



**A STUDY ON THE OPTIMIZATION OF DEBT COLLECTION
STRATEGIES IN ASHOK LEYLAND LTD**

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ABSTRACT

Debt collection strategies involve developing a strong collection unit with clearly defined, documented and consistent policies and procedures that guide staff through the collections process and instruct them on how to respond in particular situations. For an effective debt collection strategy, a firm should have an effective and documented debt collection plan since such a firm with an elaborate plan of collecting its rates and levies will be able to implement the plan more easily than one which does not have such a debt collection plan. The purpose of the study was to investigate the effect of debt collection strategies on Ashok Leyland and towards the realization of the research objective both a descriptive analysis Fixed Overhead Variance Analysis. Data was collected through the use of a questionnaire that was distributed to a sample of 150 employees of the Organization. The study found out that the popular debt collection strategies that are employed by the organization are, Proactive debt collection strategy and Automated emails.

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CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

Debt Collection Strategies will help a firm take control of its accounts receivable and save time and potential legal hassle down the road. Having debt collection strategies in place helps in identifying the essential elements of effective debt collection and use them to evaluate the policies in place at your organization; ranking accounts to help you prioritize and determine an effective and appropriate contact strategy; gathering all information necessary to start building positive relationships with debtors upon first contact; motivating even slow pays, large accounts, and big clients by using benefits rather than consequences; addressing debtors' responses and reasons for nonpayment with positive and productive conversation; remaining calm and cool when clients get hot, and finally negotiating verbal agreements with debtors that will keep repayment on track and on schedule.

Debt collection strategies help a firm get results and keep the firm legally compliant with government guidelines. Not only does the firm need to understand and abide by collections law, but also needs to know the strategies and techniques that will help to easily and effectively contact and deal with debtors. From account categorization and prioritization, to resource allocation and contacting procedures, an organization needs to develop, implement, and follow a formal process for handling all collections. A firm needs to uncover specific techniques and strategies for developing a formal debt collection process that will save time and effort in contacting debtors and managing delinquent accounts.

Debt collection strategies involve developing a strong collection unit with clearly defined, documented and consistent policies and procedures that guide staff through the collections process and instruct them on how to respond in particular situations. Such policies and procedures should include a variety of strategies.

The key to selecting the best method is weighing the costs and benefits of each available method based on number of days past-due and the probability of total debt collections. Contact policies showing include preventative strategies, such as a payment reminder, and should include a plan defining dates of future contact and the steps to be taken in the collections process

Debt collection strategies are now about proactive systems and procedures including a structured series of telephone calls, email, even text messages if it suits, personal visits and online payments. With the right kind of operatives, well trained and knowledgeable, more debt is recovered and those people who should be followed are profiled, identified and dealt with accordingly. In deciding policy for potential customers debt, the key has to be a co-ordinate, partnership approach, which recognizes and helps prevent individuals becoming burdened with debt through early intervention, as well as repayment programs, but which also understands the legitimate needs of the creditors. Sophisticated profiling can focus the appropriate collection strategy to the identified debtors, even if this includes enforcement. We showing not always like it, but as well as the carrot, there sometimes has to be a stick.

Businesses that are the most successful are the ones that use effective debt collection strategies. This enables them to know which accounts are being paid and delinquent debts are being satisfied. This improves cash flow to the business. While it's a good idea at any time, it's especially important during economically tight times to review your debt collection strategies and make sure they really are having the effect you want.

Debt collection is a legitimate and necessary business activity where creditors and collectors are able to take reasonable steps to secure payment from consumers or businesses that are legally bound to pay or to repay money they owe. It is

important that any organization involved in recovering debt is aware of their legal obligations. Debt collection strategies showing guide a firm to treat debtors and third parties fairly and with respect and courtesy. A firm showing never harass or coerce them, treat them unconscionably or mislead them as to the nature of their debt, their legal obligations or any 4 possible outcomes if the debt is not paid. A firm showing also not pursue a person for a debt unless they have reasonable grounds for believing the person is liable for the debt.

1.2 INDUSTRY PROFILE

India is a well-recognized Automobile manufacturing hub worldwide because of its low-cost production. Cheap labor, easy availability and low cost of raw materials, and a weak currency are the factors driving the manufacturing Industry. India is the 4th largest producer of Automobiles in the world, with an average annual production of more than 4 million motor vehicles.

Although vehicle production was hampered due to the global pandemic and worldwide lockdown, now, as the situation is easing, the number of vehicles produced is expected to increase in the upcoming years. For instance,

In 2019 a total of 4.5 million vehicles were sold in the country, and in 2020 the number dropped by about 3 %. However, in 2021, the number of vehicles produced rose by about 30% compared to 2020. Hence, considering the rising demand and the production in full swing, the number of vehicles produced is expected to increase during the forecast period.

Due to the rise in the middle-class income and rising young population, the India Automobile market is expected to witness strong growth. Additionally, due to the rising demand for automobiles, export from the country has also seen a significant increase. For instance,

From April to December 2021, Indian automobile exports were 424,037 units, up from 291,170 units from April to December 2020.

Major players in the passenger car segment include Maruti Suzuki, Tata Motors, Hyundai Motor Company, Mahindra and Mahindra, Kia Motor Company, and others. Players in the two-wheeler segment include Hero Moto Corp., Honda, TVS, Bajaj, Royal Enfield, and others.

The automobile sector accounts for 7.1% of India's GDP and 49 % of manufacturing GDP. Hence, the automobile sector in India is a significant driver of macroeconomic growth and technological advancement. So, the government is focused on increasing the share of the automobile industry by introducing various norms and schemes.

By 2025, the Indian government expects the vehicle sector to receive USD 8-10 billion in domestic and foreign investment.

For instance, the Prime Minister introduced the Make in India program in 2014 as part of a broader set of nation-building efforts. Make in India was designed as a timely solution to a crisis to transform India into a global design and manufacturing hub.

As a result, many manufacturers are investing in new manufacturing plans and existing plants to cater to the increasing demand for the production of vehicles in the country. Like in July 2021, Maruti Suzuki India stated that it would invest INR 18,000 crore (USD 2.42 billion) in a new production facility in Haryana, with an annual manufacturing capacity of 7.5-10 lakh vehicles.

Additionally, in 2021, the Government of India introduced a new vehicle scrappage policy, where the key objective was to identify and scrap unfit automobiles from the road. This is done to reduce the emission of more greenhouse gases from the older vehicles and make way for the new vehicle compliant with BS6 (Bharat Stage 6 - similar to Euro6) emission norms.

When scrapping an old vehicle, vehicle owners showing be eligible for tax savings as an incentive. As a result, the recycling business will generate more cash. Compared to older automobiles, the new vehicles will be safer, aiding the overall automobile market in India.

1.3 COMPANY PROFILE

Ashok Leyland is an Indian multinational automotive manufacturer, with its headquarters in Chennai. It is now owned by the Hinduja Group. [3] It was founded in 1948 as Ashok Motors, which became Ashok Leyland in the year 1955 after collaboration with British Leyland.[4] Ashok Leyland is the second largest manufacturer of commercial vehicles in India (with a market share of 32.1% in 2016), the third largest manufacturer of buses in the world,[5] and the tenth largest manufacturer of trucks.

With the corporate office located in Chennai, its manufacturing facilities are in Ennore, Bhandara, two in Hosur, Alwar and Pantnagar.[6][7] Ashok Leyland also has overseas manufacturing units with a bus manufacturing facility in Ras Al Khaimah (UAE), one at Leeds, United Kingdom and a joint venture with the Alteams Group for the manufacture of high-pressure die-casting extruded Aluminium components for the automotive and telecommunication sectors.[8] Operating nine plants, Ashok Leyland also makes spare parts and engines for industrial and marine applications.

Ashok Leyland has a product range from 1T GVW (Overall Vehicle Weight) to 55T GTW (Overall Trailer Weight) in trucks, 9 to 80-seater buses, vehicles for defence and special applications, and diesel engines for industrial, genset and marine applications.[9] In 2019, Ashok Leyland claimed to be in the top 10 global commercial vehicle makers.[10] It sold approximately 140,000 vehicles (M&HCV and LCV) in 2016. The company has passenger transportation options ranging from 10 seaters to 74 seaters (M&HCV = LCV). In the trucks segment, Ashok Leyland primarily concentrates on the 16 to 25-ton range and has a presence in the 7.5 to 49 ton production range.

HISTORY:

ASHOK MOTORS: Ashok Motors was founded in 1948 by Raghunandan Saran, an Indian freedom fighter from [Punjab](#). By the end of the [Indian Independence Movement](#), he was persuaded by India's first Prime Minister [Jawaharlal Nehru](#) to invest in a modern industrial venture. Ashok Motors was incorporated in 1948 as a company to assemble and manufacture [Austin](#) cars from [England](#), and the company was named after the founder's only son, Ashok Saran. The company had its headquarters in [Chennai](#), with the manufacturing plant also in Chennai. The company was engaged in the assembly and distribution of [Austin A40](#) passenger cars in India.

In year 1954 Indian government gave approvals to Ashok Motors to manufacturer [comet](#) trucks the generation range of [cabover](#) trucks from Leyland and they also received approvals to manufacture [Tiger Cub](#) lightweight bus also by Leyland. These were the first ever models of British Leyland manufactured in India.

The collaboration ended in 1975 but the holding of [British Leyland](#), which was then a major British auto conglomerate due to several mergers, agreed to assist in technology, which continued until the 1980s. After 1975, changes in management structures saw the company launch various vehicles in the Indian market, with many of these models continuing to this day with numerous upgrades over the years.

HINDUJA GROUP: In 2007, the Hinduja Group bought out Iveco's indirect stake in Ashok Leyland. The promoter shareholding now stands at 51%. Today the company is the flagship of the Hinduja Group, a British-based and Indian originated trans-national conglomerate.

Ashok Leyland launched India's first electric bus and Euro 6 compliant truck in 2016. In June 2020, Ashok Leyland launched its new range of modular trucks, AVTR.

In September 2020, Ashok Leyland launched the Bada Dost based on its indigenously developed LCV platform called Phoenix. In 2024, Ashok Leyland entered into a Memorandum of Understanding (MoU) with the Tamil Nadu government for a Rs 1,200 crore investment.

Ashok Leyland will operate a plant for the manufacture of electric commercial vehicles in Uttar Pradesh. The plant will produce 2,500 vehicles a year, initially, and will gradually increase to 5,000 per year in the next decade. This facility will mainly produce electric buses. The plant will be launched in 2025.

ASHOK LEYLAND DEFENCE SYSTEMS:

Ashok Leyland Defence Systems (ALDS) is a newly floated company by the Hinduja Group. Ashok Leyland holds 26 percent in Ashok Leyland Defence Systems (ALDS). The company designs and develops defence logistics and tactical vehicles, defence communication and other systems. Ashok Leyland is the largest supplier of logistics vehicles to the Indian Army. It has supplied over 60,000 of its Stallion vehicles, all manufactured at the Vehicle Factory Jabalpur (VFJ).

INTERNATIONAL OPERATIONS AND EXPORTS:

Exports of commercial vehicles contribute to a seven percent share of Ashok Leyland's total revenues. The company has a presence in SAARC countries like Bangladesh, Sri Lanka and Nepal, and in the Middle East countries where it exports 3600–4000 units a year. The company has an assembly unit,

mainly for buses, in Ras Al Khaimah in UAE to cater to the Gulf Cooperation Council (GCC) member states. This unit currently assembles 4000 units, which the company plans to increase to 6000 units.

Ashok Leyland exports medium and heavy commercial vehicles to Arab countries like Bahrain, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, UAE and Yemen; former [Soviet Union](#) countries like Azerbaijan, Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Uzbekistan and Ukraine; Sub-Saharan Africa; Sri Lanka; Bangladesh; Nepal; the Philippines; Thailand and Malaysia. Every year Ashok Leyland exports about 12000 trucks to Bangladesh and Sri Lanka.

On 11 June 2012, Ashok Leyland supplied 100 Falcon buses to Ghana for \$7.6 million (about ₹420 million). Ashok Leyland was awarded the first overseas order worth \$6 million for its vestibule buses from [Bangladesh Road Transport Corporation](#) (BRTC).

IVECO PARTNERSHIP:

In the late 1980s Iveco investment and partnership resulted in Ashok Leyland launching the 'Cargo' range of trucks based on European Ford Cargo trucks. The Cargo entered production in 1994, at Ashok Leyland's new plant in Hosur. These vehicles used Iveco engines and for the first time had factory-fitted cabs. Though the Cargo trucks are no longer in production and the use of Iveco engine was discontinued, the cab continues to be used on the Ecomet range of trucks as well as for several of Ashok Leyland's military vehicles.

The Cargo was originally introduced in 7 and 9 long tons (7,100 and 9,100 kg) versions; later, heavier-duty models from 15 to 26 long tons (15,200 to 26,400 kg) were progressively introduced.

iBUS:

Ashok Leyland announced iBUS in the beginning of 2008, as part of the future for the country's increasingly traffic-clogged major cities. Its Rs 6-million iBus is a feature-filled, low-floor concept bus for the metros revealed during the Auto Expo 2008 in India. This low-floored iBus will have the first of its kind features, including anti-lock braking system, electronic engine management and passenger infotainment. The executive class has an airline-like ambiance with wide LCD screens, reading lights, audio speakers and, for the first time, Internet on the move. A GPS system enables vehicle tracking and display of dynamic route information on LCD screens, which can also support infotainment packages including live data and news. The bus will probably be equipped with an engine from the new Neptune family, which Ashok Leyland also introduced at this exhibition, which is ready for the BS4/Euro 4 emission regulations and can be upgraded to Euro 5. Leyland's iBus has hybrid technology.



CHAPTER II

DEVELOPMENT OF MAIN THEME

2.1 NEED OF THE STUDY

- The study of debt collection strategies is crucial for organizations to navigate the complexities of debt management effectively. By adopting a comprehensive and strategic approach to debt collection, businesses and financial institutions can enhance financial performance, operational efficiency, customer relationships, and regulatory compliance, ultimately driving sustainable growth and success.
- Analyzing debt collection data and performance metrics provides valuable insights that inform strategic decision-making, helping organizations adapt and refine their collection strategies based on real-time feedback.
- Adopting best practices and innovative approaches in debt collection can differentiate organizations from competitors, improving market positioning and customer loyalty.
- Ensuring fair and transparent debt collection practices that respect debtor's rights and privacy is not only ethically responsible but also helps build a positive reputation and brand image. Balancing effective debt collection with customer-centric approaches helps maintain trust and preserve long-term relationships with clients. Understanding the importance of clear and respectful communication can help mitigate disputes, improve customer satisfaction, and enhance the overall customer experience.
- Effective debt collection strategies ensure timely payment, improving cash flow and liquidity, which are critical for sustaining operations and growth. Implementing proactive collection methods can reduce the risk of bad debts, minimizing financial losses and write-offs.

2.2 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- A Study on the Optimization of Debt Collection Strategies in Ashok Leyland Ltd.

SECONDARY OBJECTIVE:

- To find out the debt collection strategy, that appears to be the best in the view of the Organization.
- To reduce the amount of bad debts within the organization by implementing proactive measures, early intervention strategies, and rigorous credit assessment processes to identify and manage high-risk internal accounts.
- To provide clear and concise instructions on how to make payments, including payment methods, deadlines, and any associated fees or penalties, to facilitate easy and hassle-free payment processing for debtors.
- To ensure that automated email communications comply with relevant regulations, laws, and industry standards governing debt collection practices, thereby mitigating legal risks and protecting the organization's reputation.
- To encourage debtor engagement and feedback by inviting recipients to contact the organization with any questions, concerns, or inquiries regarding their debts, thereby fostering open communication and addressing issues promptly.
- To define a Variance analysis from the collected secondary data, to ensure the debt recovery growth percentage.

2.3 SCOPE OF THE STUDY

- Understanding the current landscape of the debt collection industry, including market trends, challenges, and opportunities.
- Analysing the role and significance of debt collection in various sectors, such as banking, finance, healthcare, retail, and utilities.
- Investigating different debt collection strategies, methodologies, and techniques employed by organizations to recover outstanding debts.
- Identifying best practices and innovative approaches to enhance collection rates, reduce costs, and improve operational efficiency.
- Exploring the role of technology, automation, and data analytics in modernizing debt collection processes.
- Assessing the adoption of advanced tools, software, and platforms to streamline collection efforts, improve accuracy, and enhance customer engagement.

2.4 LIMITATIONS OF THE STUDY

- Limited access to accurate, up-to-date, and comprehensive data on debt collection practices, performance metrics, and customer behaviors can constrain the depth and validity of the study.
- Differences in debt collection laws, regulations, and practices across countries and jurisdictions can complicate comparative analysis and standardization of strategies.
- Ethical considerations related to confidentiality, privacy, and fair treatment of debtors showing limit access to certain information and restrict the scope of the study.
- The diversity and complexity of industries, markets, and customer segments involved in debt collection can make it challenging to develop one-size-fits-all strategies.
- Reliance on outdated technology, lack of access to advanced tools, and limited expertise in data analytics can hinder the adoption of innovative approaches and automation in debt collection processes.
- The complexity of human behavior, psychology, and decision-making processes involved in debt repayment can introduce variability and unpredictability in collection outcomes.

2.5 REVIEW OF LITERATURE

- **Ahmed Ali Ahmed Sultan, Relationship between debt collection practices and customer satisfaction in financial institutions in Somalia (2023)**

Customer satisfaction is crucial for performance of financial institutions hence the need to understand the factors that influence it. The relationship between debt collection strategy and customer satisfaction in financial institutions in Somalia was investigated through a cross sectional survey of 215 respondents from whom data was collected using a structured questionnaire. Specifically, the effect of reactive and proactive debt collection strategy as well as that of debt collection behavior on customer satisfaction in financial Institutions in Somalia was examined. Both descriptive and inferential statistics were used to analyze data and all hypotheses were tested at 5% significance level where reactive debt collection strategy and debt collector behaviour had a significant positive relationship with customer satisfaction. However, proactive debt collection strategy did not significantly influence customer satisfaction. It was recommended that financial institutions in Somalia should focus on enhancing their reactive debt collection strategies and debt collector behaviour to improve overall performance through customer satisfaction.

- **Andris Saulītis, Nudging debtors with non-performing loans: Evidence from three field experiments (2023)**

This study aims to explore how various nudges that have successfully increased the payment discipline among borrowers with performing loans affect the behavior of the defaulted debtors. In three field experiments involving 32,000 borrowers, debtors were randomly assigned to receive

reminders that used personalized language, mentioned economic consequences, and prosocial motives. In one experiment, the design of the envelope varied. The experimental results show that simply nudging defaulted individuals does not work. Although every next reminder that debtors receive increases the payment rate, the effect is rather small. Moreover, sending reminders when the promise to make a payment on a debt has already been made can trigger a repeated default. I also find that a red envelope design backfires on collection efforts. The findings offer a fuller understanding of the behavior of defaulted debtors and suggest policy implications in debt repayment and recovery of non-performing loans.

- **Albert Reixach Sala & Pere Verdés Pijuan, Public Debt in Late Medieval Crown of Aragon: A(Nother) Financial Revolution? (2023)**

The main objective of this chapter is to place the complex phenomenon of public debt in the Crown of Aragon at the end of the Middle Ages within the general historiographic context. The origins and development of public debt have aroused enormous interest during the last decades among historians, who have considered this financial resource as a fundamental factor in explaining the economic and political evolution of Western Europe since the medieval period. The Aragonese case, however, has had little resonance in the general historiography, probably because the Crown of Aragon—apparently—did not correspond to the models deemed as successful (Italy, Holland, England), which has usually been associated with the first issuance of public debt. This relative ignorance contrasts with the numerous studies published in recent years in Spain on the subject (basically, in the territories of the former crown) and also with the hypotheses formulated by some authors, who find clear parallels between

the Aragonese and the Italian case, Dutch or English. Taking as reference these studies, this article aims to retrace the origins and the main treats of the public debt consolidated in the Crown of Aragon and to examine similar patterns in order to integrate the case into the general historical account.

- **Alfian Hidayat, Analysis of Foreign Debt in National Development Financing: A Case Study of Foreign Debt in Financing Infrastructure Development in Mandalika Special Economic Zone (2023)**

The abstract should summarize the contents of the paper in short terms, i.e. 150-250 words. The realization of the financing infrastructure development for Mandalika Special Economic Zone (Mandalika SEZ) through a foreign debt scheme, financed by Asian Infrastructure Investment Bank, has caused various problems such as human rights, social, economic, and environmental issues. This debt problem has received resistance at the grassroots level and is indicated to be included in the category of illicit debt. Therefore, this research aims to explain the reasons behind the policy of financing infrastructure development in Mandalika SEZ through foreign debt schemes. The research uses an analytical descriptive research method and is carried out through several stages, namely data collection, data reduction, data presentation, and conclusion drawing. By using theory of loan pull and theory of loan push, this research puts forward the main argument that the policy of financing infrastructure development in Mandalika SEZ through foreign debt schemes is due to the pull factor, which consists of an offer of a foreign debt loan sourced from AIIB, and the push factor, which is caused by pressures from business groups in Indonesia.

- **Chen Chen, Naming as business strategy: an analysis of eponymy and debt contracting (2023)**

This study proposes that naming a firm eponymously is a mechanism that small private firms can use to signal their superior financial performance and commitment to fulfill debt contract obligations. Using 621,614 small private firms in Europe over the period 2008–2018, we find that small private eponymous firms pay significantly lower interest on their debts and have more long-term debt than non-eponymous firms. Our findings are robust to various controls and placebo tests. Additional analyses show that eponymy lowers the cost of debt and facilitates long-term debt via reputation signaling and private information. We also document that the effect of eponymy on debt contracting is most pronounced when there is less financial development and when firms' dependence on external financing is low, consistent with the idea that high-quality firms opt for eponymy when they consider less external financing.

- **Chen, Hong-Mei, An Empirical Study of Social Debt in Open-Source Projects: Social Drivers and the “Known Devil” Community Smell (2024)**

Social debt, the accumulation of unforeseen project costs from suboptimal human-centered software development processes, is an important dimension of technical debt that cannot be ignored. Recent research on social debt focusing on the detection of specific social debt indicators, called community smells, has largely been conceptual and few of them are operationalizable. In addition, the studies on the causes of community smells also focused on group process instead of individual tendencies. In this paper we define and investigate four social drivers which are factors that influence individual developer choices in their collaboration in 13

open-source projects over four years: 1) inertia, 2) co-authorship (by chance or by choice), 3) experience heterophily, and 4) organization homophily. Building on previous studies and theories from sociology and psychology, we hypothesize how these drivers influence software quality outcomes. Our network analysis results include a contradiction to existing studies about experience heterophily and reveal a new community smell, which we call “Known Devil”, that can be automatically detected.

