

## **Millennium BCP increase business analytics skills with a new educational approach; what; how and value**

Pontes, Tarcísio, Millennium bcp

### **ABSTRACT**

This paper goal is to share how SAS ® after and Millennium Bank partnered to bring success to their Millennium Banking Academy (MBA) program.

The MBA program was developed to address two main topics: Risk Management and Marketing. These topics are challenging the bank to move to a strategic vision using advanced analytics for predictive risk, reporting to central bank and data-driven marketing.

The holistic and main questions to answer were: what; how and the value. On what, both companies identified the needs for better training. SAS was a strategic advisor in "inGenious Program" to develop skills and talent in internship and traditional workers.

To answer how (process) Millennium BCP and SAS work together to create a personalized solution by creating the Millennium Banking Academy (MBA) program for interns. SAS organized a task force consisting of professionals from Education, Marketing, Sales and HR to develop a comprehensive solution, with the objective to provide talents with the best knowledge of SAS Solutions.

Finally, the value came from a new generation of SAS users with knowledge and competencies to address new challenges using advanced analytics process and models, like risk prediction and data-driven marketing.

The program build by Millennium BCP and SAS cover the value SAS Education provided towards the program and how Millennium has benefited from it on tangible (decrease turnover, increase successful rate in SAS certification programs and in internship programs) and intangible (autonomy in skills and competences, attract and retain talents to address new analytics challenges, global awareness).

### **INTRODUCTION**

with low turnover is critical to survival in high competitive banking industry.

The first approach was to understand the context of Millennium BCP both in performance and the 2008 financial crisis.

Second, we determinate the talents and skills needs on a holistic view for risk and marketing dimensions both past and future.

Third, we describe the 3 phases: What (identify the need); How (customize the solution) and the Value (create a new generation of users).

On the last section we focus on tangible and intangible results and in the conclusions emerge the need to a customize partnership with the customer to build a long-term relationship.

## CONTEXT

### THE BANK

Portuguese Commercial Bank (Portuguese: Banco Comercial Português (BCP)), is a Portuguese bank that was founded in 1985 and is the largest private bank in the country.

It has nearly 4.3 million customers throughout the world and over 695 branches in Portugal. Expertise in retail and business segments, BCP have operations abroad in Mozambique and Poland.

BCP is a member of the Euronext 100 stock index. BCP is based in Porto, but its operations are headquartered in Oeiras, Lisbon. It operates a branch brand dubbed and restyled in 2004 as Millennium BCP as well as Banque BCP and ActivoBank.

It was ranked at number 1,583 in the 2018 (Forbes, 2018)

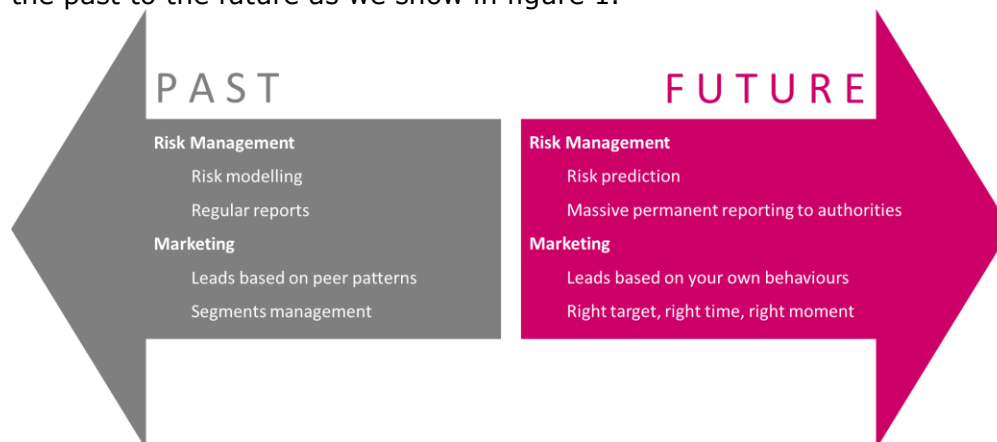
### 2008 FINANCIAL CRISIS

The impact was twofold: (1) the expansionary tax policy that followed increased the need for government funding and there was a trend toward recourse to the wholesale credit market and (2) banks' usual resources dried up pushing these institutions into much more expensive funding, therefore squeezing financial intermediation rates (Sergio & Sousa, 2016).

The huge increase of Portuguese government debt (well above 100%) led to a crisis of sovereign debt. The requirements to reduce expenses, promote savings, and deleverage the financial sector (which, meanwhile, faced an increasing asset liability quality transformation) led to recession in the Portuguese economy (Sergio & Sousa, 2016).

### NEEDS: A HOLISTIC VIEW

After facing the crisis, Millennium BCP focused on strategic planning. It has encountered new needs in both human talents and skills for emerging areas in the paradigm shift from the past to the future as we show in figure 1.



