distribution across Client X



The charts represent population proportions assigned to each Delinquency Archetype, both overall and segmented by risk group, of a North American telecommunications company (Client X).

Capacity and readiness: key factors in debt management

At Symend, our innovative approach to managing customer delinquency focuses on aspects of a customer's environment that we can influence. This strategy emphasizes the importance of adaptability and continuous evolution, ensuring that we provide tailored and effective support to each customer. Our approach is centered around two key factors: capacity and readiness. By concentrating on these factors, we can create more personalized interventions that address the specific needs of each customer.

Capacity refers to a customer's access to funds. While we cannot directly influence a person's financial resources, we can increase their capacity to pay by offering supportive financial solutions when and where appropriate. These include:

- **Payment arrangements**: Restructuring payments into manageable installments that fit the customer's financial situation, easing the burden on their budget.
- **Extensions**: Providing additional time for customers to make their payments without incurring late fees or penalties, helping them avoid the negative impacts of missed payments.
- **Debt consolidation options**: Offering ways to combine multiple debts into a single payment with potentially lower interest rates, simplifying the repayment process and reducing financial strain.

Readiness refers to a customer's willingness to resolve their debt. We can significantly influence readiness by providing thoughtful messaging that fosters a positive and open line of communication. This approach encourages customers to engage proactively in resolving their debt, as they feel supported and understood rather than pressured.

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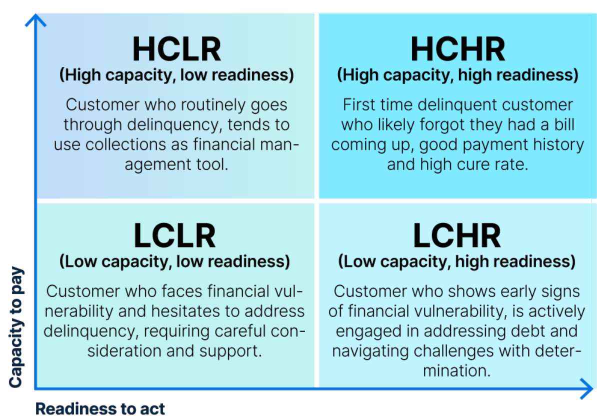
Capacity	Whether the customer has access to funds
Readiness	Whether the customer is inclined to take the necessary steps to resolve their delinquency

Our strategy builds on extensive research from Dominy and Kempson (2003), Higginson et al. (2018), Ghaffari et al. (2021), and Pérez Jiménez et al. (2023). Dominy and Kempson highlight the significant challenges faced by individuals with limited access to financial services. Higginson and colleagues explore how financial literacy impacts consumer behavior, emphasizing the importance of tailored interventions. Ghaffari et al. identify predictors of financial stress, while Pérez Jiménez's work on behavioral economics reinforces the need for customized approaches based on individual behaviors and psychological mechanisms. This body of research underscores the importance of understanding both capacity and readiness in addressing delinquency. Traditional risk segmentation methods often fail to capture these nuances, leading to less effective strategies.

Recognizing this gap, Symend designed a 2x2 matrix that intersects capacity and readiness to create four archetypes, each capturing distinct debt-related behaviors. This matrix allows us to identify customer groups within delinquency and design interventions tailored to each customer's psychological mechanisms. These mechanisms can act as barriers or facilitators to promote financially positive behaviors.

Our approach is inherently flexible and evolves continuously to accommodate changes in a customer's situation. We reevaluate which archetype is most appropriate each time we interact with a customer, ensuring our strategies remain relevant and effective. Moreover, the archetypes serve as a starting point from which we can further segment customers based on observed behaviors and attributes, such as balance size, tenure, and the variety of products and services used. This granular segmentation allows for even more tailored and effective interventions, leading to better outcomes for both the customer and the provider.

By focusing on aspects we can influence, enhancing capacity through supportive financial solutions and increasing readiness through positive communication, our dynamic and responsive strategy helps build a foundation for sustainable financial health and improved customer relationships.



Identifying Delinquency Archetypes: four types of customers

Understanding the diverse behaviors and motivations of customers navigating delinquency is crucial for developing effective interventions and supportive strategies. This section delves into four distinct archetypes that shed light on the psychology behind debt management. Each of these archetypes represents a category of customers at distinct levels of capacity and readiness to pay. Within these customer categories, psychological mechanisms either facilitate or hinder debt resolution efforts, underscoring the importance of tailored interventions that resonate with individuals' motivations and challenges.