- **Cenyang Yang, When Less Is More? Deep Reinforcement Learning-Based Optimization of Debt Collection (2024)**

Artificial intelligence (AI) presents opportunities to revolutionize financial services. In the current study, we focused on the microloan debt-collection context wherein collectors usually follow a strict sequence of “harsh” debt-collection actions, such as notifying borrowers' social contacts about their delinquencies. We applied a deep reinforcement learning (DRL) algorithm to examine whether such actions are necessary and derived optimal collection strategies on a fine-grained dataset. Installment-level and loan-level optimized results reduced the frequency of “harsh” actions by 49.05% and 60.19%, respectively. This suggests that microloan platforms should deploy collection actions more cautiously. More interestingly, we showed that installment-level and loan-level optimizations suggest somewhat different debt collection patterns across installments in a loan: installment-level optimization overall recommends avoiding the use of any “harsh” actions; by contrast, loan-level optimization recommends using very few actions in early stages but increasing the intensity of applications of (“harsher”) actions in late stages. Generally, loan-level optimization yields a higher recovery rate and greater economic gains than installment-level optimization or other commonly-used debt-collection strategies. This is

probably owed to the fact that our DRL algorithm could capture the potential correlations across installments when optimizing at the loan level. Despite the overall superiority of loan-level optimization, our heterogeneity analysis further revealed that installment (loan)-level optimization should be used when borrowers with good socio-economic backgrounds fail to repay early (late) installments in a loan duration. Otherwise, the original intense strategy is more effective. Our findings offer concrete, actionable, and personalized guidance on debt-collection practice.

- **Danyu Zhao, Research on differential game strategy of debt restructuring supported by government (2023)**

This paper studies the debt restructuring equilibrium decision problem composed of creditors and debt enterprises with the participation of the government and asset management companies. With the differential game, the dynamic optimization models of debt restructuring under three situations: centralized decision-making, decentralized decision-making, and Stackelberg game after introducing cost-sharing contract are constructed, respectively. The optimal equilibrium strategy of debt restructuring, the optimal trajectory of debt restructuring synergy, and the optimal profit under three decision-making situations are investigated and compared. It is found that the synergy effect and total profit of debt restructuring are the highest under centralized decision-making, and the Stackelberg game is superior to decentralized decision-making, which shows that the cost-sharing contract can achieve the coordination of overall interests, improve the debt restructuring environment, and promote the debt restructuring process. Finally, the sensitivity analysis of relevant parameters is carried out through an example, which verifies the

effectiveness of the conclusion and provides the scientific basis for the government and asset management companies to participate in debt restructuring successfully.

- **Dr. Masroor Khanum, Debt Trap Diplomacy of China in the Eyes of International Media (2023)**

The word “debt diplomacy” is becoming a new strategic game to gain political influence and acquire strategic assets by using the weapon of leveraging debt over low-economic nations. The deliberative trap of developed countries such as China is using the strategy of development finance in order to entrap economies with the purpose to exploit another country's benefits. The word debt diplomacy is first being used by an Indian academic early in the year of 2017. This created a surge in the global market. Debt diplomacy can be expressed as, the structure of the economic circle where there is the provision of loans plunging into a condition where the borrowing country falls into the trap of lending country debt. The article is a qualitative document analysis of Chinese policies towards less developed countries. It finds whether China has been so exploitative or not to the countries to whom it gave some development loans. The article takes a close view at the international media and academic writing to analysis the allegation of debt trap levelled by the Western community against the Chinese developmental loans for the less developed part of the world.

- **Damian Kedziora, Sami Hyrynsalmi, Turning Robotic Process Automation onto Intelligent Automation with Machine Learning (2023)**

Robotic Process Automation (RPA) technology has in the past few years become a ground-breaking trend that revolutionised services all around the

globe. Substituting human workforce with software robots augmented with intelligent elements, RPA is being seen as a key enabler for many commercial, as well as non-commercial organisations to reorganise, re-engineer, and streamline their approach to operational excellence, at the same time achieving impressive results in employee empowerment and digital transformation. This industry experience case discusses the learning from the successful deployment of RPA technology blended together with machine learning (ML), in order to achieve intelligent automation (IA) of invoice processing delivered by a Finnish consultancy company. The work calls for further academic research to develop and enhance understanding of this emerging technology, from the perspective of organisation.

- **Felix Bracht, The signaling value of legal form in entrepreneurial debt financing (2021)**

This study examines the impact of mandatory legal form choices on startups' debt financing opportunities. We posit that an entrepreneur's initial legal form decision serves as a reliable signal to outside lenders, reducing adverse selection concerns. Using data from German startups, we find that limited liability companies with low capital requirements disproportionately secure less debt than their high-capital counterparts. This financing disparity is particularly pronounced for younger firms in areas dominated by small relationship banks, but it diminishes with firm age. Our findings highlight the unintended consequences of recent global deregulation efforts.

- **Fakude, Gabriel Bheka, The development of sustainability debt capital markets in South Africa : an analysis through Roger's diffusion of innovation theory (2020)**

South Africa is a signatory to the global initiatives that are aimed at addressing climate change and has committed to transitioning the economy away from a dependence on fossil fuels. The United Nations sustainable development goals have inspired innovation in financial markets. The research was undertaken to understand the current state of financial innovation and the factors that catalyse its diffusion in the context of South African financial markets. The chosen research methodology was qualitative for a deductive analysis approach, and semi-structured interviews were conducted with a non-probability sample of relevant industry professionals. The results are representative of a cross-sectional time horizon. The debt and loan capital markets of South Africa have created two new financing mechanisms that are aimed at giving effect to the country's nationally determined contribution. The research reveals that the infrastructure to support the development and diffusion of sustainability debt capital market instruments is in the early stages of development and is driven at the governmental level in collaboration with industry stakeholders. Commercial banks dominate the nascent sustainability social system through significant resource advantages, access to data and information and distribution networks.

CHAPTER III

DATA ANALYSIS AND

INTERPRETATION

3.1 RESEARCH METHODOLOGY

RESEARCH

Research refers to the systematic and organized process of investigating, analyzing, and interpreting information to discover new knowledge, validate existing theories, or solve specific problems. It involves a structured approach to inquiry, exploration, and experimentation aimed at generating insights, understanding phenomena, or advancing understanding in a particular field of study.

RESEARCH METHODOLOGY

Research methodology refers to the systematic and structured approach used to conduct research, guiding the researcher in planning, executing, and evaluating a study to ensure its validity, reliability, and credibility. It encompasses the techniques, procedures, tools, and strategies employed to collect, analyze, and interpret data or information for the purpose of answering research questions, testing hypotheses, or solving specific problems.

RESEARCH DESIGN

Research design refers to the overall structure, plan, and strategy employed to conduct a research study, guiding the researcher in systematically investigating, collecting, analyzing, and interpreting data or information to address specific research questions, objectives, or hypotheses. It outlines the blueprint or framework that organizes the research process, methodologies, techniques, and procedures to ensure the validity, reliability, and credibility of the study.

AREA OF RESEARCH

The term "area of research" refers to a specific field, discipline, subject, or topic that researchers focus on when conducting a study or investigation. It represents the particular domain, sector, or aspect of knowledge, inquiry, or exploration that researchers choose to explore, analyze, and examine in depth to generate new insights, understanding, and advancements.

DATA COLLECTION

PRIMARY DATA

Primary data refers to original data or information collected firsthand by researchers directly from the source or through direct interaction and observation, specifically for the purpose of addressing a particular research question, objective, or hypothesis. It is data that has not been previously published, analyzed, or interpreted by others, representing fresh, firsthand insights and observations gathered through systematic research methods and techniques.

SECONDARY DATA

Secondary data refers to data or information that has been previously collected, processed, and published by others for purposes other than the current research study. It represents existing data sets, records, publications, reports, and other sources of information that researchers utilize to support, complement, or extend their research findings and insights without directly collecting new data from primary sources.

CONVENIENCE SAMPLING:

Convenience sampling is a non-probabilistic method used in research, where researchers select participants based on their ease of access or availability. This

method is quick and cost-effective and also gathers information from known sources only

STATISTICAL TESTS USED

Normality test:

A normality test is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance). It is generally performed to verify whether the data involved in the research have a normal distribution.

Mann-Whitney U Test:

The Mann-Whitney U test, a non-parametric statistical test, compares the distributions of two independent groups to determine if they significantly differ from each other. It assesses whether one group's values tend to be higher or lower than the others. It's particularly useful when the data don't meet the assumptions of normality required by parametric tests. The test calculates a U statistic based on the ranks of the data and evaluates its significance to determine if there's a statistically significant difference between the two groups. The test is widely applied in various fields to compare outcomes, scores, or measurements between two distinct groups.

Correlation:

A correlation is a statistical measure that describes the extent to which two variables change together. It quantifies the relationship between two sets of data.

Kruskal-Wallis H test:

The Kruskal-Wallis H test refers to a method of matching the medians of more than two groups to ascertain whether the samples have the same group source as an origin or not. It applies to the distribution of a less or non-parametric population for contrasting more than two distinct and equal-sized data samples. This test examines the null hypothesis, which claims that 'k' samples from the same population had identical median values. It indicates the stochastic dominance of one sample of the variable over the other.

Variance Analysis:

Variance analysis is a technique used in financial management to analyze the difference between planned or budgeted figures and actual results. It involves comparing the actual performance of a business with its planned or budgeted performance to identify and understand the reasons for any differences. Variance analysis is widely used in various aspects of business, including budgeting, cost control, performance evaluation, and decision-making.

Net Collection:

Net Collection refers to the actual cash received by a business for goods sold or services provided, taking into account any adjustments for discounts given to customers or returns of merchandise.

Recoveries:

Recoveries refers to the amounts of overdue or delinquent debts that have been successfully collected by a creditor or a debt collection agency. These are payments received from debtors who were previously unable or unwilling to pay their debts in full and have since made payments to settle their outstanding obligations.

Gross Collection:

Gross collection" typically refers to the total amount of money collected before any deductions or adjustments are made. In the context of debt collection, gross collection refers to the total payments received from debtors without subtracting any fees, commissions, discounts, or other deductions.

3.2 DATA ANALYSIS AND INTERPRETATION

GENDER

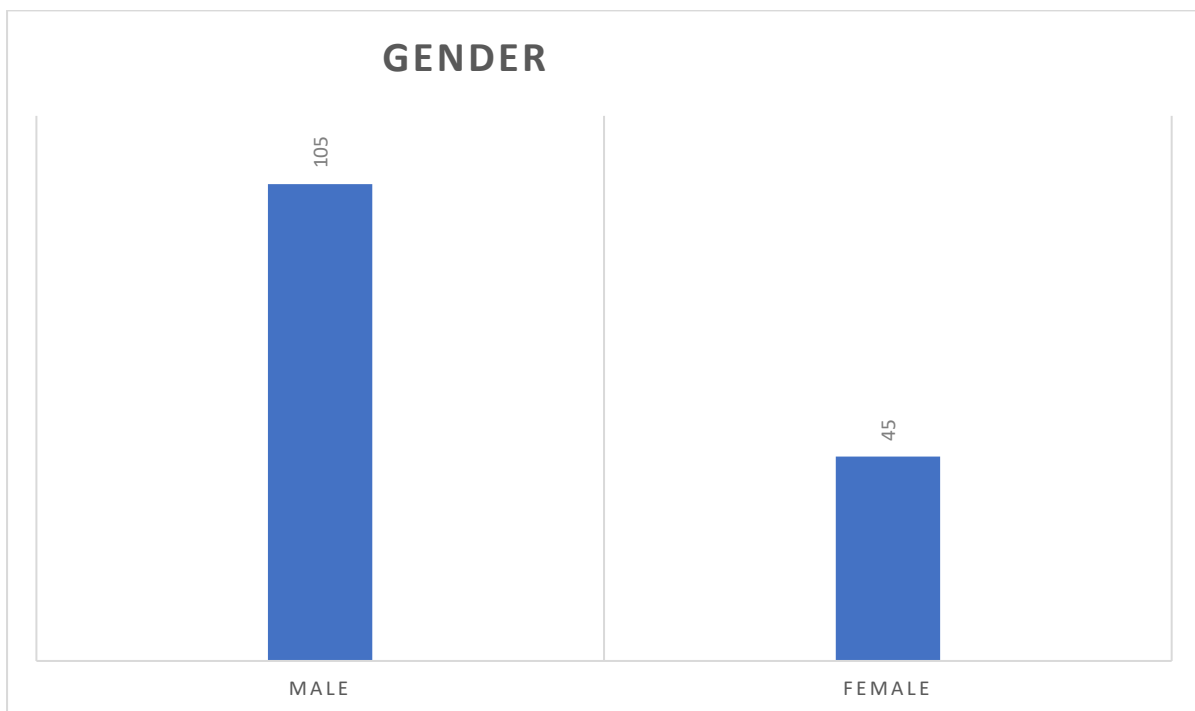
3.2.1 Table showing the gender of the respondents.

GENDER	NO. OF RESPONDENTS	PERCENTAGE
MALE	105	70
FEMALE	45	30
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 70 % respondents are belongs

to Male and 30 respondents are belonging to Female.

3.2.1 Chart represent the gender of the respondents.



Inference: It is interrupted that most of the respondents are male.

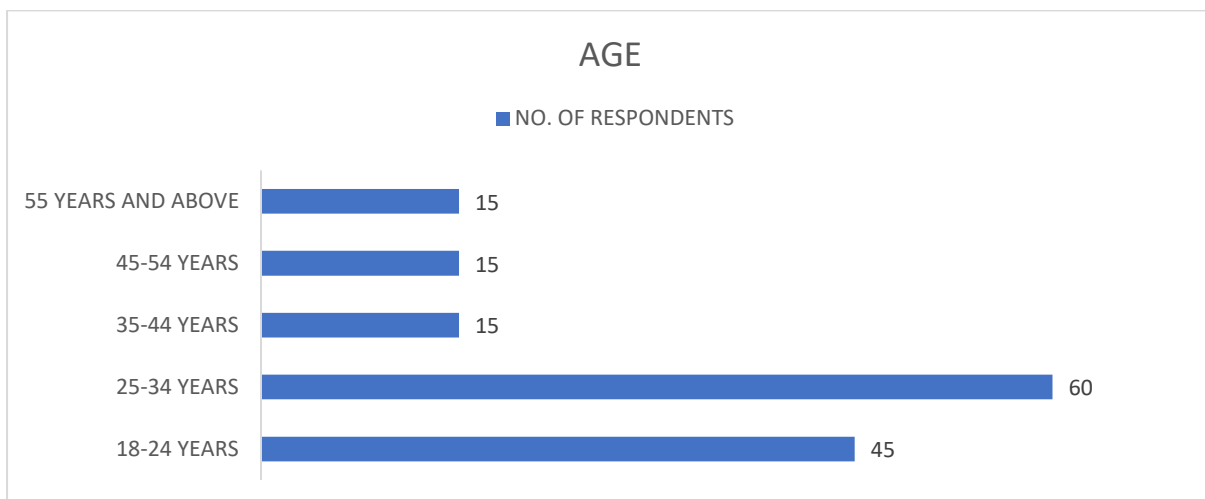
AGE

3.2.2 Table showing the age of the respondents.

AGE	NO. OF RESPONDENTS	PERCENTAGE
18-24 YEARS	45	30
25-34 YEARS	60	40
35-44 YEARS	15	10
45-54 YEARS	15	10
55 YEARS AND ABOVE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 30% of respondents belongs to age group of 18-24 years, 40% of respondents belongs to age group of 25-34 years, 10% of respondents belongs to age group of 55 years and above.

3.2.2 Charts showing the age of the respondents.



Inference: It is interrupted that most of the respondents belongs to age group of 25-34 years.

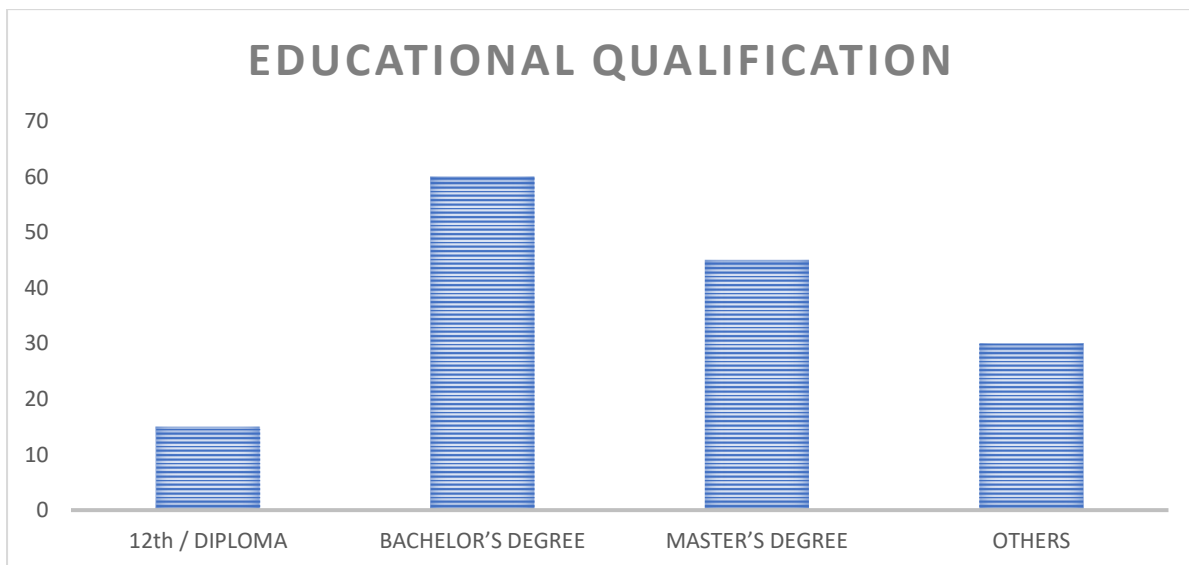
EDUCATIONAL QUALIFICATION

3.2.3 Table showing the educational qualification of the respondents.

EDUCATIONAL QUALIFICATION	NO. OF RESPONDENTS	PERCENTAGE
12 th / DIPLOMA	15	10
BACHELOR'S DEGREE	60	40
MASTER'S DEGREE	45	30
OTHERS	30	20
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 10% belongs to educational qualification of 12th / Diploma, 40% belongs to educational qualification of Bachelor's degree, 30% belongs to educational qualification of Master's degree, 20% belongs to Others category.

3.2.3 Charts showing the educational qualification of the respondents.



Inference: It is interrupted that most of the respondents belongs to educational qualification of Bachelor's Degree.

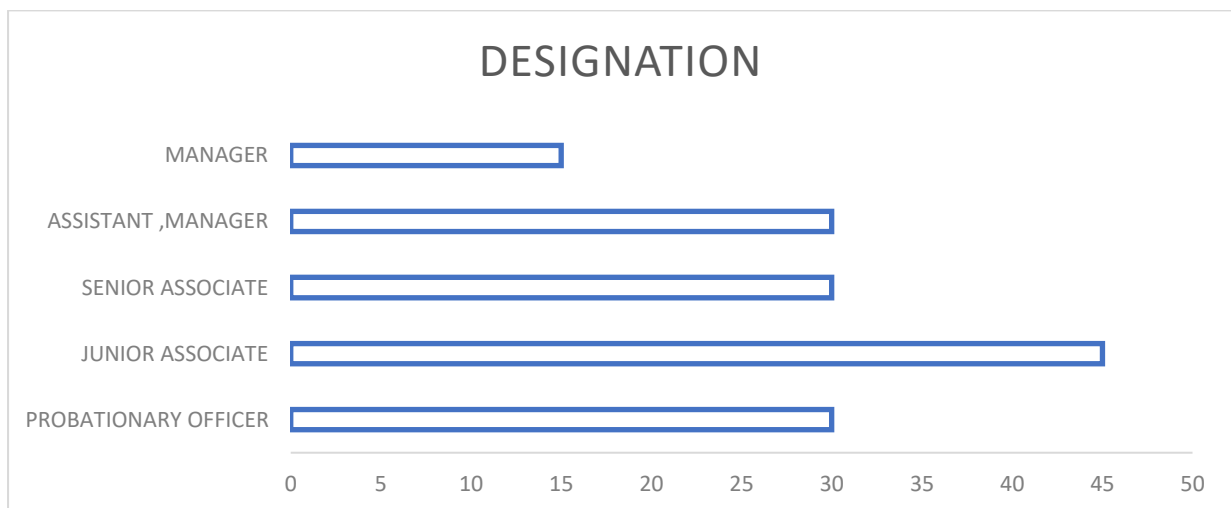
DESIGNATION

3.2.4 Table showing the designation of the respondents

DESIGNATION	NO. OF RESPONDENTS	PERCENTAGE
PROBATIONARY OFFICER	30	20
JUNIOR ASSOCIATE	45	30
SENIOR ASSOCIATE	30	20
ASSISTANT ,MANAGER	30	20
MANAGER	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 20% of the respondents belongs to Probationary Officer. 30% of the respondents belongs to Junior Associate. 10% of the respondents belongs to Manager.

3.2.4 Charts showing the designation of the respondents.



Inference: It is interrupted that most of the respondents belongs to Junior Associate.

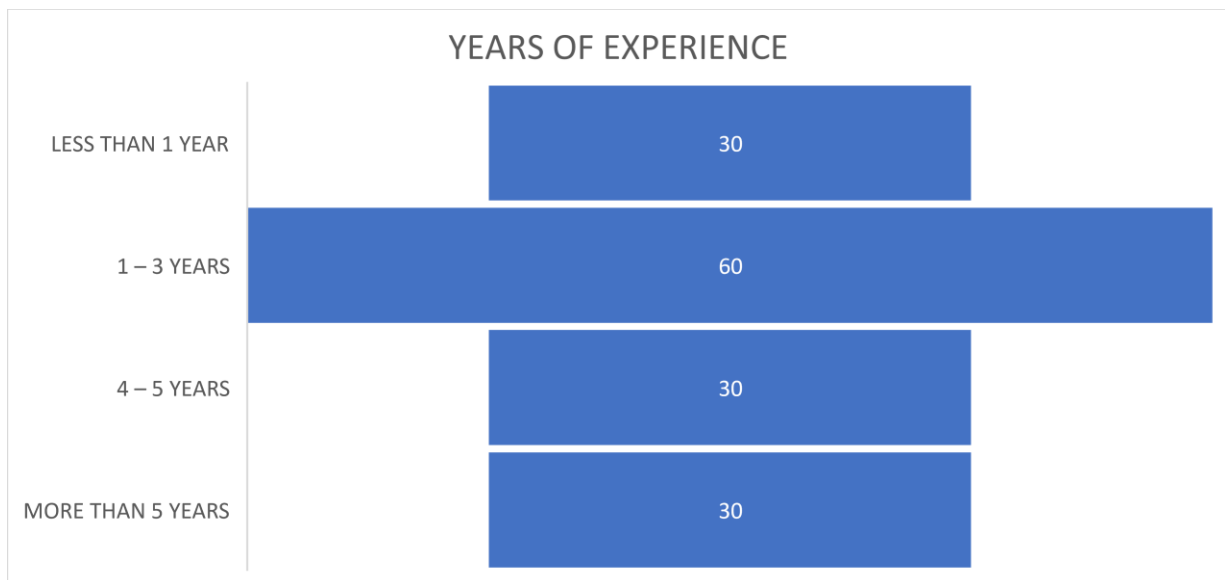
YEARS OF EXPERIENCE

3.2.5 Table showing the years of experience of the respondents.

YEARS OF EXPERIENCE	NO. OF RESPONDENTS	PERCENTAGE
LESS THAN 1 YEAR	30	20
1 – 3 YEARS	60	40
4 – 5 YEARS	30	20
MORE THAN 5 YEARS	30	20
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 20% of the respondents belongs to Less than 1 year of experience, 40% of the respondents belongs to 1 - 3 years of experience, 20% of the respondents belongs to more than 5 years of experience.