**Figure 1 – New skills and talents to address future challenges**

As an example, in Marketing arena, vital to conquer market share, the real time events challenges new marketing approaches based on data driven as we show in Fig. 2.

<b>Event</b>	<b>Data Driven Processes</b>	<b>Lead</b>
Client uses teller machine near Millennium branch	Does Client have a cash loan hot lead in the system?	Client gets instant message to visit us
Client exceeds credit card limit	Is Client eligible to increase credit limit?	Client gets message to increase limit
Client buys plane ticket	Does Client have a travel insurance already?	Client gets instant travel insurance offer

**Figure 2 – Example of data driven marketing approach with real time events**

## **IDENTIFYING A NEED FOR BETTER TRAINING (WHAT)**

Being a Long-time SAS User, we were struggling to retain and hire new Human Capital with SAS Knowledge and Expertise in the multiple SAS solutions we use to support our business, so we approached SAS Portugal to help us figure how we could manage to find a solution. After some joined-effort analyzing the challenges, the SAS team determined that what Millennium BCP really needed was more SAS training for our employees. The result was that SAS was able to take on a strategic advisor role and provide us, Millennium BCP, with a training solution that perfectly matched our needs.

The solution was called “inGenious Program” and the main goal was to welcome to new talent based in 2 main areas:

- Training
  - Welcome technical skills
- On Job Development
  - Internship Assignments

## **WORKING TOGETHER TO CREATE A PERSONALIZED SOLUTION (HOW)**

On the scope of our on-going Millennium Banking Academy (MBA) program for interns, SAS organized a task force consisting of professionals from Education, Marketing, Sales and HR to develop a comprehensive solution, with the objective to provide our talents with the best knowledge of SAS Solutions.

The solution leveraged SAS Learning Subscription as the core component, including an auxiliary onsite mentor program, where SAS accredited trainers and our people worked side-by-side at MBA's facilities for pre-scheduled periods to complement the online courses.

The SAS team also advised us in which training model to choose depending on the interns' profiles. A mandatory set of online courses was designed as a starting step. After interns had successfully completed this first set, they started an additional set of focused courses in specific functional areas like Risk, Compliance or Marketing. This allowed trainees to gain a core cross-function SAS knowledge and then to specialize based on their focus area.

With this approach, SAS provided us with a wider, flexible and complete SAS (anywhere, anytime).

Additionally, SAS kindly provided us a special offer which consisted in advantages such as a dedicated and exclusive room for the Millennium Banking Academy at SAS Forum Portugal, where we had technical and business slots with some of the most trending topics, like artificial intelligence, machine learning or IoT and quarterly workshops at SAS Portugal headquarters to share experiences.

## **CREATING A GENERATION OF NEW SAS USERS (VALUE)**

As Millennium BCP relies on SAS Solutions to keep risk exposure at very secure level, avoid money laundering, etc., which make us one of the most strong, solid and, probably, the most innovative bank in Portugal as the several awards indicates, resulting in a strong and close partnership, so was a natural step embracing this SAS Talent Development solution of continuously enabling our resources with the most up to date tools and technologies, improving their SAS skills being therefore self-sufficient and proactive in their best use of SAS.

This perfectly map and fits with our policy of continuous talent development as we strongly believe that by retaining these great SAS Ambassadors, our company benefits not only by strengthening our foundations while improving innovation and therefore securing the future, while keeping us ahead of our competitors.

## RESULTS

The impact of the results is continuous and with a high return to Millennium BCP and SAS. We classify the returns at two levels:

- Tangible
  - A retention rate of 90% in “ingenious” program
  - SAS certification with more than 50% successful rate
  - Certification in 3 areas: Advanced Analytics; Business Intelligence and Analytics and Foundation Tools.
  - A decrease of turn-over of the internship by 30%
- Intangible
  - Increase in Millennial BCP's human capital competencies and autonomy in developing reporting and analytical models for Risk and Marketing
  - Competences scalable and cross enterprise
  - Attract and retain millennials talents
  - Human resources national award for Millennial BCP for the Trainees Academy and Training Program
  - Millennium BCP brand awareness in SAS Forum Portugal.

## CONCLUSIONS

The main conclusion is the positive impact of partnership in building customize training programs that make difference in how companies use analytics and empower the human capital of SAS customer through developing new competencies, skills and retain talents. This approach is vital to have a healthy and longterm relationship.

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## CONTACT INFORMATION

Your comments and questions are valued and encouraged. Contact the author at:

Tarcísio Pontes  
Millennium BCP  
+351 912766990  
tarcisio.pontes@millenniumbcp.pt  
<https://www.linkedin.com/in/tarcisio-pontes-437b69/>