Symend leverages a robust research program to identify the psychological mechanisms present for each archetype and determine the most effective approach for engaging and supporting each. To accomplish this, Symend utilizes a mixed methods research approach involving interviews, biometric studies, surveys, secondary research reviews, and previous findings from Symend's own iteration and optimization approach across clients. This comprehensive research enables the development of highly effective, personalized strategies to support each customer archetype in managing their debt and improving their financial health.

High Capacity, High Readiness (HCHR)
+ capacity + readiness

Customers with high capacity and readiness clear their debt quickly without needing to pay in installments. These customers often forget to make a payment because something about their routine changes unexpectedly. For example, their credit card expires, and they do not update the information on file.

The psychological mechanism present for this archetype is uncertainty avoidance. When doubt is present, people take action to avoid an unknown outcome. For example, people tend to become more careful when they sense greater risk and less careful if they feel more protected (Peltzman Effect). In the case of delinquency, uncertainty avoidance works as a facilitator because it compels individuals to rectify any perceived threat to their financial stability. When faced with the uncertainty of overdue debt, these customers are driven by a strong aversion to potential consequences such as increased interest rates, penalties, or damage to their credit score. Therefore, they prioritize clearing their debts promptly to regain a sense of security and control over their financial situation. This proactive behavior aligns with their desire to minimize uncertainty and maintain a stable financial standing. Knowing this, the most appropriate intervention for this archetype focuses on affirming this uncertainty avoidance in an empathetic and supportive voice.

High Capacity, Low Readiness (HCLR)
+ capacity - readiness

Customers under this archetype tend to clear their debt before the next deterrent (e.g.., suspension of credit card), showing signs of higher capacity. However, they tend to return as delinquents repeatedly, indicating lower readiness. These customers must make difficult prioritization choices and have potentially developed a habit that puts them at risk for further financial hardship.

The psychological mechanism present for this archetype is known as a decision from experience gap. People's risk preferences tend to be affected by previous experiences: novices tend to overweigh small probabilities, leading to risk aversion, whereas experts tend to underweigh small probabilities leading to risk-seeking behavior.

In the case of delinquency, decision from experience gap works as a barrier because it leads individuals to underestimate the potential negative consequences of their actions based on past experiences. For these customers, the familiarity of repeatedly clearing their debts before the next deterrent (e.g. suspension) may create a false sense of security, causing them to underestimate the risks associated with delinquency. This phenomenon exacerbates their susceptibility to incur fees or damage their credit, perpetuating a cycle of financial instability. Consequently, the decision from experience gap acts as a psychological barrier, hindering their ability to fully recognize and mitigate the risks of their behavior.

The most appropriate intervention for this archetype focuses on countering the psychological mechanism and reframing the customer's view on falling behind on their payments.

Low Capacity, High Readiness (LCHR) - capacity + readiness

Customers under this archetype tend to show clear signs of low access to funds. They typically spend a lot of time in delinquency, making small payments that do not add up to the total amount of their debt. Nonetheless, the small payments also indicate that they have high readiness to exit delinquency: they are taking small actions to reduce their debt even if they don't have the financial power to clear it completely.

The psychological mechanism present for this archetype is goal approach. People with a goal of achieving a desirable outcome (e.g., purchasing a new car) are deeply motivated to take action to reach that objective.

In the case of delinquency, goal approach works as a facilitator because it provides individuals with a sense of purpose and direction, motivating them to take proactive steps towards reducing debt and exiting delinquency. For LCHR, low capacity, high readiness, the goal of clearing their debts acts as a powerful driving force, encouraging them to make even small payments despite their limited financial resources. This goal-oriented mindset helps them stay focused on their objective and maintain a sense of agency in their financial situation.

Therefore, the most appropriate intervention for this archetype focuses on affirming the psychological mechanism and creating supportive communications that celebrate their progress and encourage incremental steps towards debt reduction.

Low Capacity, Low Readiness (LCLR) - capacity - readiness

Customers within this archetype present behavior showing both low capacity and low readiness. They tend to stay in debt for a long time without making any payments, and their inaction often leads to account disconnection and cancellation.

The psychological mechanism associated with this archetype is tunneling amid scarcity. As resources become scarce, people tend to exert more effort managing one aspect of their life and less effort in dealing with others. The lack of attention to the aspects that are ignored often further contributes to the scarcity of resources.

In the case of delinquency, tunneling amid scarcity functions as a barrier because it narrows the focus of individuals experiencing financial fragility, causing them to prioritize immediate concerns rather than long-term financial obligations. This narrowed focus limits their cognitive bandwidth and inhibits their ability to effectively address their delinquent accounts. Despite potentially having some readiness to resolve their debt, customers within this archetype become entrenched in a cycle of inaction. Tunneling exacerbates these customers' financial difficulties, perpetuating a cycle of scarcity and further deepening their financial strain.