3.2.5 Charts showing the years of experience of the respondents.



Inference: It is interrupted that most of the respondents belongs to 1-3 years of experience.

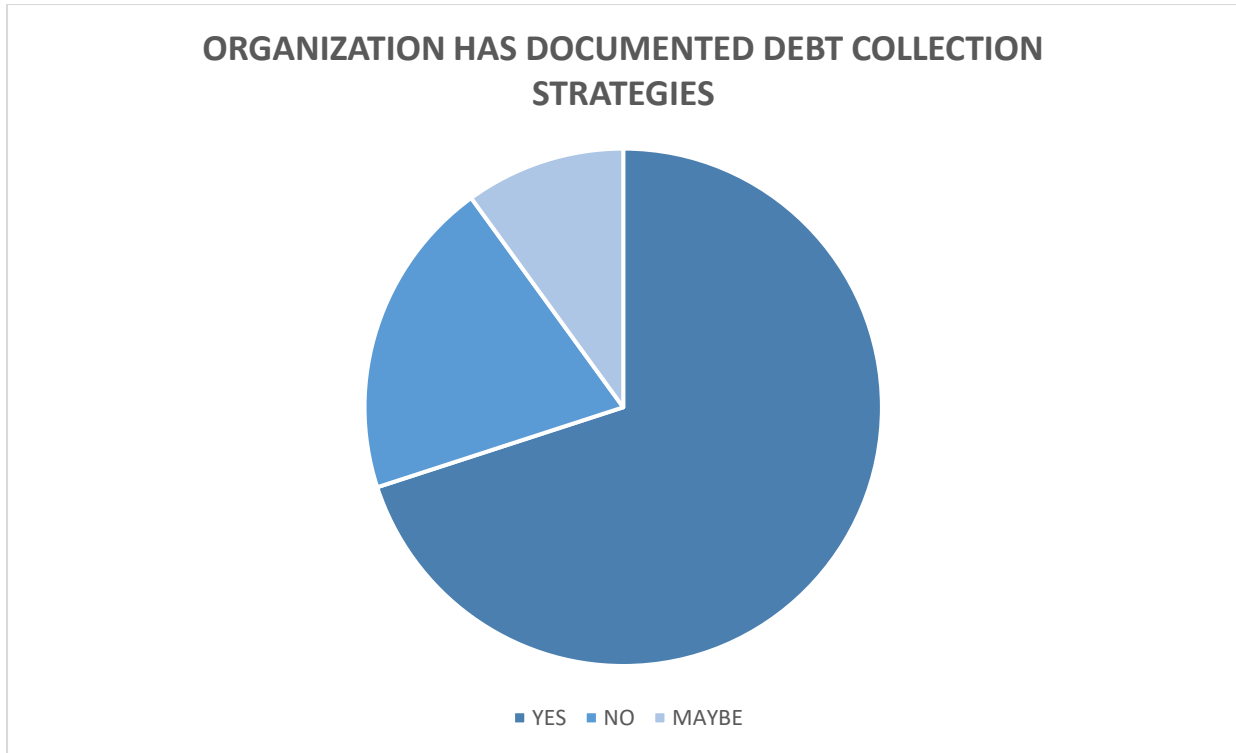
ORGANIZATION HAS DOCUMENTED DEBT COLLECTION STRATEGIES

3.2.6 Table showing the Organization have documented debt collection strategies

ORGANIZATION HAS DOCUMENTED DEBT COLLECTION STRATEGIES	NO. OF RESPONDENTS	PERCENTAGE
YES	105	70
NO	30	20
MAYBE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 70% of the respondents agrees that the Organization have documented debt collection strategies, 10% of the respondents tells maybe that the Organization have documented debt collection strategies.

3.2.6 Charts showing the Organization have documented debt collection strategies



Inference: It is interrupted that most of the respondents belongs to Yes.

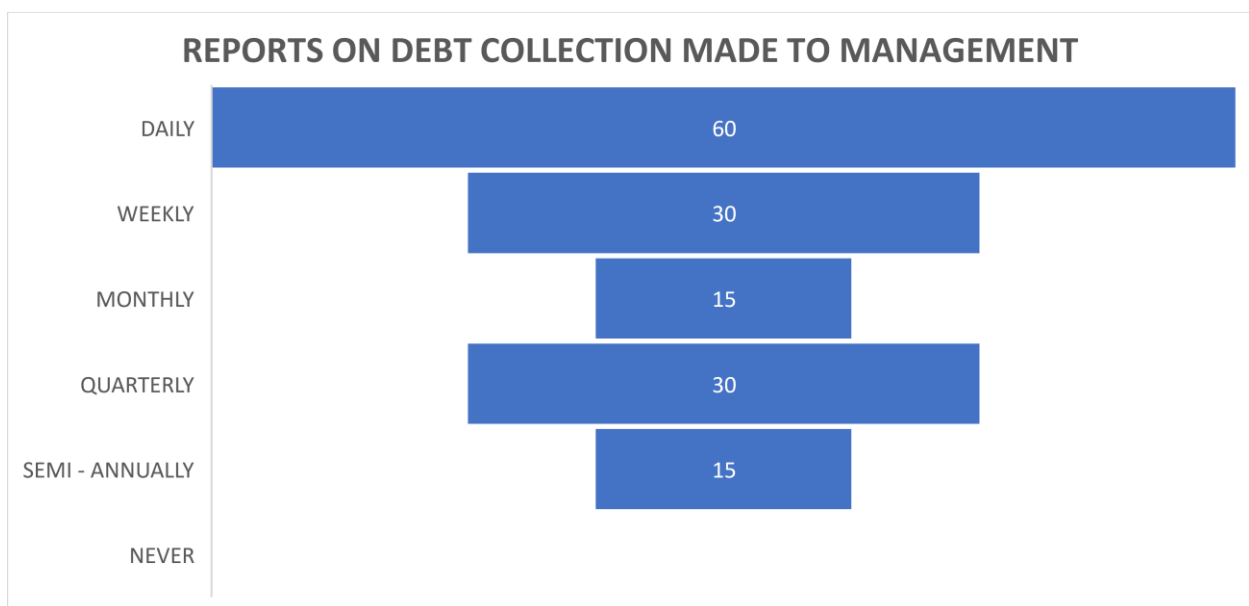
REPORTS ON DEBT COLLECTION MADE TO MANAGEMENT

3.2.7 Table showing the reports on debt collection made to management

REPORTS ON DEBT COLLECTION MADE TO MANAGEMENT	NO. OF RESPONDENTS	PERCENTAGE
DAILY	60	40
WEEKLY	30	20
MONTHLY	15	10
QUARTERLY	30	20
SEMI - ANNUALLY	15	10
NEVER	0	0
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents tells daily, 20% of the respondents tells weekly, 10% of the respondents tells monthly, 20% of the respondents tells quarterly, 10% of the respondents tells semi-annually, 0% of the respondents tells never.

3.2.7 Charts showing the reports on debt collection made to management



Inference: It is interrupted that most of the respondents belongs to daily.

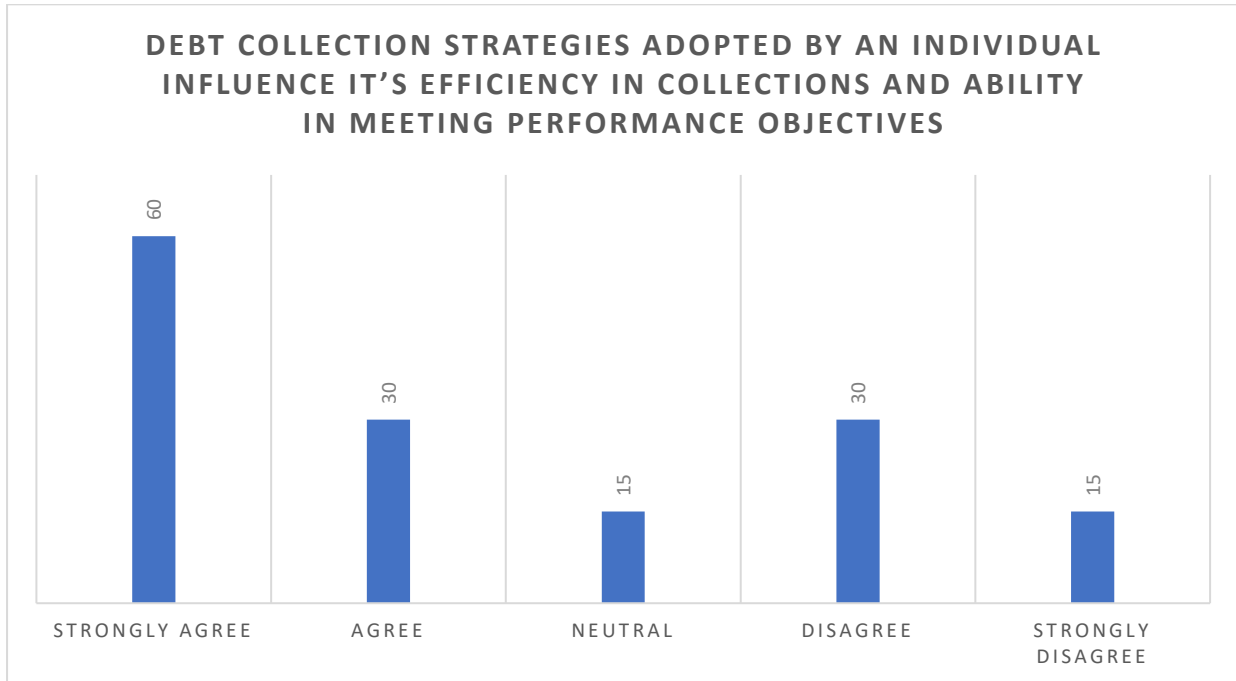
DEBT COLLECTION STRATEGIES ADOPTED BY AN INDIVIDUAL INFLUENCE IT'S EFFICIENCY IN COLLECTIONS AND ABILITY IN MEETING PERFORMANCE OBJECTIVES.

3.2.8 Table showing the debt collection strategies adopted by an Individual influences it's efficiency in collections and ability in meeting performance objectives

DEBT COLLECTION STRATEGIES ADOPTED BY AN INDIVIDUAL INFLUENCE IT'S EFFICIENCY IN COLLECTIONS AND ABILITY IN MEETING PERFORMANCE OBJECTIVES	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	60	40
AGREE	30	20
NEUTRAL	15	10
DISAGREE	30	20
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents strongly agrees that the debt collection strategies adopted by an Individual influences it's efficiency in collections and ability in meeting performance objectives, 20% of the respondents agrees that the debt collection strategies adopted by an Individual influences it's efficiency in collections and ability in meeting performance objectives.

3.2.8 Charts showing the debt collection strategies adopted by an Individual influences it's efficiency in collections and ability in meeting performance objectives



Inference: It is interrupted that most of the respondents belongs to strongly agree.

DEBT COLLECTION STRATEGIES ADOPTED BY THE MANAGEMENT HAS LED TO THE IMPROVEMENT IN REVENUE COLLECTION.

3.2.9 Table showing the debt collection strategies adopted by the management has led to the improvement in the revenue collection

DEBT COLLECTION STRATEGIES ADOPTED BY THE MANAGEMENT HAS LED TO THE IMPROVEMENT IN REVENUE COLLECTION.	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	60	40
AGREE	30	20
NEUTRAL	15	10
DISAGREE	30	20
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents strongly agrees that the debt collection strategies adopted by the management has led to the improvement in the revenue collection, 20% of the respondents agrees that the debt collection strategies adopted by the management has led to the improvement in the revenue collection, 10% of the respondents are neutral that debt collection strategies adopted by the management has led to the improvement in the revenue collection.

3.2.9 Charts showing the debt collection strategies adopted by the management has led to the improvement in the revenue collection



Inference: It is interrupted that most of the respondents belongs to strongly agree.

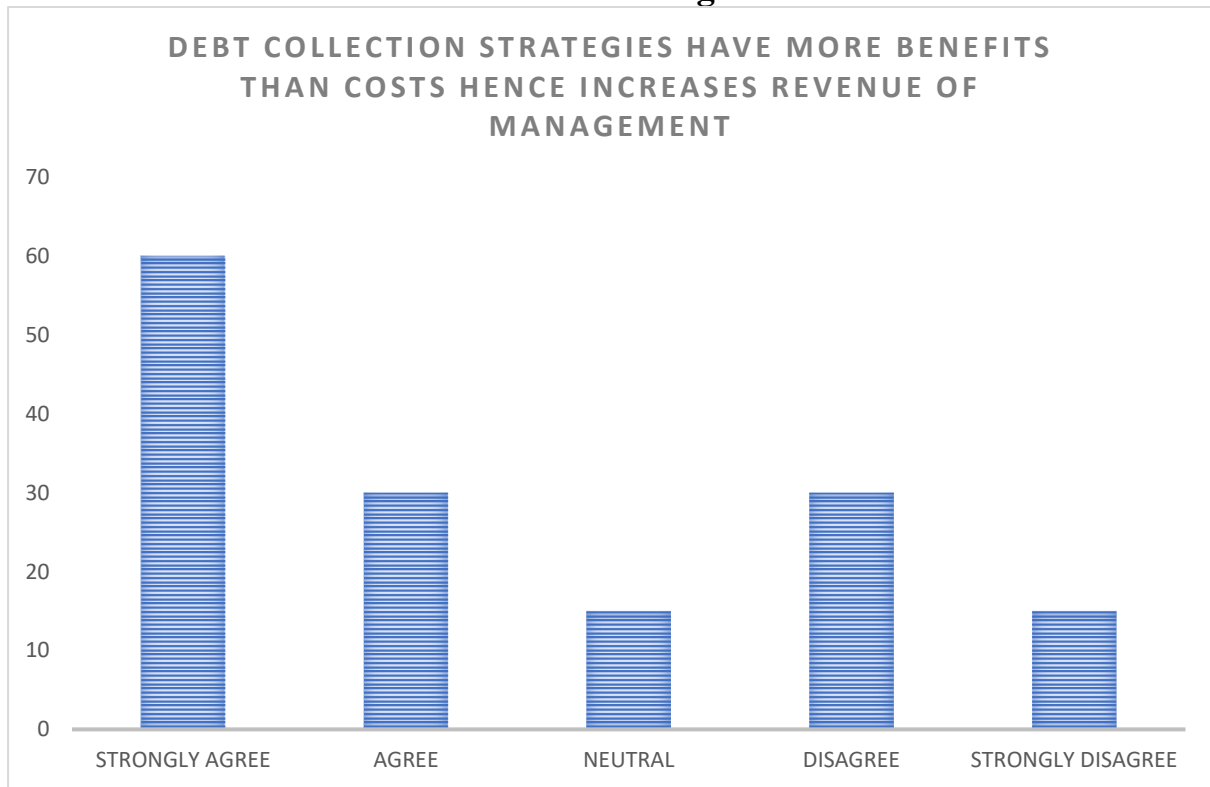
DEBT COLLECTION STRATEGIES HAVE MORE BENEFITS THAN COSTS HENCE INCREASES REVENUE OF MANAGEMENT

3.2.10 Table showing the Debt collection strategies have more benefits than costs hence increases revenue of management

DEBT COLLECTION STRATEGIES HAVE MORE BENEFITS THAN COSTS HENCE INCREASES REVENUE OF MANAGEMENT	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	60	40
AGREE	30	20
NEUTRAL	15	10
DISAGREE	30	20
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents strongly agrees that Debt collection strategies have more benefits than costs hence increases revenue of management , 20% of the respondents agrees that the that Debt collection strategies have more benefits than costs hence increases revenue of management, 10% of the respondents are neutral that that Debt collection strategies have more benefits than costs hence increases revenue of management, 20% of the respondents disagrees that the that Debt collection strategies have more benefits than costs hence increases revenue of management, 10% of the respondents strongly disagrees that the that Debt collection strategies have more benefits than costs hence increases revenue of management.

3.2.10 Charts showing the Debt collection strategies have more benefits than costs hence increases revenue of management



Inference: It is interrupted that most of the respondents belongs to strongly agree.

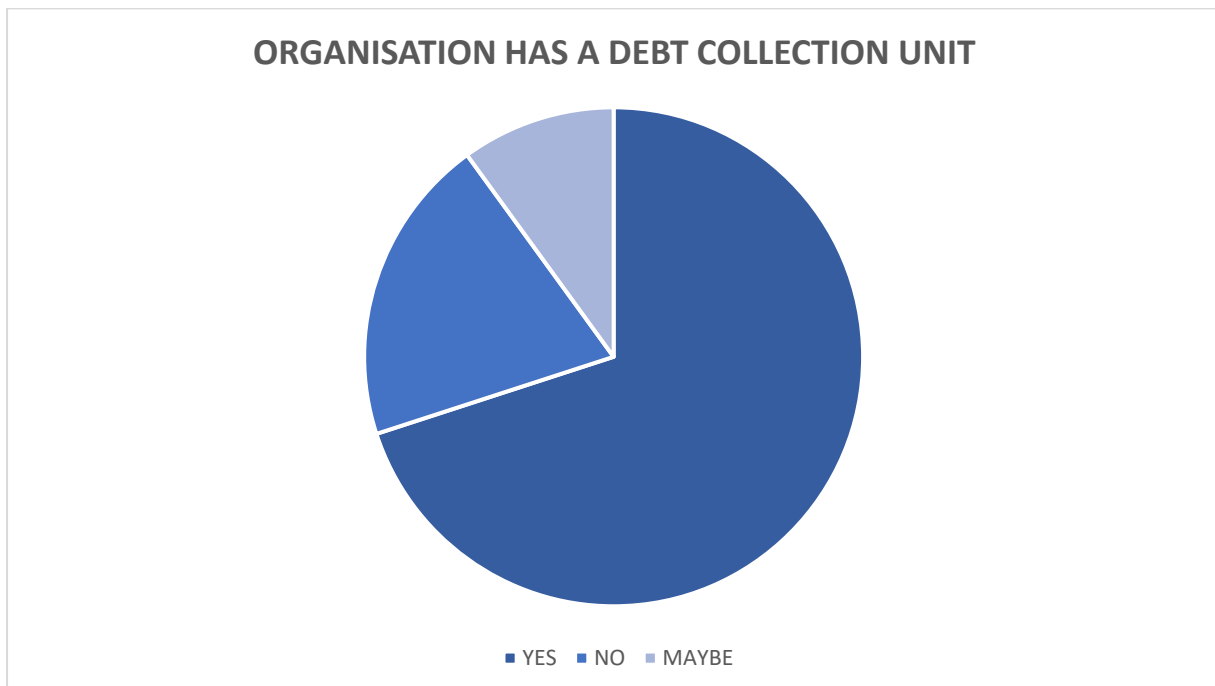
ORGANISATION HAS A DEBT COLLECTION UNIT

3.2.11 Table showing the Organisation has a debt collection unit

ORGANISATION HAS A DEBT COLLECTION UNIT	NO. OF RESPONDENTS	PERCENTAGE
YES	105	70
NO	30	20
MAYBE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 70% of the respondents agrees that the Organisation has a debt collection unit, 20% of the respondents disagrees that the Organisation has a debt collection unit, 10% of the respondents tells maybe that the Organisation has a debt collection unit.

3.2.11 Charts showing the Organisation has a debt collection unit



Inference: It is interrupted that most of the respondents belongs to Yes.

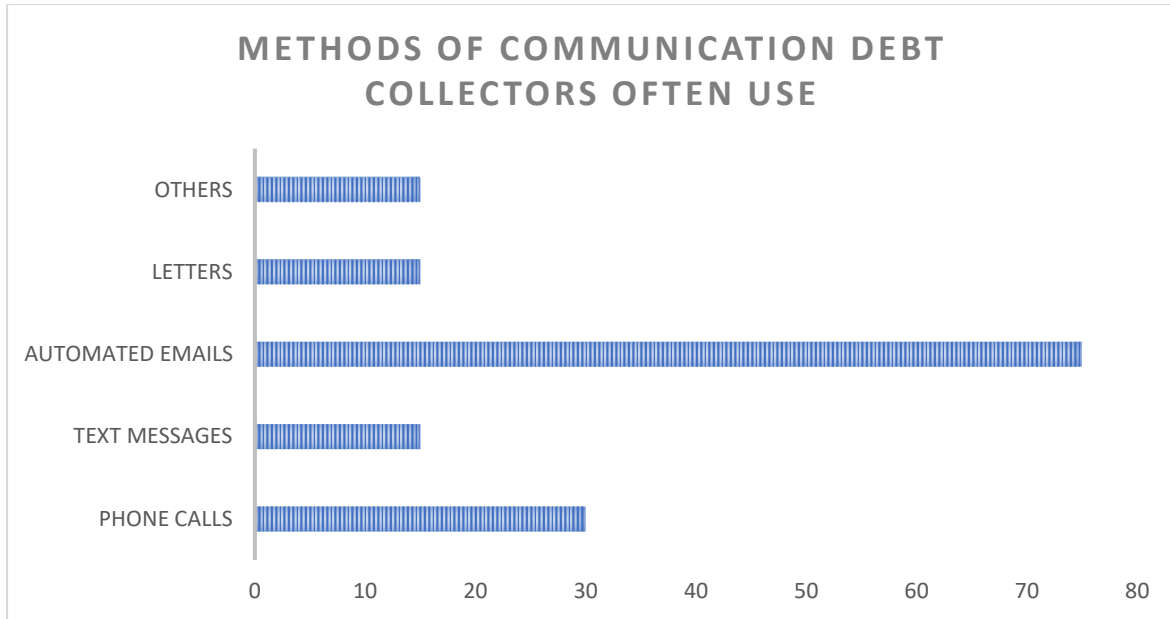
METHODS OF COMMUNICATION DEBT COLLECTORS OFTEN USE

3.2.12 Table showing the methods of communication do debt collectors use most often

METHODS OF COMMUNICATION DEBT COLLECTORS OFTEN USE	NO. OF RESPONDENTS	PERCENTAGE
PHONE CALLS	30	20
TEXT MESSAGES	15	10
AUTOMATED EMAILS	75	50
LETTERS	15	10
OTHERS	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 20% of the respondents uses phone calls to communicate, 10% of the respondents uses text messages to communicate, 50% of the respondents uses Automated Emails to communicate, 10% of the respondents uses letters to communicate, 10% of the respondents uses other ways to communicate.

3.2.12 Charts showing the methods of communication do debt collectors use most often



Inference: It is interrupted that most of the respondents belongs to Automated Emails.

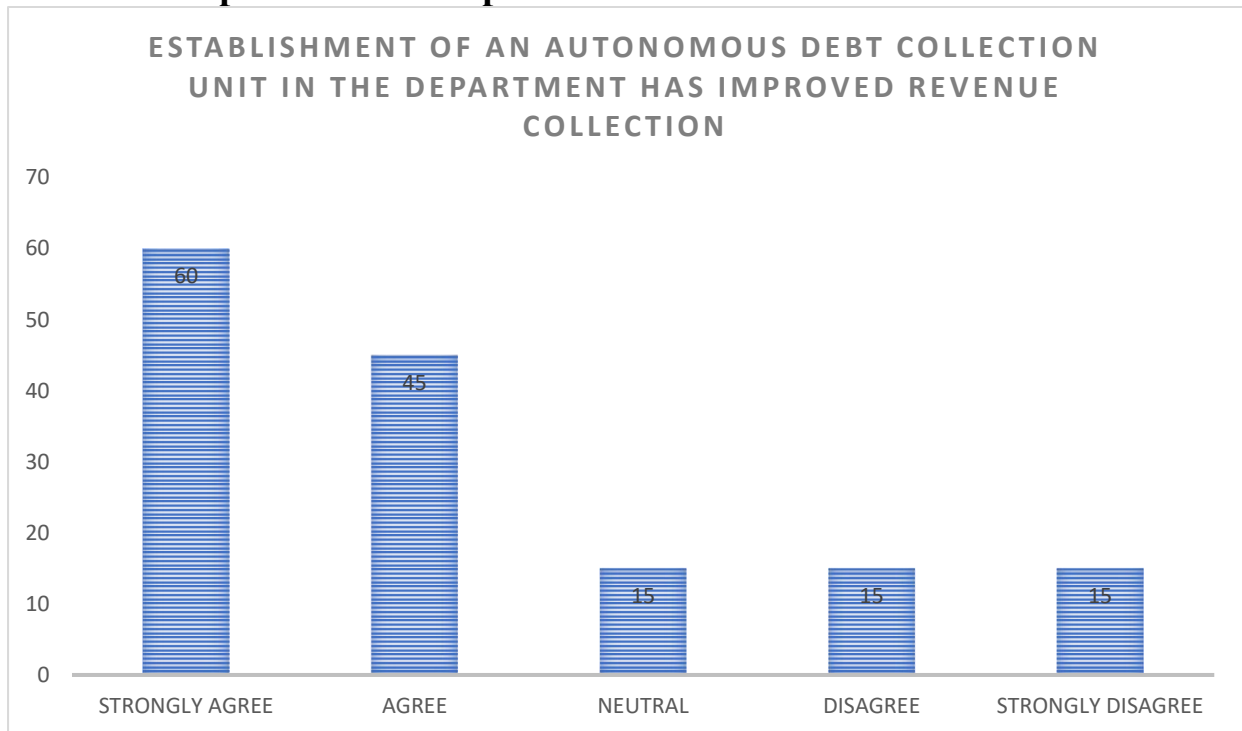
ESTABLISHMENT OF AN AUTONOMOUS DEBT COLLECTION UNIT IN THE DEPARTMENT HAS IMPROVED REVENUE COLLECTION

3.2.13 Table showing the Establishment of an autonomous debt collection unit in the department has improved revenue collection

ESTABLISHMENT OF AN AUTONOMOUS DEBT COLLECTION UNIT IN THE DEPARTMENT HAS IMPROVED REVENUE COLLECTION	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	60	40
AGREE	45	30
NEUTRAL	15	10
DISAGREE	15	10
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents strongly agrees that Establishment of an autonomous debt collection unit in the department has improved revenue collection, 30% of the respondents agrees that the that Establishment of an autonomous debt collection unit in the department has improved revenue collection,, 10% of the respondents are neutral that that Establishment of an autonomous debt collection unit in the department has improved revenue collection, 10% of the respondents disagrees that the that Establishment of an autonomous debt collection unit in the department has improved revenue collection, 10% of the respondents strongly disagrees that the that Establishment of an autonomous debt collection unit in the department has improved revenue collection.

3.2.13 Charts showing the Establishment of an autonomous debt collection unit in the department has improved revenue collection



Inference: It is interrupted that most of the respondents belongs to strongly agree.

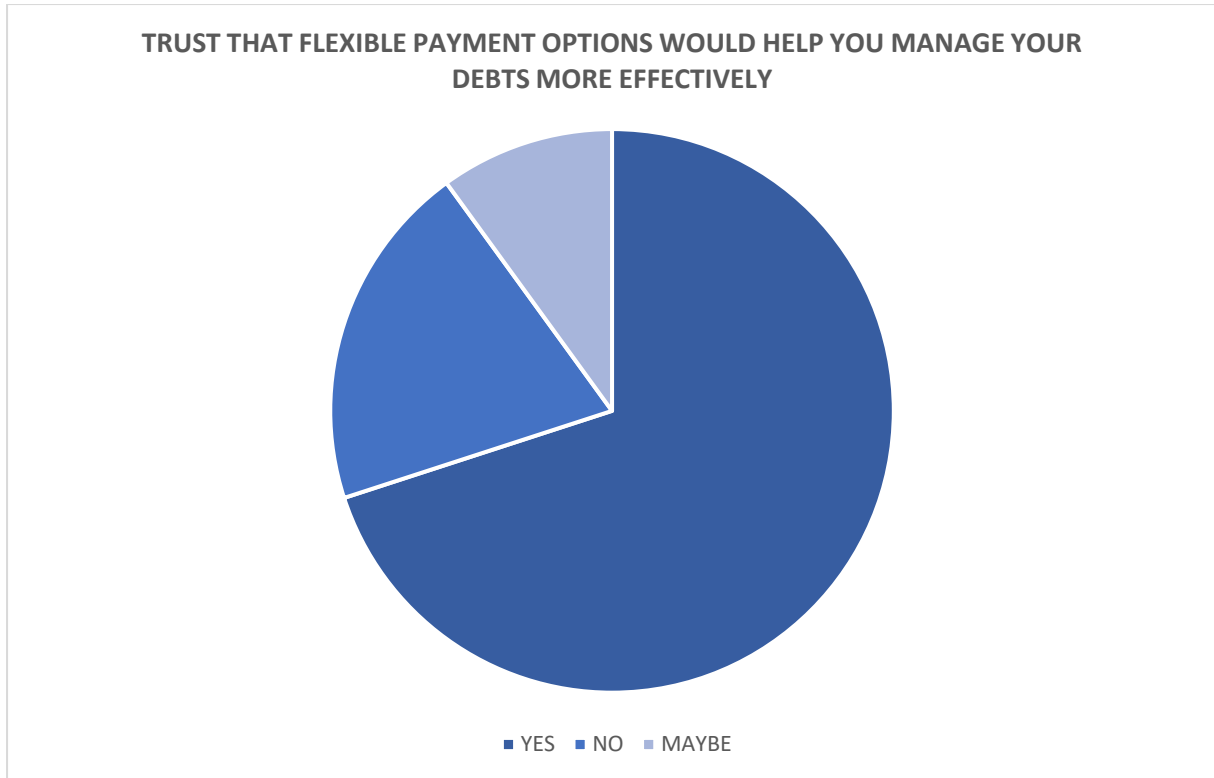
TRUST THAT FLEXIBLE PAYMENT OPTIONS WOULD HELP YOU MANAGE YOUR DEBTS MORE EFFECTIVELY

3.2.14 Table showing the trust that flexible payment options would help you manage your debts more effectively

TRUST THAT FLEXIBLE PAYMENT OPTIONS WOULD HELP YOU MANAGE YOUR DEBTS MORE EFFECTIVELY	NO. OF RESPONDENTS	PERCENTAGE
YES	105	70
NO	30	20
MAYBE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 70% of the respondents agrees that the trust that flexible payment options would help you manage your debts more effectively , 20% of the respondents disagrees that flexible payment options would help you manage your debts more effectively , 10% of the respondents tells maybe that the flexible payment options would help you manage your debts more effectively.

3.2.14 Charts showing the trust that flexible payment options would help you manage your debts more effectively



Inference: It is interrupted that most of the respondents belongs to Yes.

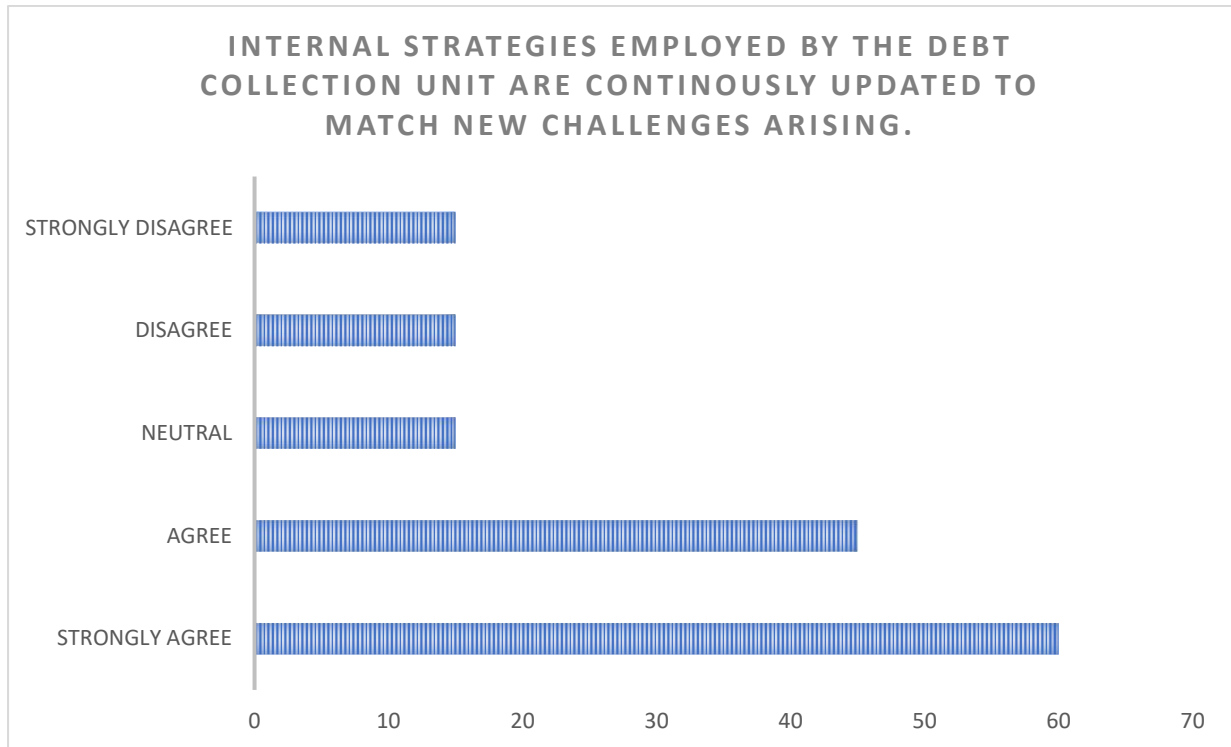
INTERNAL STRATEGIES EMPLOYED BY THE DEBT COLLECTION UNIT ARE CONTINUOUSLY UPDATED TO MATCH NEW CHALLENGES ARISING.

3.2.15 Table showing the Internal strategies employed by the debt collection unit are continuously updated to match new challenges arising

INTERNAL STRATEGIES EMPLOYED BY THE DEBT COLLECTION UNIT ARE CONTINUOUSLY UPDATED TO MATCH NEW CHALLENGES ARISING.	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	60	40
AGREE	45	30
NEUTRAL	15	10
DISAGREE	15	10
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents strongly agrees that Internal strategies employed by the debt collection unit are continuously updated to match new challenges arising, 30% of the respondents agrees that the that Internal strategies employed by the debt collection unit are continuously updated to match new challenges arising, 10% of the respondents are neutral that that Internal strategies employed by the debt collection unit are continuously updated to match new challenges arising.

3.2.15 Charts showing the Internal strategies employed by the debt collection unit are continuously updated to match new challenges arising



Inference: It is interrupted that most of the respondents belongs to strongly agree.

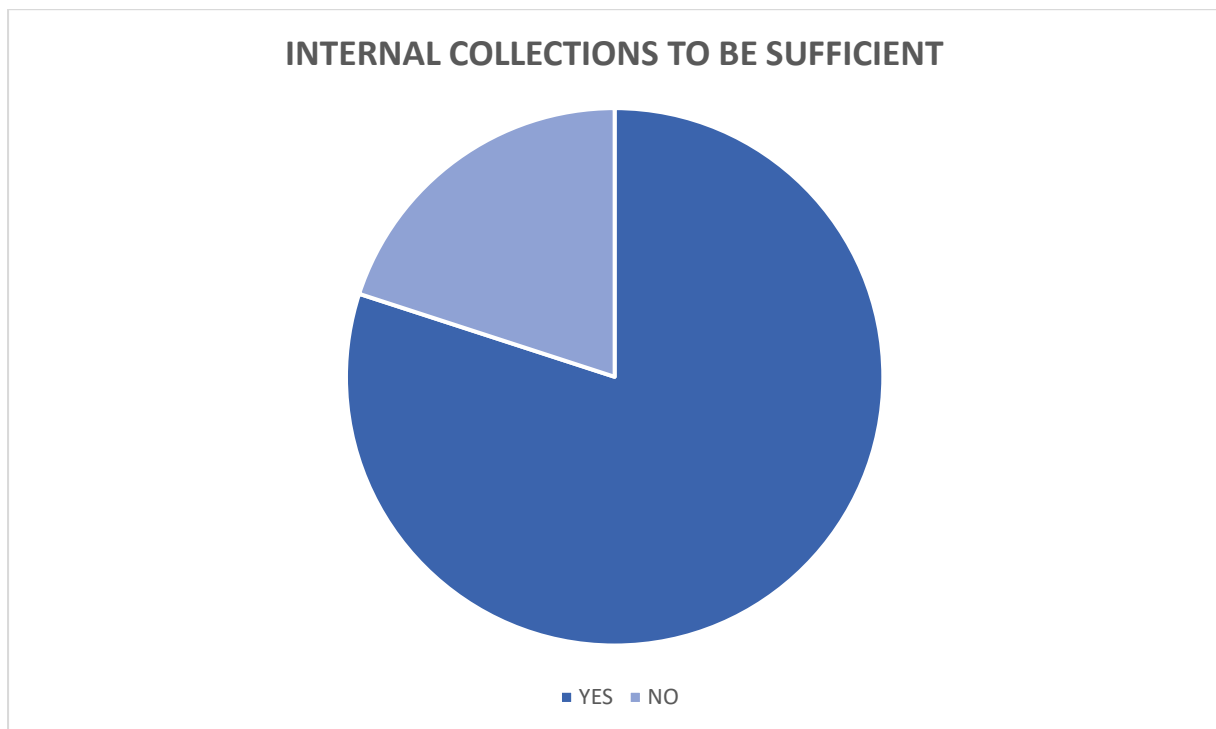
INTERNAL COLLECTIONS TO BE SUFFICIENT

3.2.16 Table showing the internal collection strategies to be sufficient

INTERNAL COLLECTIONS TO BE SUFFICIENT	NO. OF RESPONDENTS	PERCENTAGE
YES	120	80
NO	30	20
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 80% of the respondents agrees that the internal collection strategies to be sufficient, , 20% of the respondents disagrees that the internal collection strategies to be sufficient.

3.2.16 Charts showing the internal collection strategies to be sufficient



Inference: It is interrupted that most of the respondents belongs to Yes.

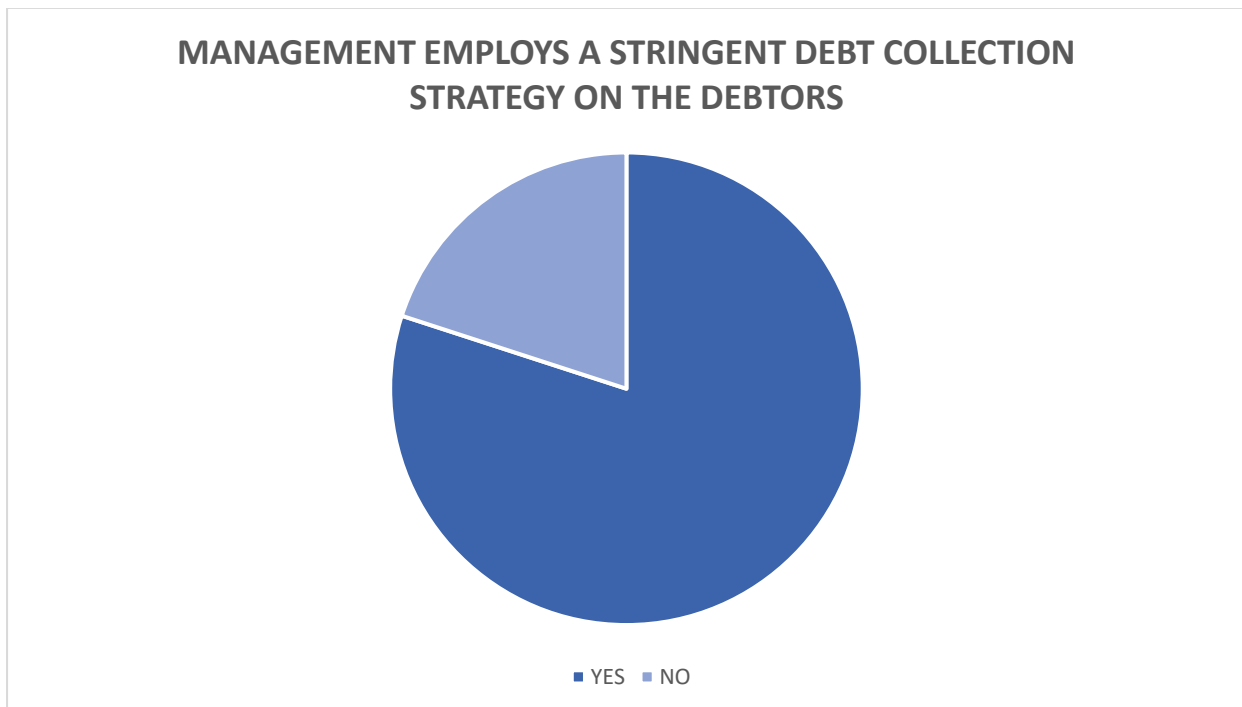
MANAGEMENT EMPLOYS A STRINGENT DEBT COLLECTION STRATEGY ON THE DEBTORS

3.2.17 Table showing the management employs a stringent debt collection strategy on the debtors

MANAGEMENT EMPLOYS A STRINGENT DEBT COLLECTION STRATEGY ON THE DEBTORS	NO. OF RESPONDENTS	PERCENTAGE
YES	120	80
NO	30	20
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 80% of the respondents agrees that management employs a stringent debt collection strategy on the debtors, 20% of the respondents disagrees that the management employs a stringent debt collection strategy on the debtors.

3.2.17 Charts showing the management employs a stringent debt collection strategy on the debtors



Inference: It is interrupted that most of the respondents belongs to Yes.

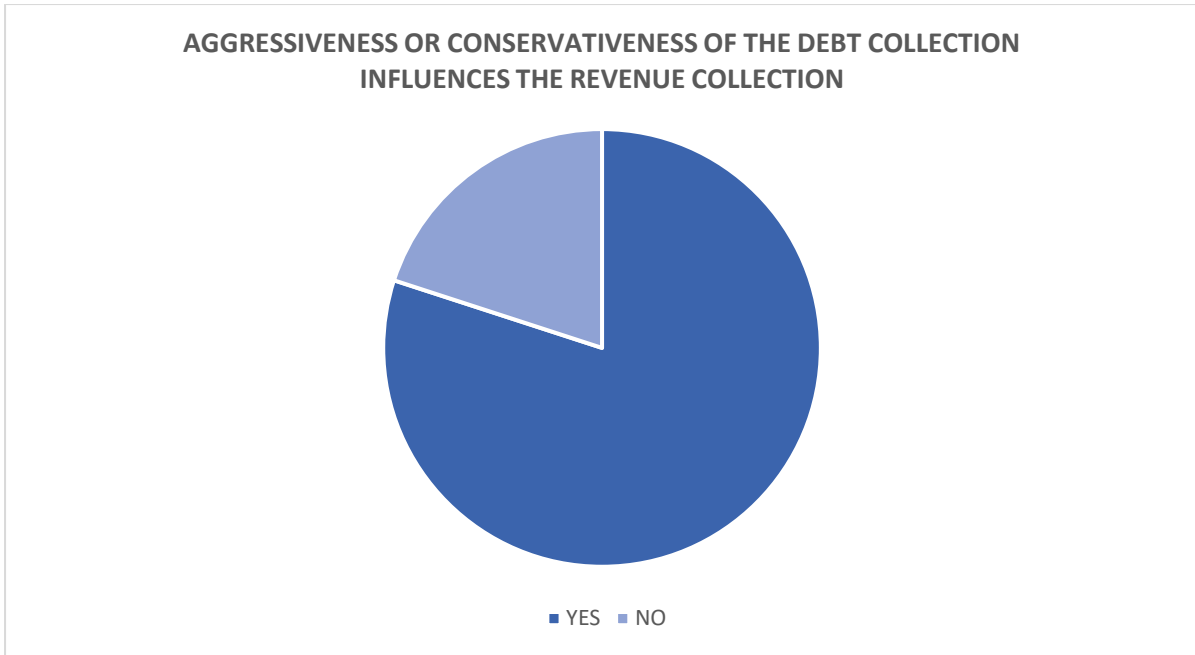
AGGRESSIVENESS OR CONSERVATIVENESS OF THE DEBT COLLECTION INFLUENCES THE REVENUE COLLECTION

3.2.18 Table showing the aggressiveness or conservativeness of the debt collection influences the revenue collection

AGGRESSIVENESS OR CONSERVATIVENESS OF THE DEBT COLLECTION INFLUENCES THE REVENUE COLLECTION	NO. OF RESPONDENTS	PERCENTAGE
YES	120	80
NO	30	20
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 80% of the respondents agrees that aggressiveness or conservativeness of the debt collection influences the revenue collection , 20% of the respondents disagrees that the aggressiveness or conservativeness of the debt collection influences the revenue collection.

3.2.18 Charts showing the aggressiveness or conservativeness of the debt collection influences the revenue collection



Inference: It is interrupted that most of the respondents belongs to Yes.

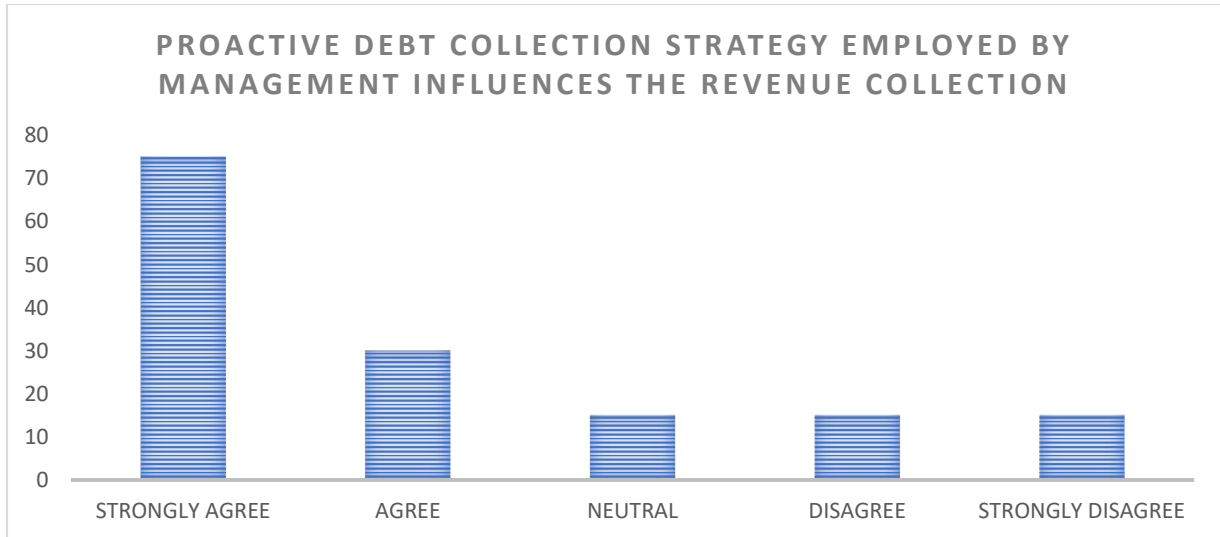
PROACTIVE DEBT COLLECTION STRATEGY EMPLOYED BY MANAGEMENT INFLUENCES THE REVENUE COLLECTION.