Considering this, the most appropriate intervention for this archetype focuses on countering the psychological mechanism and expanding their cognitive bandwidth to prioritize debt resolution and eliminate the cycle of inaction.

Model development and evaluation

The Delinquency Archetype design began with an exploratory analysis of customer data and a comprehensive literature review to identify the most relevant attributes related to capacity and readiness. These attributes formed the foundation for developing Delinquency Archetypes using a combination of supervised and unsupervised machine learning methods across various stages. This integrated approach enabled the creation of robust models and accurate customer segmentation, ensuring tailored interventions that align with the characteristics of our four distinct archetypes.

Supervised approach: Symend proprietary scores

In the initial modeling stages, we employed a supervised approach to develop machine learning models utilizing an extensive set of features derived from customer accounts and engagement data. This method leveraged historical data and incorporated engineered features that transform raw data into meaningful attributes, capturing underlying patterns relevant to the archetypes. The primary objective was to convert factual data into predictive attributes based on recurring records and behavioral trends of repeat customers. This approach also facilitated dimensionality reduction, enhancing clustering performance in high-dimensional data. The outcome of this stage was the development of proprietary Symend Scores™, designed to accurately forecast future customer behaviors within a desired range of error. These scores, essential for clustering, include:

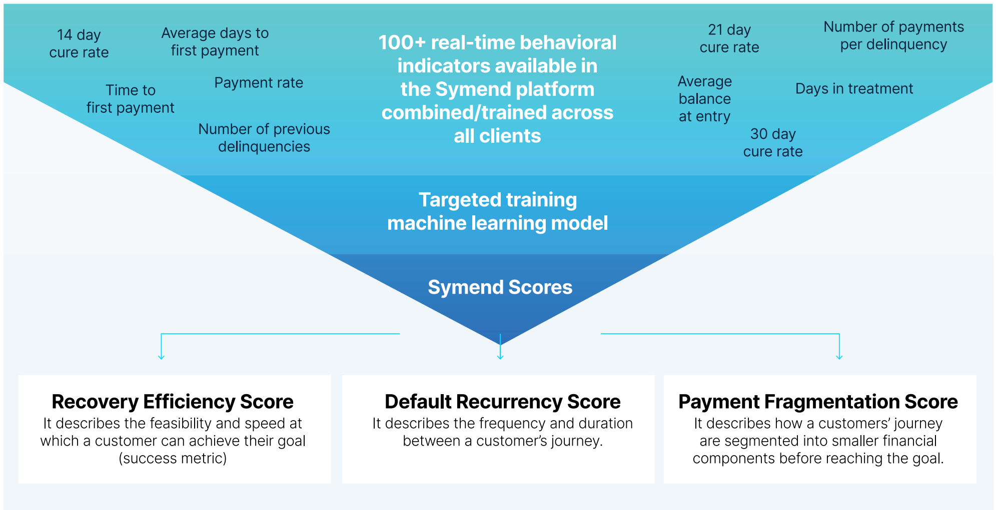
Recovery Efficiency Score™: This score predicts a customer's likelihood to recover from delinquency within a certain time frame. By leveraging machine learning, we evaluate a combination of a customer's engagement history and account data, with greater emphasis on recent activity. The score ranges from 0 to 5, where a higher value suggests a higher likelihood of recovering from delinquency quickly. This score is accompanied by estimated recovery days for additional context.

Recurrence Score™: This score evaluates the probability of a customer falling behind on payments again and how often this might occur. Using machine learning, we assess a customer's engagement history and account data to predict the likelihood of repeated delinquencies. The score ranges from 0 to 5, with higher values indicating less likelihood of returning to delinquency and longer intervals between occurrences.

Fragmentation Score™: This score evaluates the likelihood of a customer successfully repaying their delinquent balance and whether multiple payments will be required. Machine learning helps us analyze engagement history and account data to predict repayment capability. The score ranges from 0 to 5, with higher values implying the need for multiple payments to recover from delinquency, while lower values indicate a higher likelihood of failing to meet the obligation entirely.

Unsupervised approach: developing clustering models

Following the establishment of Symend Scores, we employed an unsupervised machine learning approach to develop clustering models. This step involved segmenting customers into four distinct clusters based on their Symend scores, thereby identifying the most relevant archetypes. Advanced clustering algorithms were utilized to group customers without predefined labels, allowing natural patterns to emerge from the data. By calculating the proximity to the centroid of each cluster with the desired characteristics of the archetypes, we effectively labeled these clusters, ensuring each customer was assigned a personalized archetype.



Evaluation of models

The Symend Score models underwent rigorous evaluation, playing a crucial role as building blocks for archetype development in the clustering algorithm. Achieving over 90% accuracy and F1-score for defined predictive targets ensures the validity of forecasts regarding customer behavior related to capacity and readiness. To prevent overfitting and ensure model robustness, we employed cross-validation techniques, providing a comprehensive evaluation of model performance across different subsets of the data.

Subsequently, we evaluated the outcomes of the archetype clustering model. The effectiveness of these clustering models was validated by ensuring cohesion within clusters and separation between clusters while maintaining representativeness based on the identified characteristics of capacity and readiness. In addition to various metrics, we utilized the Silhouette Score to measure clustering quality. High Silhouette Scores (over 0.7) indicated well-formed and well-separated developed clusters, allowing us to derive meaningful and representative distinct customer archetypes.

Finally, we applied these clusters to new delinquency cases and monitored the delinquency outcomes of customers assigned to each archetype. At the end of each delinquency episode, we ran the model again with the customer's behavior during that episode. This assessment revealed that in almost all cases, the prediction was accurate meaning the predicted delinquency archetype matched the one they ended up in based on their observed behavior. This indicates that these archetypes are reliable and robust, validating our approach and ensuring we can consistently provide effective, tailored interventions.

When applying the Delinquency Archetypes to a new client or line of business, we repeat the process outlined above. This ensures that our approach remains tailored to the specific characteristics and behaviors of each unique customer base.

Results

The effectiveness of the Delinquency Archetypes is validated through rigorous comparisons against the top-performing Symend strategies, which we have optimized over more than 4 years. In every case, the Delinquency Archetypes consistently outperform these control strategies, showcasing particularly strong results in increasing customer engagement and reducing account cancellations.

Key findings from a six-month implementation with a telecommunications company include*:

Significant Reduction in Account Cancellations and Charge-Offs: By implementing our archetype-based solution, we achieved an over 20% reduction, translating to an 18-basis point improvement, in the number of customers whose accounts were canceled and subsequently charged off due to missed bill payments. This notable decrease underscores the effectiveness of our tailored strategies in balancing the needs of creditors and customers, thereby facilitating more successful debt resolution and management.

Reduction (in basis points) in cancellations and charge-offs by Delinquency Archetype:

Delinquency Archetype	Reduction in Basis Points
High Capacity, Low Readiness (HCLR)	**8**
High Capacity, High Readiness (HCHR)	**36**
Low Capacity, Low Readiness (LCLR)	**58**
Low Capacity, High Readiness (LCHR)	**81**

The significant reduction in account cancellations underscores the success of our strategy in maintaining customer relationships. By implementing situation-appropriate solutions based on Delinquency Archetypes, we reduce customer churn and ensure that customers retain their services. This results in a win-win scenario for both the creditor and the customer. More customers engage in debt resolution and avoid the negative impacts of cancellation and collections. Meanwhile, creditors benefit from debt collection and reduced customer churn, showcasing the powerful impact of Symend's Delinquency Archetype approach.

*Disclaimer: Due to the sensitivity of client data, the results are presented at a high level. Detailed data and specific client outcomes are not disclosed to protect confidentiality and comply with data privacy regulations.

Conclusion

This paper explores Symend's innovative approach to engaging customers in debt through Delinquency Archetypes. By integrating behavioral and data science, we move beyond traditional demographic-based strategies to address the complex nature of human behavior. Our approach focuses on understanding individual circumstances and motivations, allowing us to tailor interventions effectively. Our methodology is flexible and continuously adapts to changes in customer behavior. Each interaction is an opportunity to reassess and refine our approach, ensuring relevance and effectiveness.

By focusing on enhancing capacity through supportive financial solutions and increasing readiness through positive communication, Symend's approach helps build sustainable financial health and improve customer relationships. This innovative methodology validates the creation of our Delinquency Archetypes and ensures their effective application across various clients.

It consistently outperforms existing Symend strategies, as evidenced by a six-month implementation with a telecommunications company that saw increased customer engagement and an over 20% reduction in account cancellations. This demonstrates the effectiveness of tailored, archetype-based solutions.

In conclusion, integrating behavioral insights with data-driven methodologies offers a forward-thinking solution to debt management. This approach addresses business needs for debt recovery while respecting and uplifting customers, fostering a healthier financial environment for all stakeholders. Symend aims to set a new standard in digital customer engagement by navigating the complexities of modern financial ecosystems while keeping the customer at the center.

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