3.2.19 Table showing the Proactive debt collection strategy employed by management influences the revenue collection

PROACTIVE DEBT COLLECTION STRATEGY EMPLOYED BY MANAGEMENT INFLUENCES THE REVENUE COLLECTION	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	75	50
AGREE	30	20
NEUTRAL	15	10
DISAGREE	15	10
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 50% of the respondents Strongly agree, 20% of the respondents agree, 10% of the respondents are neutral, 10% of the respondents disagree, 10% of the respondents Strongly disagree.

3.2.19 Charts showing the Proactive debt collection strategy employed by management influences the revenue collection



Inference: It is interrupted that most of the respondents belongs to Strongly agree

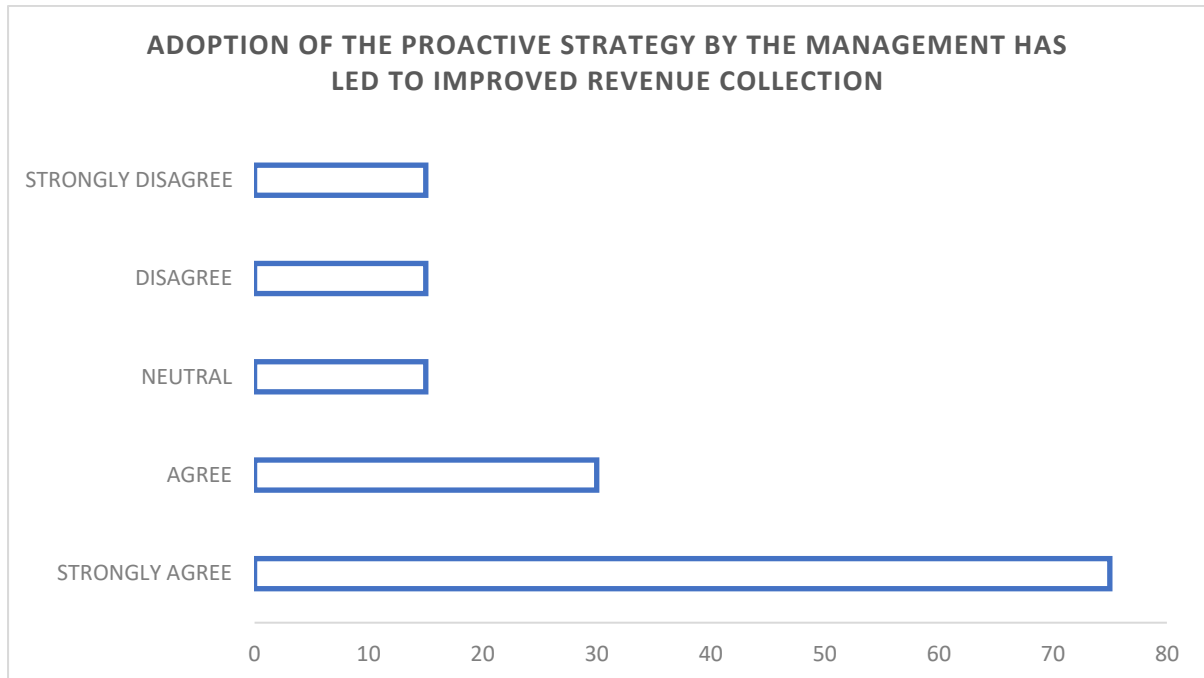
ADOPTION OF THE PROACTIVE STRATEGY BY THE MANAGEMENT HAS LED TO IMPROVED REVENUE COLLECTION

3.2.20 Table showing the adoption of the proactive strategy by the management has led to improved revenue collection

ADOPTION OF THE PROACTIVE STRATEGY BY THE MANAGEMENT HAS LED TO IMPROVED REVENUE COLLECTION	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	75	50
AGREE	30	20
NEUTRAL	15	10
DISAGREE	15	10
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 50% of the respondents Strongly agree adoption of the proactive strategy by the management has led to improved revenue collection, 20% of the respondents agree the proactive strategy by the management has led to improved revenue collection, 10% of the respondents are neutral the proactive strategy by the management has led to improved revenue collection, 10% of the respondents disagree the proactive strategy by the management has led to improved revenue collection, 10% of the respondents Strongly disagree the proactive strategy by the management has led to improved revenue collection.

3.2.20 Charts showing the adoption of the proactive strategy by the management has led to improved revenue collection



Inference: It is interrupted that most of the respondents belongs to Strongly agree

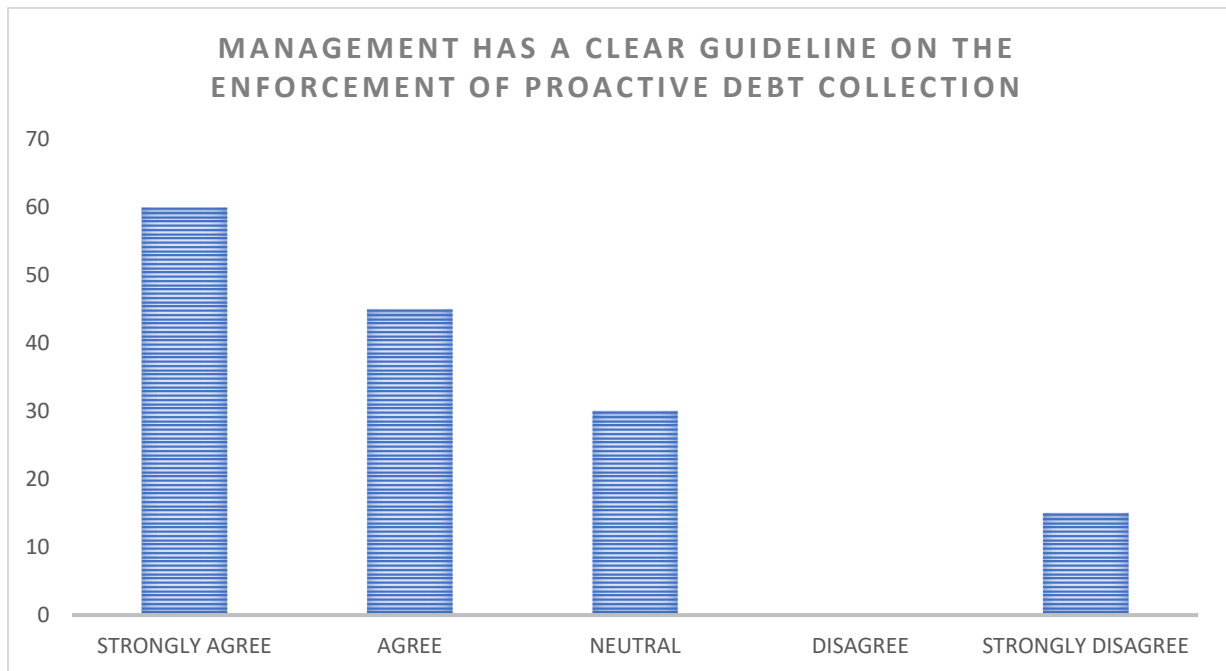
MANAGEMENT HAS A CLEAR GUIDELINE ON THE ENFORCEMENT OF PROACTIVE DEBT COLLECTION

3.2.21 Table showing the management has a clear guideline on the enforcement of proactive debt collection

MANAGEMENT HAS A CLEAR GUIDELINE ON THE ENFORCEMENT OF PROACTIVE DEBT COLLECTION	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	60	40
AGREE	45	30
NEUTRAL	30	20
DISAGREE	0	0
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents Strongly agree management has a clear guideline on the enforcement of proactive debt collection, 30% of the respondents agree management has a clear guideline on the enforcement of proactive debt collection, 20% of the respondents are neutral the management has a clear guideline on the enforcement of proactive debt collection, 0% of the respondents disagree the management has a clear guideline on the enforcement of proactive debt collection, 10% of the respondents Strongly disagree the management has a clear guideline on the enforcement of proactive debt collection.

3.2.21 Charts showing the management has a clear guideline on the enforcement of proactive debt collection



Inference: It is interrupted that most of the respondents belongs to Strongly agree

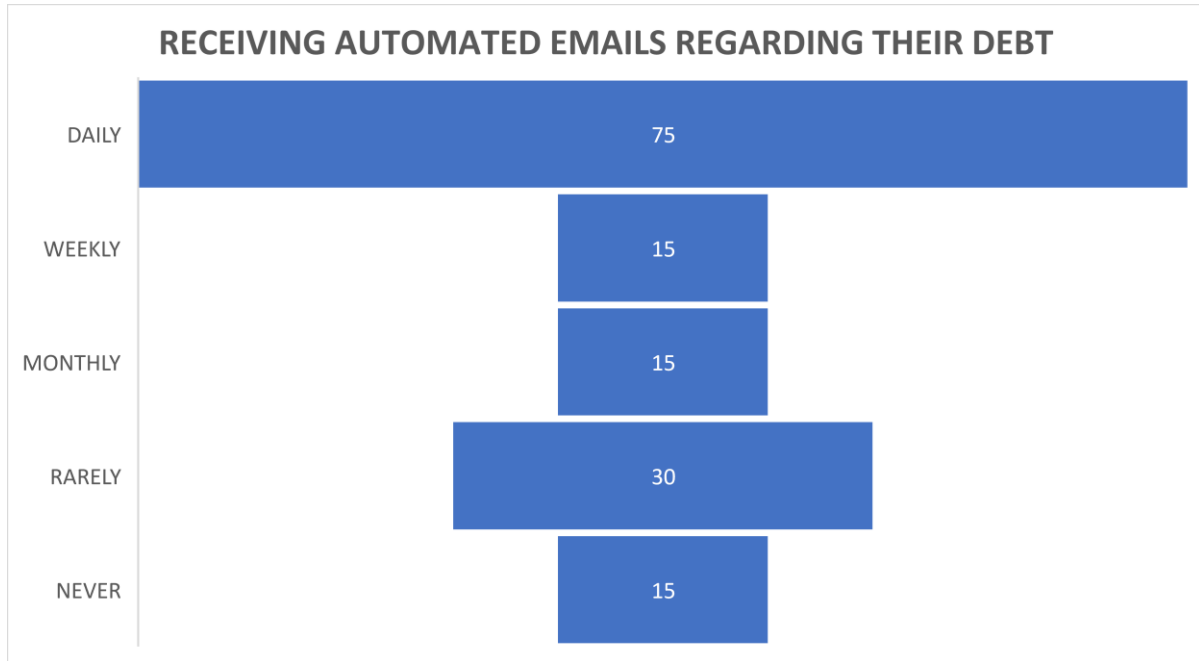
RECEIVING AUTOMATED EMAILS REGARDING THEIR DEBT

3.2.22 Table showing receiving automated emails regarding your debts.

RECEIVING AUTOMATED REGARDING DEBT	NO. RESPONDENTS	OF	PERCENTAGE
DAILY	75		50
WEEKLY	15		10
MONTHLY	15		10
RARELY	30		20
NEVER	15		10
TOTAL	150		100

Findings: The above table shows that among 150 respondents, 50% of the respondents receives daily, 10% of the respondents receives weekly, 10% of the respondents receives monthly, 20% of the respondents receives rarely, 10% of the respondents never receives.

3.2.22 Charts showing how often do you receive automated emails regarding your debts



Inference: It is interrupted that most of the respondents belongs to daily.

AUTOMATED EMAILS PROVIDE CLEAR AND ACTIONABLE INSTRUCTIONS FOR MAKING PAYMENTS

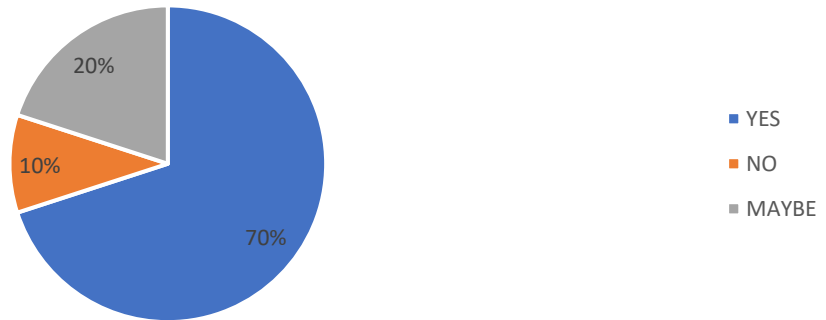
3.2.23 Table showing that the automated emails provide clear and actionable instructions for making payments

AUTOMATED EMAILS PROVIDE CLEAR AND ACTIONABLE INSTRUCTIONS FOR MAKING PAYMENTS	NO. OF RESPONDENTS	PERCENTAGE
YES	105	70
NO	15	10
MAYBE	30	20
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 70% of the respondents agrees that the automated emails provide clear and actionable instructions for making payments, 10% of the respondents disagrees that the automated emails provide clear and actionable instructions for making payments, 20% of the respondents tells maybe that the automated emails provide clear and actionable instructions for making payments.

3.2.23 Charts showing that the automated emails provide clear and actionable instructions for making payments

AUTOMATED EMAILS PROVIDE CLEAR AND ACTIONABLE INSTRUCTIONS FOR MAKING PAYMENTS



Inference: It is interrupted that most of the respondents belongs to Yes.

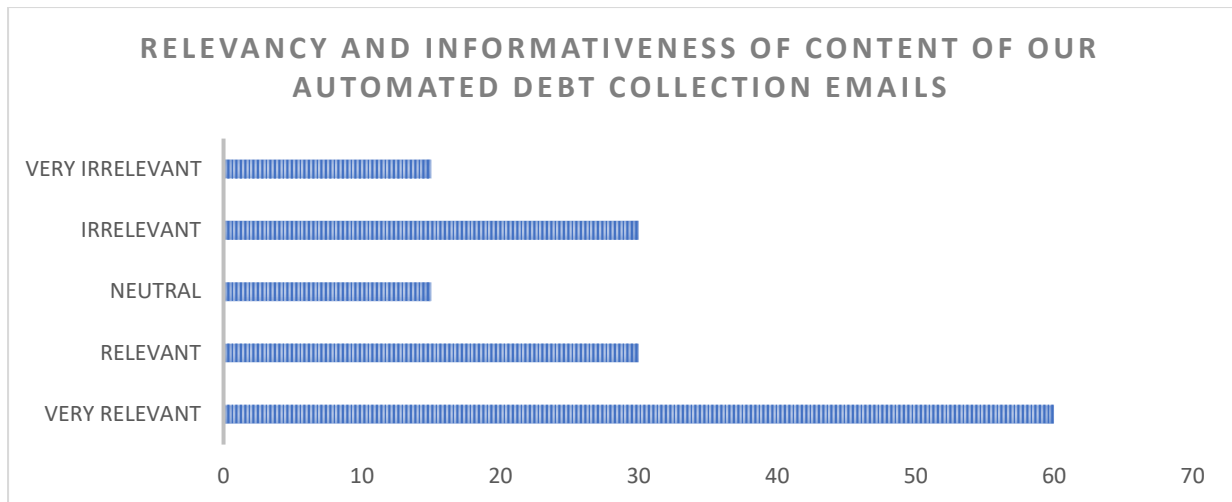
RELEVANCY AND INFORMATIVENESS OF CONTENT OF OUR AUTOMATED DEBT COLLECTION EMAILS

3.2.24 Table showing the relevancy and informativeness of content of our automated debt collection emails

RELEVANCY AND INFORMATIVENESS OF CONTENT OF OUR AUTOMATED DEBT COLLECTION EMAILS	NO. OF RESPONDENTS	PERCENTAGE
VERY RELEVANT	60	40
RELEVANT	30	20
NEUTRAL	15	10
IRRELEVANT	30	20
VERY IRRELEVANT	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents found it very relevant, 20% of the respondents found it relevant, 10% of the respondents found it neutral, 20% of the respondents found it irrelevant, 10% of the respondents found it very irrelevant.

3.2.24 Charts showing the relevancy and informativeness of content of our automated debt collection emails



Inference: It is interrupted that most of the respondents belongs to Very relevant.

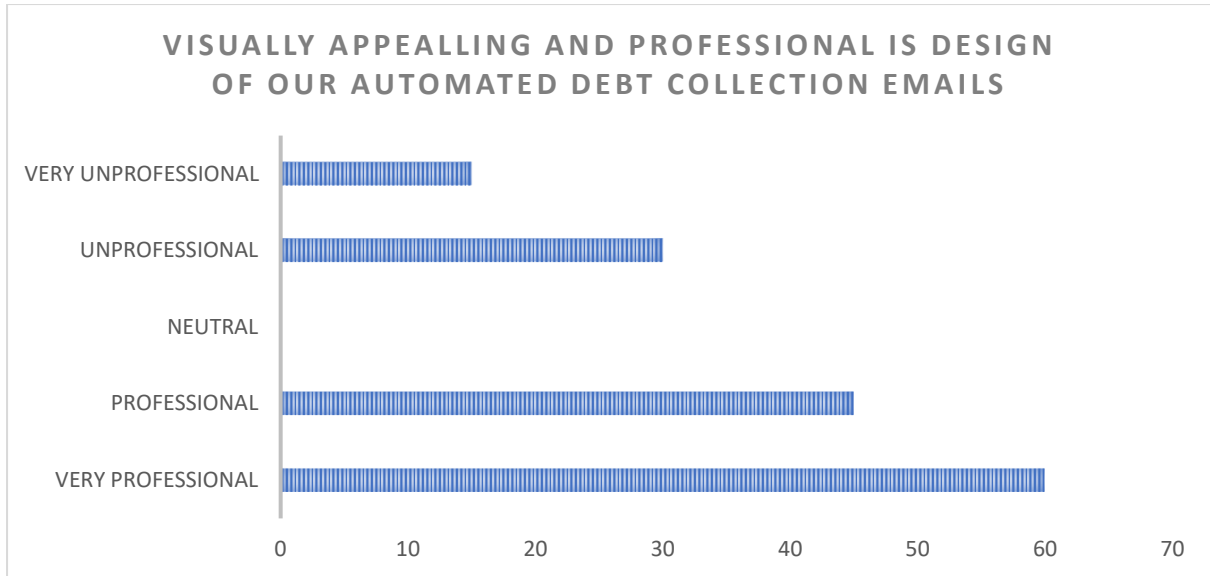
VISUALLY APPEALLING AND PROFESSIONAL IS DESIGN OF OUR AUTOMATED DEBT COLLECTION EMAILS

3.2.25 Table showing the visually appealing and professional is the design of our automated debt collection emails

VISUALLY APPEALLING AND PROFESSIONAL IS DESIGN OF OUR AUTOMATED DEBT COLLECTION EMAILS	NO. OF RESPONDENTS	PERCENTAGE
VERY PROFESSIONAL	60	40
PROFESSIONAL	45	30
NEUTRAL	0	0
UNPROFESSIONAL	30	20
VERY UNPROFESSIONAL	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents found it very professional, 30% of the respondents found it professional, 0% of the respondents found it neutral, 20% of the respondents found it Unprofessional, 10% of the respondents found it very Unprofessional.

3.2.25 Charts showing the visually appealing and professional do you find the design of our automated debt collection emails.



Inference: It is interrupted that most of the respondents belongs to Very professional.

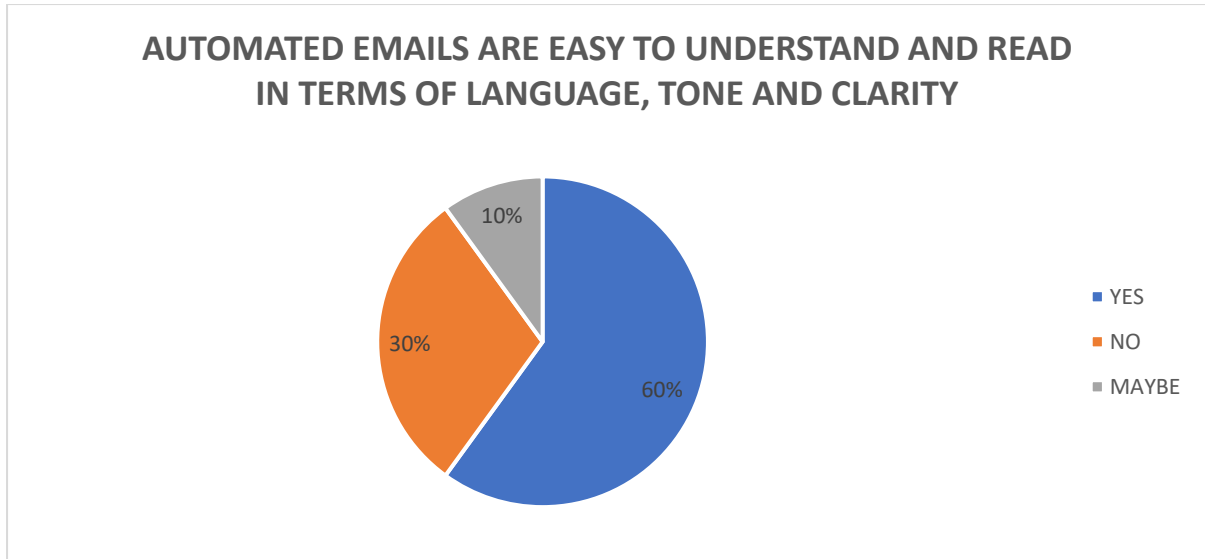
AUTOMATED EMAILS ARE EASY TO UNDERSTAND AND READ IN TERMS OF LANGUAGE, TONE AND CLARITY

3.2.26 Table showing the automated emails are easy to read and understand in terms of language, tone, and clarity

AUTOMATED EMAILS ARE EASY TO UNDERSTAND AND READ IN TERMS OF LANGUAGE, TONE AND CLARITY	NO. OF RESPONDENTS	PERCENTAGE
YES	90	60
NO	45	30
MAYBE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 60% of the respondents agrees that the automated emails are easy to read and understand in terms of language, tone, and clarity, 30% of the respondents disagrees that the automated emails are easy to read and understand in terms of language, tone, and clarity, 10% of the respondents tells maybe that the automated emails are easy to read and understand in terms of language, tone, and clarity.

3.2.26 Charts showing the automated emails are easy to read and understand in terms of language, tone, and clarity



Inference: It is interrupted that most of the respondents belongs to Yes.

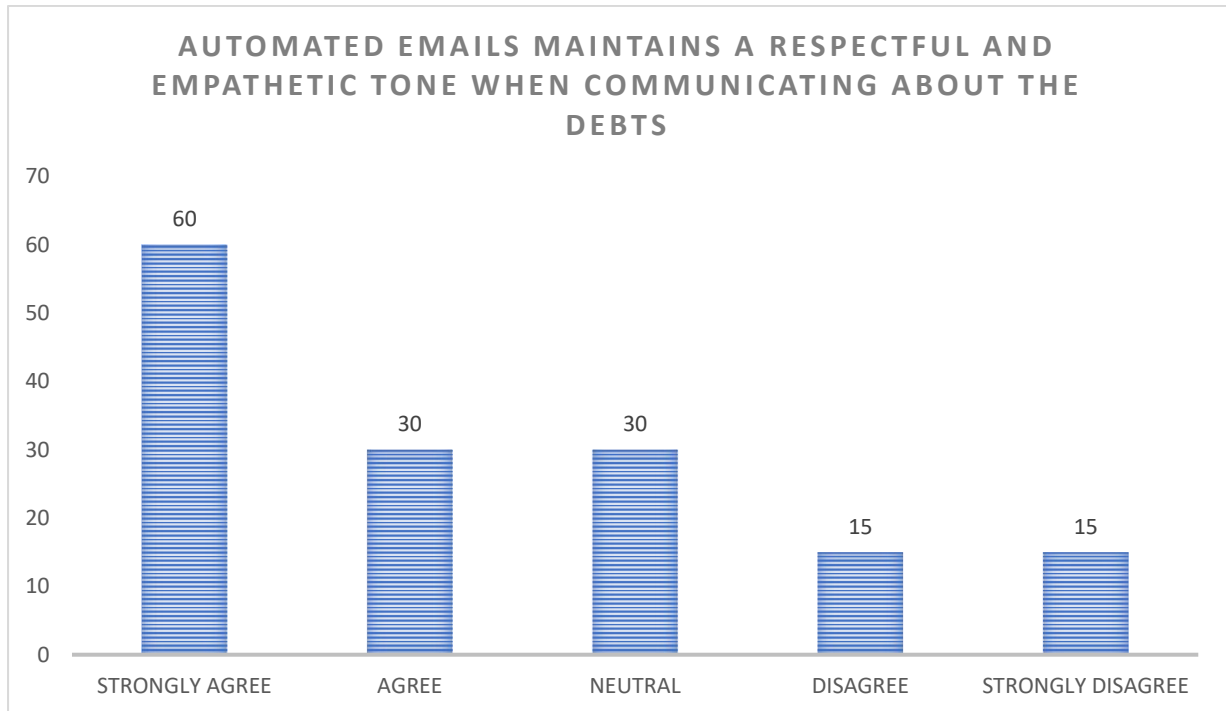
AUTOMATED EMAILS MAINTAINS A RESPECTFUL AND EMPATHETIC TONE WHEN COMMUNICATING ABOUT THE DEBTS

3.2.27 Table showing the automated emails maintain a respectful and empathetic tone when communicating about your debts

AUTOMATED EMAILS MAINTAINS A RESPECTFUL AND EMPATHETIC TONE WHEN COMMUNICATING ABOUT THE DEBTS	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	60	40
AGREE	30	20
NEUTRAL	30	20
DISAGREE	15	10
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents Strongly agree automated emails maintain a respectful and empathetic tone when communicating about your debts, 20% of the respondents agree automated emails maintain a respectful and empathetic tone when communicating about your debts, 20% of the respondents are neutral automated emails maintain a respectful and empathetic tone when communicating about your debts, 10% of the respondents disagree automated emails maintain a respectful and empathetic tone when communicating about your debts, 10% of the respondents Strongly disagree automated emails maintain a respectful and empathetic tone when communicating about your debts.

3.2.27 Charts showing the automated emails maintain a respectful and empathetic tone when communicating about your debts



Inference: It is interrupted that most of the respondents belongs to Strongly agree.

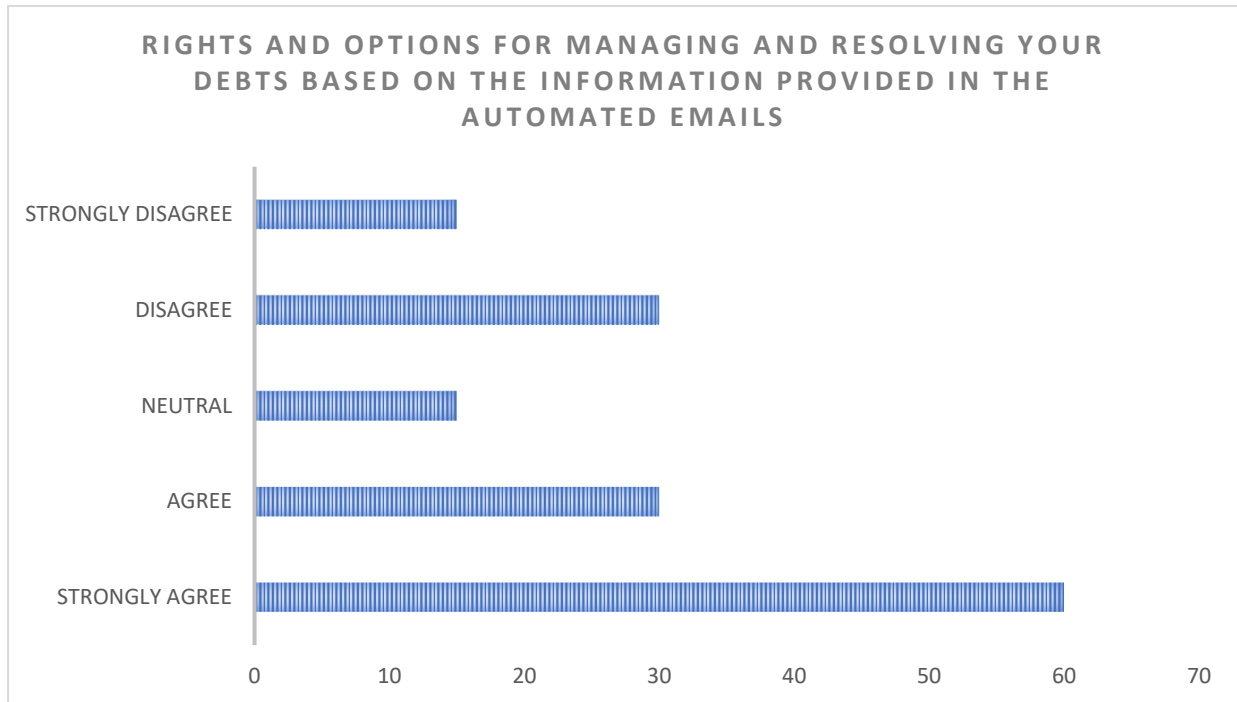
RIGHTS AND OPTIONS FOR MANAGING AND RESOLVING YOUR DEBTS BASED ON THE INFORMATION PROVIDED IN THE AUTOMATED EMAILS

3.2.28 Table showing the rights and options for managing and resolving your debts based on the information provided in the automated emails.

RIGHTS AND OPTIONS FOR MANAGING AND RESOLVING YOUR DEBTS BASED ON THE INFORMATION PROVIDED IN THE AUTOMATED EMAILS	NO. OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	60	40
AGREE	30	20
NEUTRAL	15	10
DISAGREE	30	20
STRONGLY DISAGREE	15	10
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 40% of the respondents Strongly agree rights and options for managing and resolving your debts based on the information provided in the automated emails , 20% of the respondents agree rights and options for managing and resolving your debts based on the information provided in the automated emails, 10% of the respondents are neutral rights and options for managing and resolving your debts based on the information provided in the automated emails, 20% of the respondents disagree rights and options for managing and resolving your debts based on the information provided in the automated emails.

3.2.28 Charts showing the rights and options for managing and resolving your debts based on the information provided in the automated emails.



Inference: It is interrupted that most of the respondents belongs to Strongly Agree.

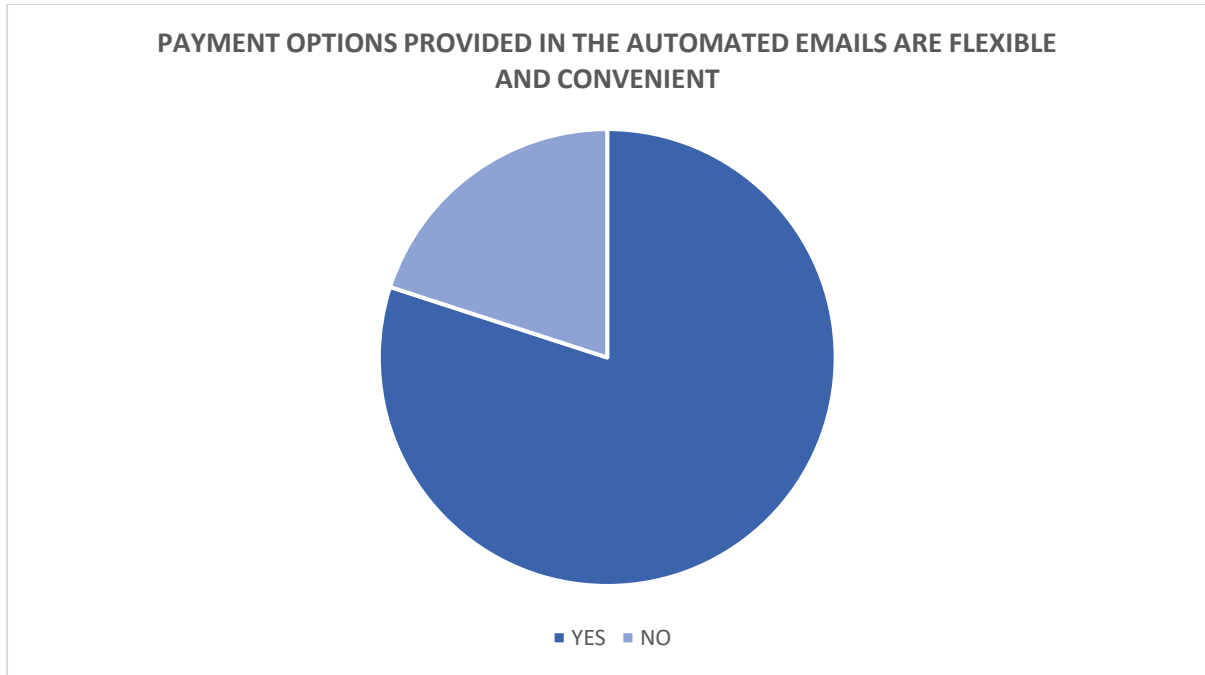
PAYMENT OPTIONS PROVIDED IN THE AUTOMATED EMAILS ARE FLEXIBLE AND CONVENIENT

3.2.29 Table showing the payment options provided in the automated emails flexible and convenient

PAYMENT OPTIONS PROVIDED IN THE AUTOMATED EMAILS ARE FLEXIBLE AND CONVENIENT	NO. OF RESPONDENTS	PERCENTAGE
YES	120	80
NO	30	20
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 80% of the respondents agrees that payment options provided in the automated emails flexible and convenient, 20% of the respondents disagrees that that payment options provided in the automated emails flexible and convenient.

3.2.29 Charts showing the payment options provided in the automated emails flexible and convenient



Inference: It is interrupted that most of the respondents belongs to Yes.

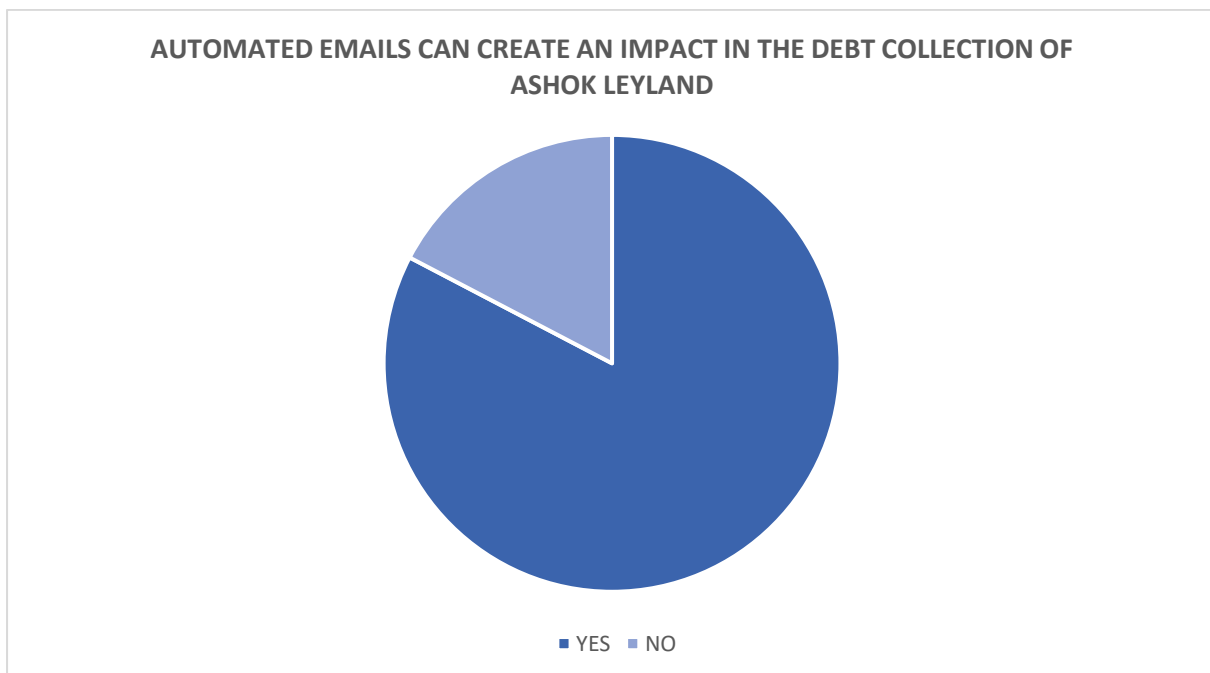
AUTOMATED EMAILS CAN CREATE AN IMPACT IN THE DEBT COLLECTION OF ASHOK LEYLAND

3.2.30 Table showing the Automated Emails can create an impact in the Debt collection of Ashok Leyland

AUTOMATED EMAILS CAN CREATE AN IMPACT IN THE DEBT COLLECTION OF ASHOK LEYLAND	NO. OF RESPONDENTS	PERCENTAGE
YES	124	83
NO	26	17
TOTAL	150	100

Findings: The above table shows that among 150 respondents, 83% of the respondents agrees that Automated Emails can create an impact in the Debt collection of Ashok Leyland, 17% of the respondents disagrees that that Automated Emails can create an impact in the Debt collection of Ashok Leyland.

3.2.30 Charts showing the Automated Emails can create an impact in the Debt collection of Ashok Leyland



Inference: It is interrupted that most of the respondents belongs to Yes.
NORMALITY TEST:

Null Hypothesis (H0): The sample data is not significantly different than the normal population.

Alternate Hypothesis (H1): The sample data is significantly different than the normal population.

3.2.31 TABLE SHOWING THE TEST OF NORMALITY

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
DEDT COLLECTION IMPACT	.183	150	.000	.865	150	.000
FINANCIAL IMPACT	.200	150	.000	.850	150	.000
TECHNOLOGY AUTOMATION	.215	150	.000	.795	150	.000
COMPLIANCE & ETHICAL PRACTICES	.265	150	.000	.805	150	.000
DEBTOR EXPERIENCE	.244	150	.000	.848	150	.000

INFERENCE The dimensions participation, targeted training sessions, Recognition & motivation, quality standards Development, as a significance value of ($p= 0.00$). Since, the significance value of all dimensions is lesser than the p value (0.05) so, the dimensions follow **NON-PARAMETRIC TEST**. Therefore, when $P < 0.05$ Reject

NON-PARAMETRIC TESTS

CORRELATION

3.2.32 TABLE SHOWING RELATIONSHIP BETWEEN DEBT COLLECTION IMPACT, FINANCIAL IMPACT, TECHNOLOGY & AUTOMATION, COMPLIANCE & ETHICAL PRACTICES, DEBTOR EXPERIENCE.

Correlations

			DEBT COLLECTION IMPACT	FINANCIAL IMPACT	TECHNOLOGY AUTOMATION	COMPLIANCE & ETHICAL PRACTICES	DEBTOR EXPERIENCE
Spearman's rho	DEBT COLLECTION IMPACT	Correlation Coefficient	1.000	.923**	.867**	.931**	.966**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	150	150	150	150	150
	FINANCIAL IMPACT	Correlation Coefficient	.923**	1.000	.871**	.842**	.940**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	150	150	150	150	150
	TECHNOLOGY AUTOMATION	Correlation Coefficient	.867**	.871**	1.000	.912**	.926**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	150	150	150	150	150
	COMPLIANCE & ETHICAL PRACTICES	Correlation Coefficient	.931**	.842**	.912**	1.000	.958**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	150	150	150	150	150
	DEBTOR EXPERIENCE	Correlation Coefficient	.966**	.940**	.926**	.958**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

INFERENCE

There is moderate relationship between Financial impact and Technology & Automation ($r=0.46$)

There exists a Weak Negative relationship between Debtor Experience & Debt Collection Impact ($r = -.018$)

There exists a Weak relationship between Debt Collection Impact and Technology & Automation ($r = .14$)

There exists a moderate relationship Compliance & Ethical practices and Technology & Automation ($r = .43$)

MANN WHITNEY U TEST

HYPOTHESIS:

Null Hypothesis H0: There is no significance difference between the mean rank of men and women with respect to those 5 dimensions.

Alternative Hypothesis H1: There is significance difference between the mean rank of men and women with respect to those 5 dimensions.

3.2.33 TABLE SHOWING RELATIONSHIP BETWEEN MEAN RANK OF GENDER WITH FACTORS OF STUDY

		Ranks		
	Gender	N	Mean Rank	Sum of Ranks
DEDT COLLECTION IMPACT	1	105	66.93	7027.50
	2	45	95.50	4297.50
	Total	150		
FINANCIAL IMPACT	1	105	64.79	6802.50
	2	45	100.50	4522.50
	Total	150		
TECHNOLOGY AUTOMATION	1	105	61.57	6465.00
	2	45	108.00	4860.00
	Total	150		
COMPLIANCE & ETHICAL PRACTICES	1	105	65.86	6915.00
	2	45	98.00	4410.00
	Total	150		
DEBTOR EXPERIENCE	1	105	65.86	6915.00
	2	45	98.00	4410.00
	Total	150		

Test Statistics^a

	DEDT COLLECTI ON IMPACT	FINANCIA L IMPACT	TECHNOL OGY AUTOMA TION	COMPLIA NCE & ETHICAL PRACTICE S	DEBTOR EXPERIEN CE
Mann-Whitney U	1462.500	1237.500	900.000	1350.000	1350.000
Wilcoxon W	7027.500	6802.500	6465.000	6915.000	6915.000
Z	-3.744	-4.680	-6.240	-4.320	-4.306
Asymp. Sig. (2- tailed)	.000	.000	.000	.000	.000

a. Grouping Variable: Gender

INFERENCE

Since, p value is lesser than 0.05 for all dimensions. The mean rank of women is more Deviated than men for dimensions of Debt Collection Impact and Financial Impact and Technology & Automation and Compliance & Ethical Practices and Debtor Experience.

Hence Reject Null Hypothesis H₀. There is a significance difference between mean rank of men and women with respect to those 5 dimensions.

KRUSKAL WALLIS H TEST

HYPOTHESIS:

Null Hypothesis H₀: There is no significance difference between the mean ranks of respondent age with respect to the dimensions.

Alternative Hypothesis H₁: There is significance difference between the mean ranks of respondent age with respect to the dimensions.

3.2.34 TABLE REPRESENT RELATIONSHIP BETWEEN MEAN RANK OF AGE AND FACTORS (H-TEST)

Ranks

	Age	N	Mean Rank
DEDT COLLECTION IMPACT	1	45	85.50
	2	60	90.50
	3	15	15.50
	4	15	15.50
	5	15	105.50
	Total	150	
FINANCIAL IMPACT	1	45	83.00
	2	60	92.38
	3	15	45.50
	4	15	15.50
	5	15	75.50
	Total	150	
TECHNOLOGY AUTOMATION	1	45	80.50
	2	60	90.50
	3	15	30.50
	4	15	30.50
	5	15	90.50
	Total	150	
COMPLIANCE & ETHICAL PRACTICES	1	45	80.50
	2	60	81.12
	3	15	30.50
	4	15	30.50
	5	15	128.00
	Total	150	
DEBTOR EXPERIENCE	1	45	80.50
	2	60	88.62
	3	15	30.50
	4	15	30.50
	5	15	98.00
	Total	150	

Test Statistics

	DEDT COLLECTI ON IMPACT	FINANCIA L IMPACT	TECHNOL OGY AUTOMAT ION	COMPLIAN CE & ETHICAL PRACTICE S	DEBTOR EXPERIEN CE
Chi-Square	76.033	47.482	45.152	60.269	45.461
df	4	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: Age

INFERENCE

Since, p value is less than 0.05 for dimensions of four

Hence accept Alternative Hypothesis H1. There is significance difference between mean ranks of respondent age with respect to those 5 dimensions.

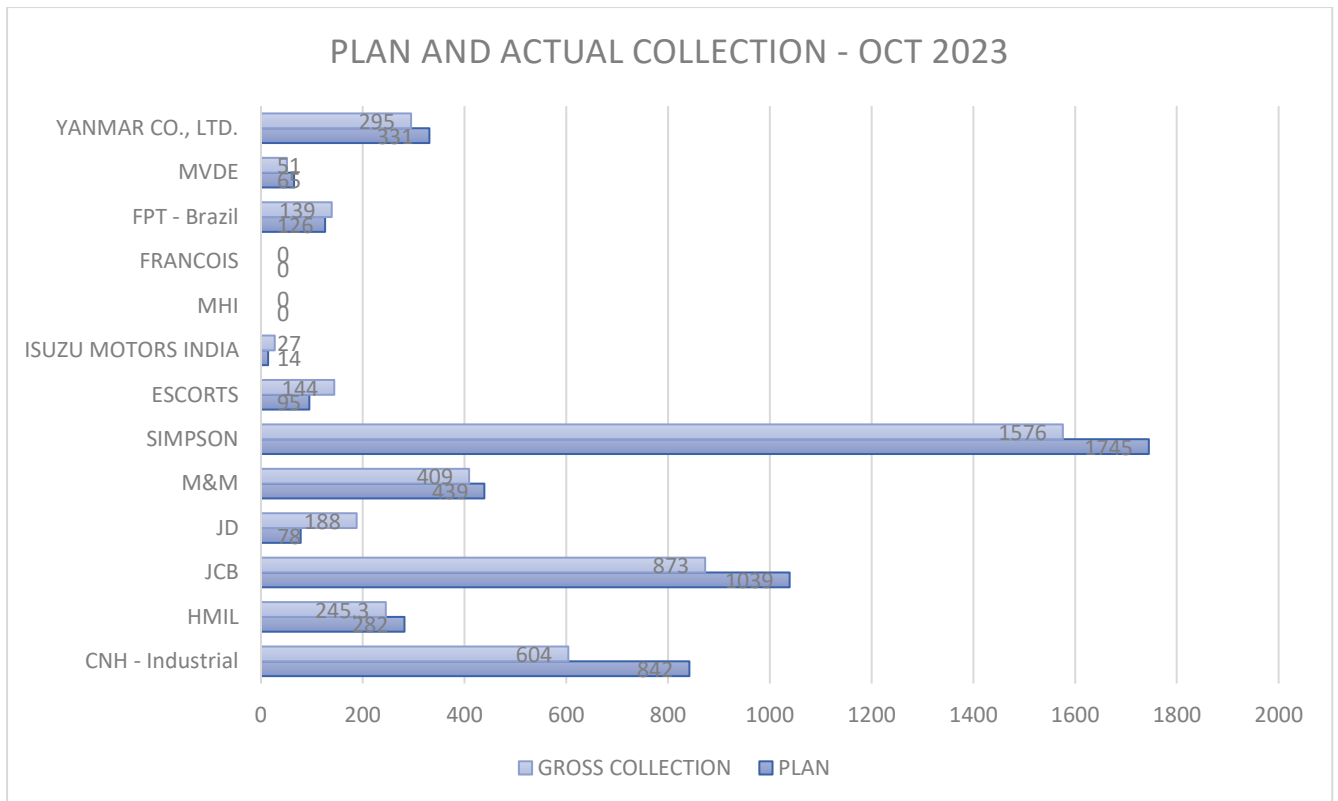
VARIANCE ANALYSIS

3.2.35 Table showing the Plan and Actual Collection data for October 2023 (Rs. In lakhs)

C CD	CUSTOMER NAME	PLAN	GROSS COLLECTIO N	EXCESS(-) /SHORT
602045	CNH - Industrial	842	604	238
602000	HMIL	282	245.3	37
602003	JCB	1039	873	166
603000	JD	78	188	-110
602001	M&M	439	409	30
602016	SIMPSON	1745	1576	169
602020	ESCORTS	95	144	-49
602111	ISUZU MOTORS INDIA	14	27	-13
602022	MHI	0	0	0
602013	FRANCOIS	0	0	0
5				
603305	FPT - Brazil	126	139	-13
602022	MVDE	65	51	14
603015	YANMAR CO., LTD.	331	295	36
..	TOTAL	5056	4551.3	505
				90%

Findings: : The above table shows that among the 13 customers , the actual debt collection vary Rs.505 (lakhs) from the plan for October 2023. So that 90% debts has been recovered from their customers.

3.2.31 Chart showing the Plan and Actual Collection data for October 2023



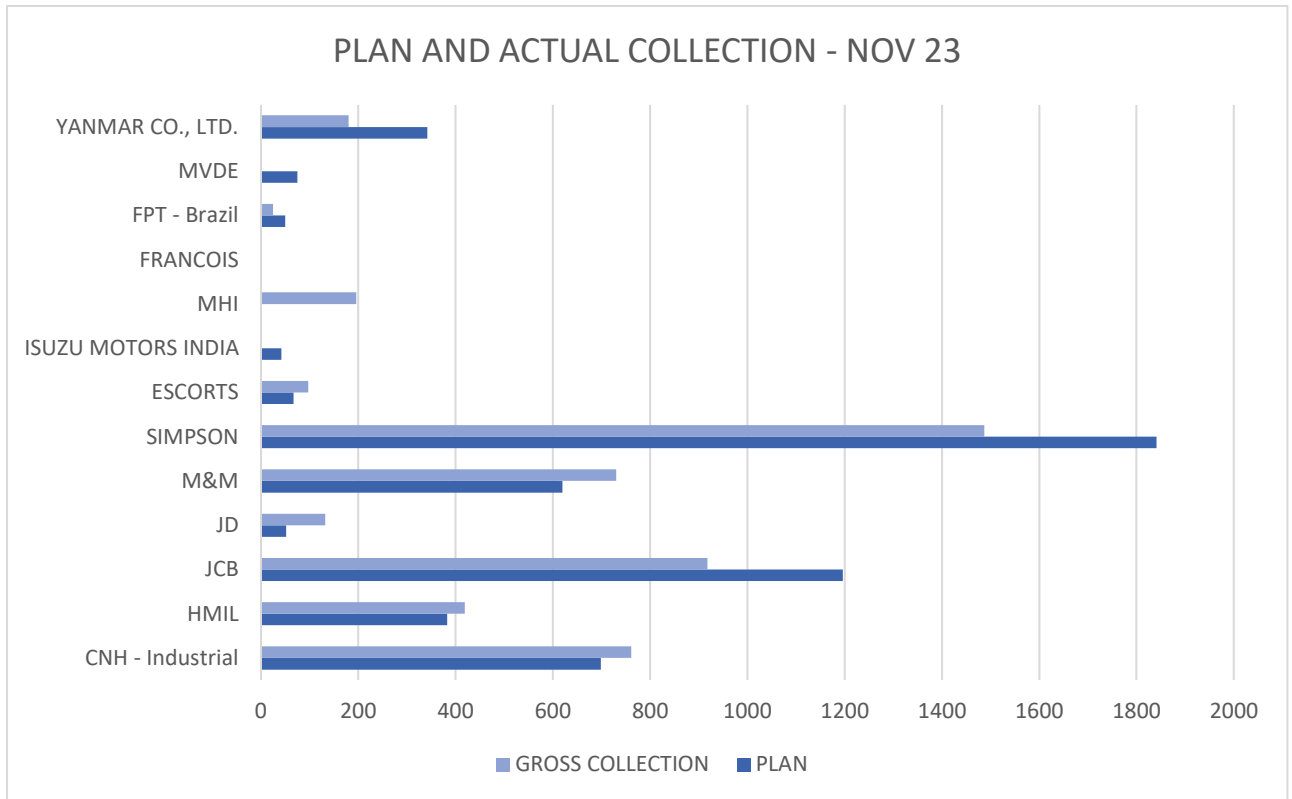
Inference: It is interrupted that the plan is dominating the actual debt collection by 10% difference.

3.2.36 Table showing the Plan and Actual Collection data for November 2023 (Rs. In lakhs)

C CD	CUSTOMER NAME	PLAN	GROSS COLLECTION	EXCESS(-) /SHORT
602045	CNH - Industrial	699	761	-62
602000	HMIL	382.56	419	-36
602003	JCB	1196	918	278
603000	JD	52	132	-80
602001	M&M	620	730	-110
602016	SIMPSON	1841	1487	354
602020	ESCORTS	67	97	-30
602111	ISUZU MOTORS INDIA	42	0	42
602022	MHI	0	196	-196
602013 5	FRANCOIS	0	0	0
603305	FPT - Brazil	50	25	25
602022	MVDE	75	0	75
603015	YANMAR CO., LTD.	342	180	162
..	TOTAL	5366.5	4945	422
		6		92%

Findings: : The above table shows that among the 13 customers , the actual debt collection vary Rs.422 (lakhs) from the plan for November 2023. So that 92% debts has been recovered from their customers.

3.2.32 Chart showing the Plan and Actual Collection data for November 2023



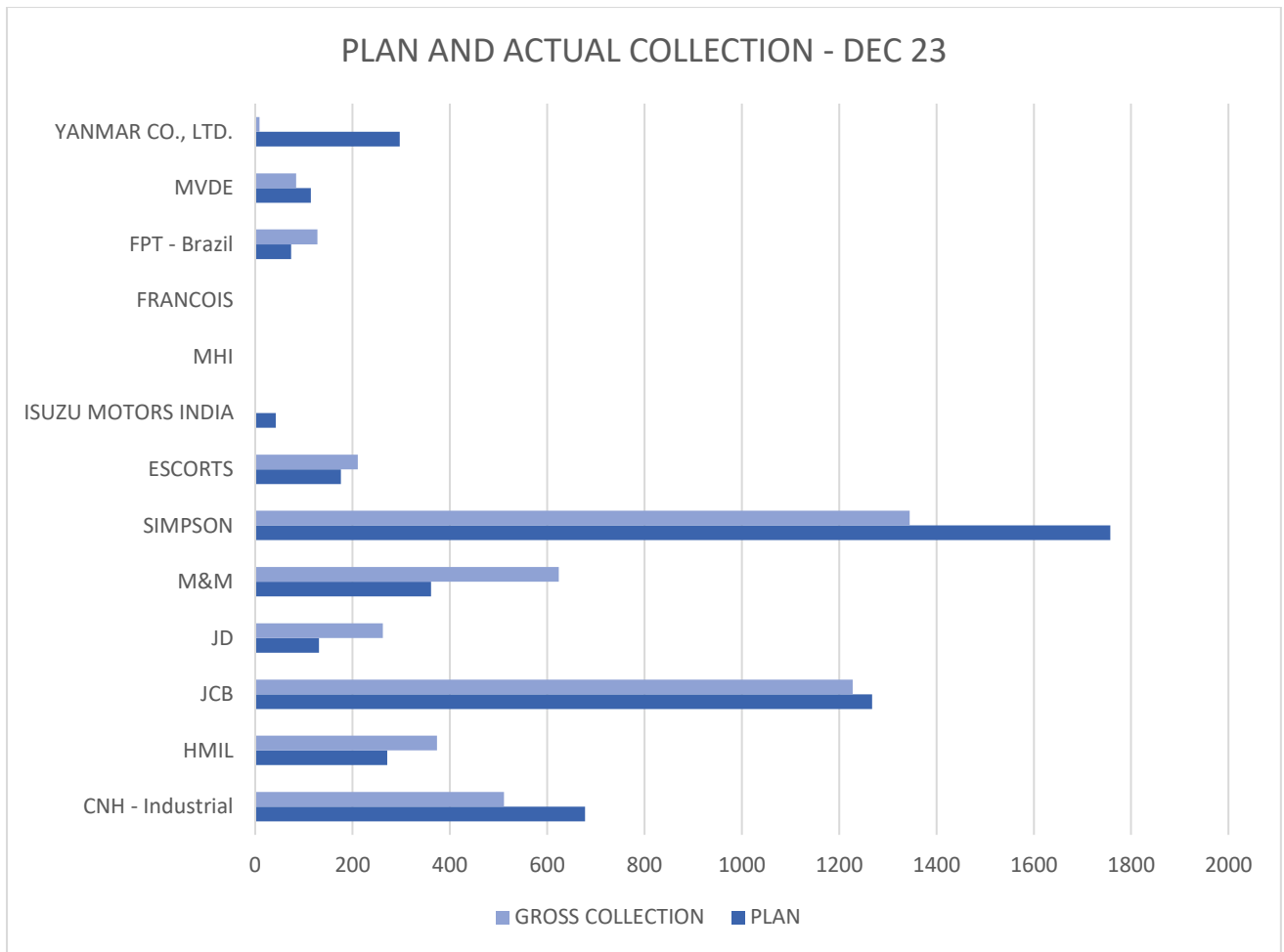
Inference: It is interrupted that the plan is dominating the actual debt collection by 8% difference.

3.2.37 Table showing the Plan and Actual Collection data for December 2023 (Rs. In lakhs)

C CD	CUSTOMER NAME	PLAN	GROSS COLLECTI ON	EXCESS(-) /SHORT
602045	CNH - Industrial	678	511	167
602000	HMIL	271	373.5	-103
602003	JCB	1268	1228	40
603000	JD	131	262	-131
602001	M&M	361	624	-263
602016	SIMPSON	1757	1345	412
602020	ESCORTS	176	211	-35
602111	ISUZU MOTORS INDIA	42	0	42
602022	MHI	0	0	0
602013	FRANCOIS	1	0	1
5				
603305	FPT - Brazil	74	128	-54
602022	MVDE	114	84	30
603015	YANMAR CO., LTD.	297	9	288
..	TOTAL	5170	4775.5	395
				92%

Findings: : The above table shows that among the 13 customers , the actual debt collection vary Rs.395 (lakhs) from the plan for December 2023. So that 92% debts has been recovered from their customers.

3.2.33 Chart showing the Plan and Actual Collection data for December 2023



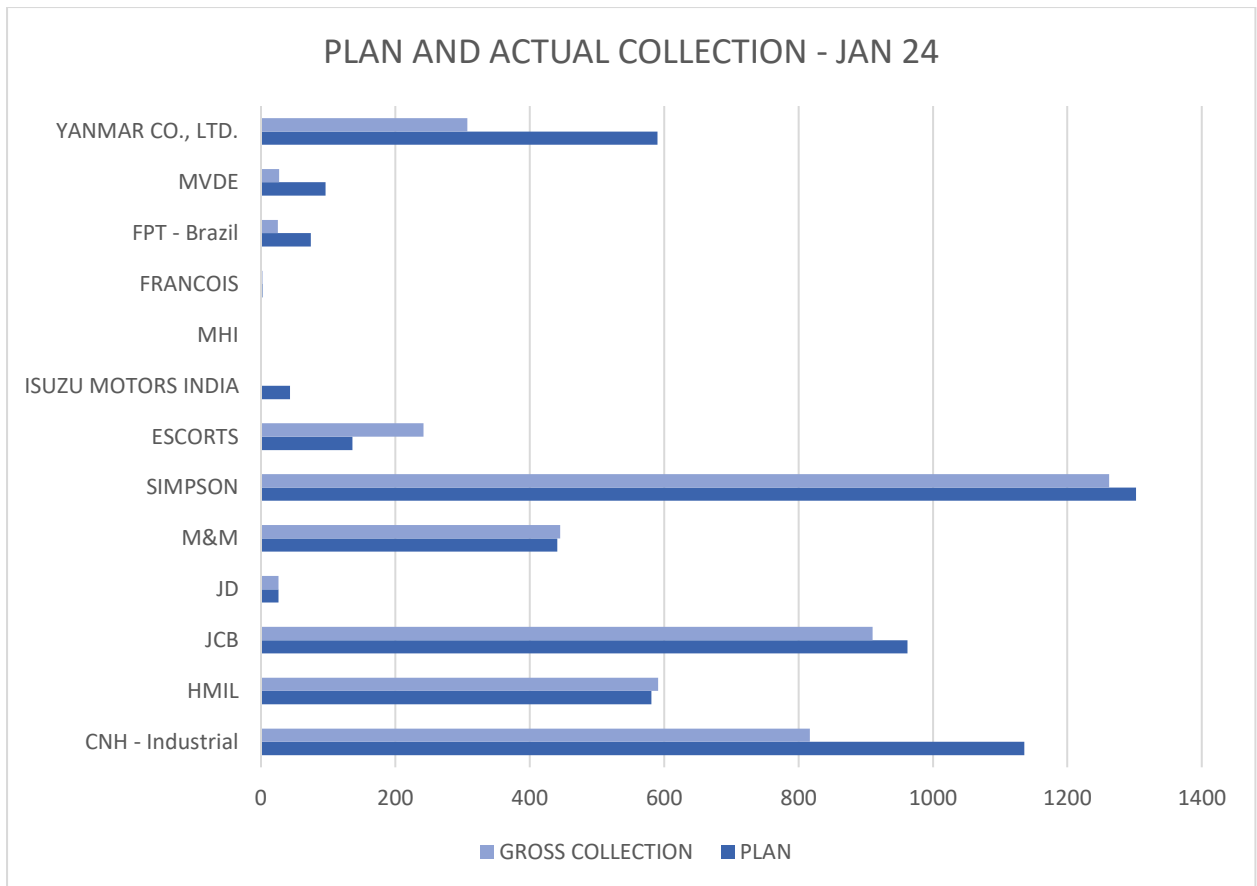
Inference: It is interrupted that the plan is dominating the actual debt collection by 8% difference.

3.2.38 Table showing the Plan and Actual Collection data for January 2024 (Rs. In lakhs)

C CD	CUSTOMER NAME	PLAN	GROSS COLLECTION	EXCESS(-) /SHORT
602045	CNH - Industrial	1136	817	319
602000	HMIL	581	591	-10
602003	JCB	962	910	52
603000	JD	26	26	0
602001	M&M	441	445	-4
602016	SIMPSON	1302	1262	40
602020	ESCORTS	136	242	-106
602111	ISUZU MOTORS INDIA	43	0	43
602022	MHI	0	0	0
602013	FRANCOIS	2	2	0
5				
603305	FPT - Brazil	74	25	49
602022	MVDE	96	27	69
603015	YANMAR CO., LTD.	590	307	283
..	TOTAL	5389	4654	735
				86%

Findings: : The above table shows that among the 13 customers , the actual debt collection vary Rs.735 (lakhs) from the plan for January 2024. So that 86% debts has been recovered from their customers.

3.2.34 Chart showing the Plan and Actual Collection data for January 2024



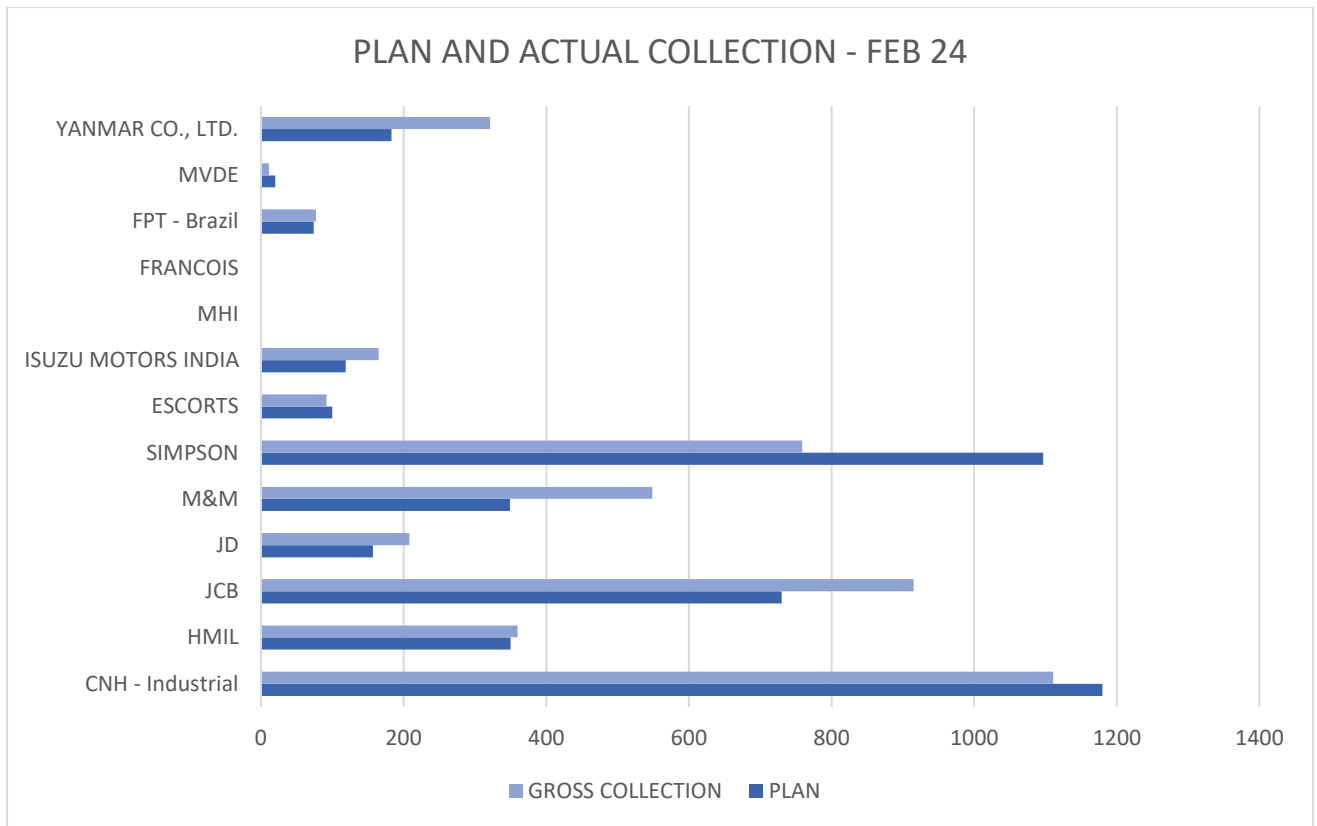
Inference: It is interrupted that the plan is dominating the actual debt collection by 14% difference.

3.2.39 Table showing the Plan and Actual Collection data for February 2024 (Rs. In lakhs)

C CD	CUSTOMER NAME	PLAN	GROSS COLLECTIO N	EXCESS(-) /SHORT
602045	CNH - Industrial	1180	1111	69
602000	HMIL	350	360	-10
602003	JCB	730	915	-185
603000	JD	157	208	-51
602001	M&M	349	549	-200
602016	SIMPSON	1097	759	338
602020	ESCORTS	100	92	8
602111	ISUZU MOTORS INDIA	119	165	-46
602022	MHI	0	0	0
602013 5	FRANCOIS	0	0	0
603305	FPT – Brazil	74	77	-3
602022	MVDE	20	11	9
603015	YANMAR CO., LTD.	183	321	-138
..	TOTAL	4359	4568	-209
				105%

Findings: : The above table shows that among the 13 customers , the actual debt collection vary an excess of Rs.209 (lakhs) from the plan for January 2024. So that 105% debts has been recovered from their customers.

3.2.35 Chart showing the Plan and Actual data for February 2024



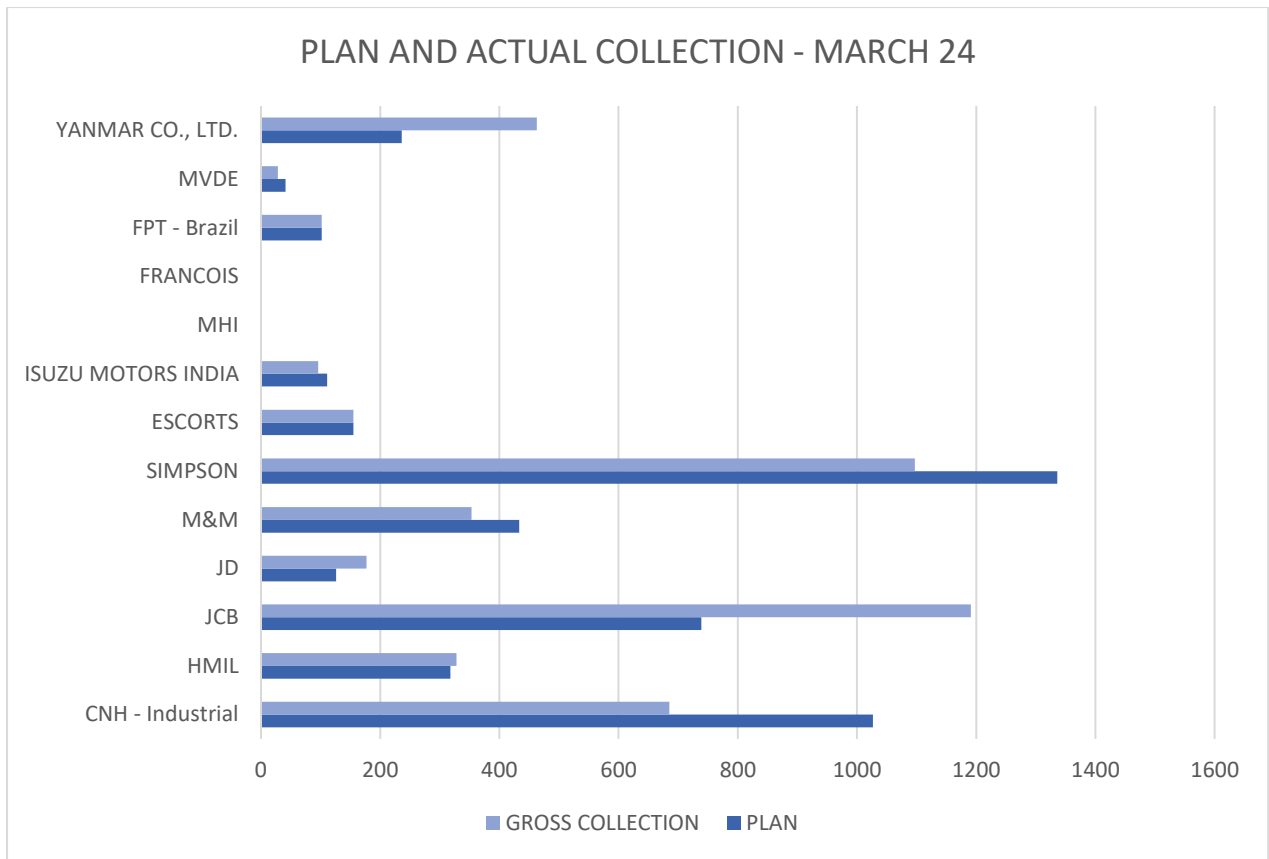
Inference: It is interrupted that the actual debt collection is dominating plan by an excess of 5% difference.

3.2.40 Table showing the Plan and Actual Collection data for March 2024 (Rs. In lakhs)

C CD	CUSTOMER NAME	PLAN	GROSS COLLECTIO N	EXCESS(-) /SHORT
602045	CNH - Industrial	1027	685	342
602000	HMIL	318	328	-10
602003	JCB	739	1191	-452
603000	JD	126	177	-51
602001	M&M	433	353	80
602016	SIMPSON	1336	1097	239
602020	ESCORTS	155	155	0
602111	ISUZU MOTORS INDIA	111	96	15
602022	MHI	0	0	0
602013 5	FRANCOIS	0	0	0
603305	FPT - Brazil	102	102	0
602022	MVDE	41	28	13
603015	YANMAR CO., LTD.	236	463	-227
..	TOTAL	4624	4675	-51
				101%

Findings: : The above table shows that among the 13 customers , the actual debt collection vary an excess of Rs.51 (lakhs) from the plan for January 2024. So that 101% debts has been recovered from their customers.

3.2.36 Chart showing the Plan and Actual Collection data for March 2024



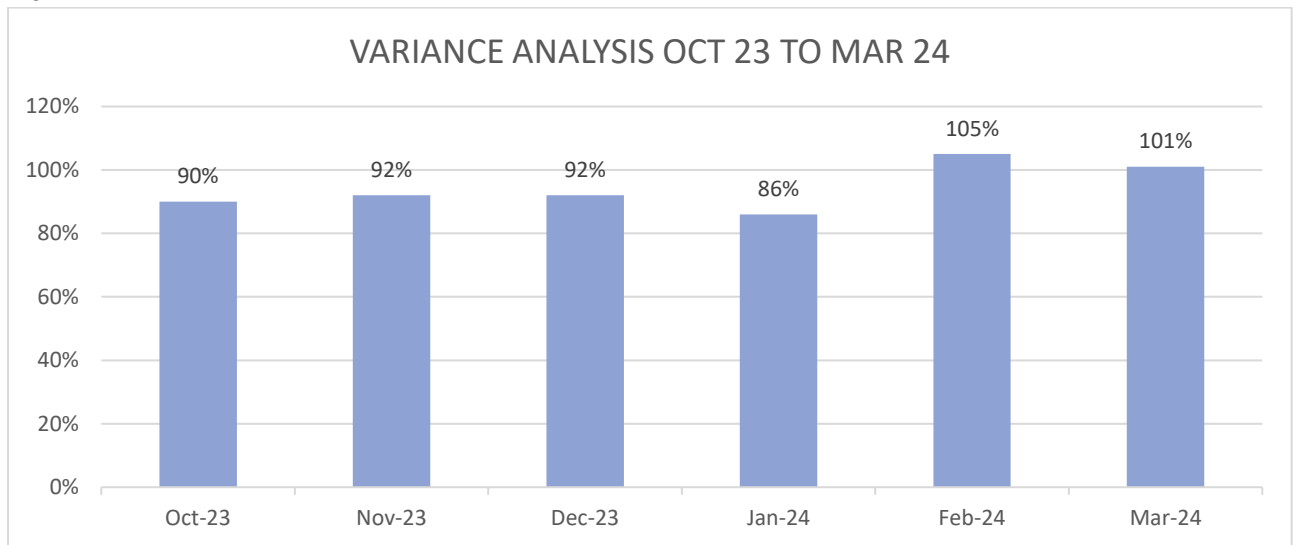
Inference: It is interrupted that the actual debt collection is dominating plan by an excess of 1% difference.

3.2.41 Table showing the Variance Analysis from October 2023 to March 2024 (Rs. In lakhs)

MONTH	EXCESS (-) / SHORT	COLLECTION PERCENTAGE
OCTOBER 2023	505	90%
NOVEMBER 2023	422	92%
DECEMBER 2023	395	92%
JANUARY 2024	735	86%
FEBRUARY 2024	-209	105%
MARCH 2024	-51	101%

Findings: The above table shows that, there is a gradual increase in the total collection percentage of the debts from the month of October 2023 to March 2024.

3.2.37 Charts showing the Variance Analysis from October 2023 to March 2024



Inference: It is interrupted that the highest debt collected month is February 2024 (105%) After the implementation of Automated Emails.

3.3 SUMMARY OF FINDINGS

Debt Collection Strategies will help a firm take control of its accounts receivable and save time and potential legal hassle down the road.

Having debt collection strategies in place helps in identifying the essential elements of effective debt collection and use them to evaluate the policies in place at Ashok Leyland.

- The Study found that majority of them were male
- The Study found that majority of them were in the age group of 25-34 years
- The Study found that majority of them had an educational qualification of Bachelor's Degree.
- The Study found that majority of them were Junior Associate.
- The Study found that majority of them were 1-3 years of experience.
- The Study found that majority of them agrees that the Organization have documented debt collection strategies
- The Study found that majority of them tells daily reports on debt collection made to management.
- The Study found that majority of them strongly agrees that the debt collection strategies adopted by an Individual influences it's efficiency in collections and ability in meeting performance objectives.
- The Study found that majority of them strongly agrees that the debt collection strategies adopted by the management has led to the improvement in the revenue collection.
- The Study found that majority of them strongly agrees that Debt collection strategies have more benefits than costs hence increase revenue of management.
- The Study found that majority of them agrees that the Organisation has a debt collection unit
- The Study found that majority of them uses Automated Emails to communicate

- The Study found that majority of them strongly agrees that Establishment of an autonomous debt collection unit in the department has improved revenue collection
- The Study found that majority of them agrees that the trust that flexible payment options would help you manage your debts more effectively
- The Study found that majority of them strongly agrees that Internal strategies employed by the debt collection unit are continuously updated to match new challenges arising.
- The Study found that majority of them respondents agrees that the internal collection strategies to be sufficient.
- The Study found that majority of them agrees that management employs a stringent debt collection strategy on the debtors.
- The Study found that majority of them respondents agrees that aggressiveness or conservativeness of the debt collection influences the revenue collection
- The Study found that majority of them agrees that Proactive debt collection strategy employed by management influences the revenue collection.
- The Study found that majority of them Strongly agree adoption of the proactive strategy by the management has led to improved revenue collection.
- The Study found that majority of them Strongly agree management has a clear guideline on the enforcement of proactive debt collection.
- The Study found that majority of receiving automated emails regarding debts.
- The Study found that majority of them agrees that the automated emails provide clear and actionable instructions for making payments.
- The Study found that Debt Collection percentage for October 2023 is 90%

- The Study found that Debt Collection percentage for November 2023 is 92%
- The Study found that Debt Collection percentage for December 2023 is 92%
- The Study found that Debt Collection percentage for January 2024 is 86%
- The Study found that Debt Collection percentage for February 2024 is 105%
- The Study found that Debt Collection percentage for March 2024 is 101%
- The Study found that Debt Collection percentage peaked in the month of February 2024
- The Study found that Debt Collection percentage sloped down in the month of January 2024
- The Study found that Debt Collection percentage gradually increased with the help of Automated Emails.

3.4 SUGGESTIONS

An efficient and effective collections process can help you maintain good relationships with clients, improve your business's cash flow, and cut timely tasks that consume your accounts receivable team. There are several factors that can contribute to a business failing. One of them can be due to late payments. In fact, 25% of businesses go bankrupt because of late payments.

- Implement proactive measures to address overdue accounts early, such as sending reminders before payments become delinquent.
- Ensure that all communication with debtors is clear, respectful, and easy to understand, including information on payment terms, amounts owed, and available repayment options.
- Offer flexible repayment plans tailored to the debtor's financial situation, allowing them to pay off debts in manageable installments over time.
- Approach debtors with empathy and understanding, acknowledging their circumstances and offering support or assistance where possible.
- Utilize automated reminders through emails, SMS, or automated phone calls to remind debtors of upcoming payments or overdue balances.
- Offer incentives or discounts for early repayment or for paying off larger portions of the debt at once, encouraging debtors to settle their accounts more quickly.
- Personalize communication and outreach efforts based on the debtor's preferences and past interactions with the organization, maximizing engagement and response rates.

3.5 CONCLUSION

The effective debt collection strategies are vital for organizations to maintain financial stability, optimize cash flow, and uphold positive customer relationships. By implementing a well-rounded approach that encompasses early intervention, clear communication, empathy, flexibility, and compliance with legal standards, organizations can improve debt recovery rates while preserving trust and integrity. Furthermore, leveraging technology, data analytics, and continuous monitoring allows for the refinement and optimization of debt collection processes over time. Additionally, providing debtor education and collaborating with counseling services demonstrate a commitment to supporting debtors through challenging financial situations.

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ANNEXURE

QUESTIONNAIRE

1. Gender: Male Female

2. Age

- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55 years and above

3. Educational Qualification

- 12th / Diploma
- Bachelor's Degree
- Master's Degree
- Others

4. Designation

- Probationary
Officer
- Junior Associate
- Senior Associate
- Assistant Manager
- Manager

5. Years of Experience

- Less than 1 year
- 1 - 3 years
- 4 - 5 years



- More than 5 years

6. Does the Organization have documented debt collection strategies?

- Yes
- No
- Maybe

7. How often are reports on debt collection made to management?

- Daily
- Weekly
- Monthly
- Quarterly
- Semi-Annually
- Annually

8. Influence of a Debt Collection Strategy

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The debt collection strategies adopted by an Individual influences it's efficiency in collections and ability in meeting performance objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The debt collection strategies adopted by the management has led to the improvement in the revenue collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Debt collection strategies have more	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

benefits than
costs hence
increases
revenue of
management

9. The Organisation has a debt collection unit

- Yes
- No
- Maybe

10. Which methods of communication do debt collectors use most often?

- Phone calls
- Letters
- Automated Emails
- Text messages
- Other

11. Establishment of an autonomous debt collection unit in the department has improved revenue collection

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

12. Do you believe that flexible payment options would help you manage your debts more effectively?

- Yes
- No
- Maybe

13. Internal strategies employed by the debt collection unit are continuously updated to match new challenges arising

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

14. We find the internal collection strategies to be sufficient

- Yes
- No

15. The management employs a stringent debt collection strategy on the debtors

- Yes
- No

16. The aggressiveness or conservativeness of the debt collection influences the revenue collection

- Yes
- No

17. The Proactive debt collection strategy employed by management influences the revenue collection

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

18. The adoption of the proactive strategy by the management has led to improved revenue collection

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. The management has a clear guidelines on the enforcement of proactive debt collection

- Strongly disagree
- Disagree
- Neutral
- Agree



- Strongly agree

20. How often do you receive automated emails regarding your debts?

- Daily
- Weekly
- Monthly
- Rarely
- Never

21. Do you feel that the automated emails provide clear and actionable instructions for making payments?

- Yes
- No
- Maybe

22. How relevant and informative do you find the content of our automated debt collection emails?

1 2 3 4 5

Very Very Irrelevant

23. How visually appealing and professional do you find the design of our automated debt collection emails?

- Very professional
- Professional
- Neutral
- Unprofessional
- Very Unprofessional

24. Are the automated emails easy to read and understand in terms of language, tone, and clarity?

- Yes
- No
- Maybe

25. Do you feel that the automated emails maintain a respectful and empathetic tone when communicating about your debts?

- Yes
- No
- Maybe

26. The rights and options for managing and resolving your debts based on the information provided in the automated emails.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

27. Do you find the payment options provided in the automated emails flexible and convenient?

- Yes
- No
- Maybe

28. Do you believe that Automated Emails can create an impact in the Debt collection of Ashok Leyland?

- Yes
- No

DEBT COLLECTION DATA (OCT 23 to MAR 24)
OCTOBER 2023

C CODE	CUSTOMER NAME	Plan					TOTAL (Rs. In Lakhs)
		Ist Wk	IIInd Wk	IIIInd Wk	IVth Wk		
602045	CNH - Industrial	0	206	270	366	842	
602000	HMIL	10	62	45	165	282	
602003	JCB	321	524	0	194	1039	
602012	RNAIPL	0	0	0	0	0	
603000	JD	0	78	0	0	78	
602009	TCL	0	0	0	0	0	
602001	M&M	0	69	59	311	439	
602016	SIMPSON	183	558	582	422	1745	
602018	NHI	0	0	0	0	0	
602019	CUMMINS	0	0	0	0	0	
602020	ESCORTS	0	94	0	1	95	
602111	ISUZU MOTORS INDIA	0	0	0	14	14	
602022	MHI	0	0	0	0	0	
6020135	FRANCOIS	0	0	0	0	0	
602086	Wheels India	0	0	0	0	0	
603305	FPT - Brazil	0	0	0	126	126	
602022	MVDE	0	49	0	16	65	
603015	YANMAR CO., LTD.	0	118	0	213	331	
TOTAL		514	1758	956	1828	5056	

Net Collection					Recoveries				
Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)	Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)
0	314	71	216	601	0	0	0	3	3
39	67	93	41	240	2	1	0	2	5
538	35	45	171	789	39	1	40	4	84
0	0	0	0	0	0	0	0	0	0
78	0	0	95	173	0	0	0	15	15
0	0	0	0	0	0	0	0	0	0
0	137	136	92	365	0	0	30	14	44
249	448	204	550	1451	40	32	1	52	125
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	87	55	142	0	0	0	2	2
0	0	0	27	27	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
49	0	84	0	133	1	0	5	0	6
0	50	0	0	50	0	1	0	0	1
0	102	117	64	283	0	0	5	7	12
953	1153	837	1311	4254	82	35	81	99	297

NOVEMBER 2023

C CODE	CUSTOMER NAME	Plan					TOTAL (Rs. In Lakhs)
		Ist Wk	IIInd Wk	IIIInd Wk	IVth Wk		
602045	CNH - Industrial	0	212	231	256	699	
602000	HMIL	72	51	75	184	383	
602003	JCB	395	356	271	174	1196	
602012	RNAIPL	0	0	0	0	0	
603000	JD	0	52	0	0	52	
602009	TCL	0	0	0	0	0	
602001	M&M	0	5	224	391	620	
602016	SIMPSON	175	484	381	801	1841	
602018	NHI	0	0	0	0	0	
602019	CUMMINS	0	0	0	0	0	
602020	ESCORTS	0	8	0	59	67	
602111	ISUZU MOTORS INDIA	0	42	0	0	42	
602022	MHI	0	0	0	0	0	
6020135	FRANCOIS	0	0	0	0	0	
602086	Wheels India	0	0	0	0	0	
603305	FPT - Brazil	0	0	0	50	50	
602022	MVDE	0	0	75	0	75	
603015	YANMAR CO., LTD.	0	93	228	21	342	
TOTAL		642	1303	1485	1936	5367	

Net Collection					Recoveries				
Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)	Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)
0	207	179	368	754	0	0	7	0	7
69	112	51	179	411	3	0	0	5	8
487	0	68	259	814	11	8	85	0	104
0	0	0	0	0	0	0	0	0	0
52	0	0	78	130	1	0	0	1	2
0	0	0	0	0	0	0	0	0	0
0	181	331	170	682	0	0	0	48	48
200	275	298	583	1356	36	30	44	21	131
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	42	55	97	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
49	0	0	147	196	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	24	0	24	0	0	1	0	1
0	0	0	0	0	0	0	0	0	0
34	0	0	120	154	0	0	0	26	26
891	775	993	1959	4618	51	38	137	101	327

DECEMBER 2023

		Plan
--	--	-------------

C CODE	CUSTOMER NAME	Ist Wk	IIInd Wk	IIIInd Wk	IVth Wk	TOTAL (Rs. In Lakhs)
602045	CNH - Industrial	0	460	218	0	678
602000	HMIL	65	21	82	103	271
602003	JCB	201	385	303	379	1268
602012	RNAIPL	0	0	0	0	0
603000	JD	105	0	26	0	131
602009	TCL	0	0	0	0	0
602001	M&M	0	146	87	128	361
602016	SIMPSON	0	754	499	504	1757
602018	NHI	0	0	0	0	0
602019	CUMMINS	0	0	0	0	0
602020	ESCORTS	0	0	57	119	176
602111	ISUZU MOTORS INDIA	0	0	42	0	42
602022	MHI	0	0	0	0	0
6020135	FRANCOIS	0	0	1	0	1
602086	Wheels India	0	0	0	0	0
603305	FPT - Brazil	0	0	0	74	74
602022	MVDE	0	0	75	39	114
603015	YANMAR CO., LTD.	0	0	202	95	297
TOTAL		371	1766	1592	1441	5170

Net Collection					Recoveries				
Ist Wk	IIInd Wk	IIIInd Wk	IVth Wk	TOTAL (Rs. In Lakhs)	Ist Wk	IIInd Wk	IIIInd Wk	IVth Wk	TOTAL (Rs. In Lakhs)

0	0	511	0	511	0	0	0	0	0
62	19	122	160	363	4	1	1	4	11
200	487	74	353	1114	0	39	75	0	114
0	0	0	0	0	0	0	0	0	0
105	0	26	119	250	0	0	0	12	12
0	0	0	0	0	0	0	0	0	0
0	173	215	194	582	0	0	6	36	42
443	176	412	196	1227	18	0	66	34	118
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	78	131	209	0	0	1	1	2
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	25	102	127	0	0	1	0	1
0	0	71	13	84	0	0	0	0	0
0	0	0	9	9	0	0	0		0
810	855	1534	127 7	4476	22	40	150	87	300

JANUARY 2024

C CODE	CUSTOMER NAME	Plan				
		Ist Wk	IIInd Wk	IIIInd Wk	IVth Wk	TOTAL (Rs. In Lakhs)
602045	CNH - Industrial	0	370	552	214	1136
602000	HMIL	41	61	112	367	581

602003	JCB	309	484	169	0	962
602012	RNAIPL	0	0	0	0	0
603000	JD	0	26	0	0	26
602009	TCL	0	0	0	0	0
602001	M&M	0	2	186	253	441
602016	SIMPSON	600	210	223	269	1302
602018	NHI	0	0	0	0	0
602019	CUMMINS	0	0	0	0	0
602020	ESCORTS	0	70	0	66	136
602111	ISUZU MOTORS INDIA	0	43	0	0	43
602022	MHI	0	0	0	0	0
6020135	FRANCOIS	0	0	2	0	2
602086	Wheels India	0	0	0	0	0
603305	FPT - Brazil	0	0	0	74	74
602022	MVDE	0	0	40	56	96
603015	YANMAR CO., LTD.	0	481	0	109	590
TOTAL		950	1747	1284	1408	5389

Net Collection					Recoveries				
Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)	Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)
368	222	222	0	812	0	0	5	0	5
37	163	140	238	578	4	0	3	6	13
187	279	227	159	852	0	39	4	15	58
0	0	0	0	0	0	0	0	0	0
26	0	0	0	26	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
3	121	0	296	420	0	0	0	25	25
98	257	200	591	1146	14	16	11	75	116
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	93	143	236	0	0	5	1	6
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	2	0	2	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	25	0	25	0	0	0	0	0
0	27	0	0	27	0	0	0	0	0
0	153	77	58	288	0	19	0	0	19
719	122	986	148	4412	18	74	28	122	242
	2		5						

FEBRUARY 2024

C CODE	CUSTOMER NAME	Plan					TOTAL (Rs. In Lakhs)
		Ist Wk	IIInd Wk	IIIInd Wk	IVth Wk		
602045	CNH - Industrial	0	502	459	219	1180	
602000	HMIL	80	120	100	50	350	
602003	JCB	22	438	63	207	730	
602012	RNAIPL	0	0	0	0	0	
603000	JD	0	157	0	0	157	
602009	TCL	0	0	0	0	0	
602001	M&M	0	83	198	68	349	
602016	SIMPSON	0	315	407	375	1097	
602018	NHI	0	0	0	0	0	
602019	CUMMINS	0	0	0	0	0	
602020	ESCORTS	0	44	0	56	100	
602111	ISUZU MOTORS INDIA	0	0	55	64	119	
602022	MHI	0	0	0	0	0	
6020135	FRANCOIS	0	0	0	0	0	
602086	Wheels India	0	0	0	0	0	
603305	FPT - Brazil	0	0	0	74	74	
602022	MVDE	0	0	17	3	20	
603015	YANMAR CO., LTD.	0		0	120	120	
TOTAL		102	1659	1299	1236	4296	

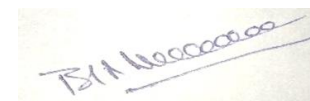
Net Collection					Recoveries				
Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)	Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)
0	624	299	187	1110	0	1	0	0	1
190	90	66	8	354	0	0	4	2	6
0	356	41	387	784	0	83	1	47	131
0	0	0	0	0	0	0	0	0	0
155	0	0	44	199	1	0	0	8	9
0	0	0	0	0	0	0	0	0	0
0	102	127	187	416	59	22	3	49	133
152	0	402	102	656	31	0	60	12	103
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	85	0	85	0	0	7	0	7
0	0	0	105	105	0	0	0	60	60
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	51	26	77	0	0	0	0	0
0	0	11	0	11	0	0	0	0	0
0	75	37	190	302	0	19	0	0	19
497	124	1119	123	4099	91	125	75	178	469
	7		6						

MARCH 2024

C CODE	CUSTOMER NAME	Plan				
		Ist Wk	IIInd Wk	IIIInd Wk	IVth Wk	TOTAL (Rs. In Lakhs)
602045	CNH - Industrial	0	557	123	347	1027
602000	HMIL	20	30	149	119	318
602003	JCB	0	273	234	232	739
602012	RNAIPL	0	0	0	0	0
603000	JD	0	126	0	0	126
602009	TCL	0	0	0	0	0
602001	M&M	0	98	205	130	433
602016	SIMPSON	0	493	303	540	1336
602018	NHI	0	0	0	0	0
602019	CUMMINS	0	0	0	0	0
602020	ESCORTS	0	0	68	87	155
602111	ISUZU MOTORS INDIA	0	0	52	59	111
602022	KOHLER	0	0	0	0	0
6020135	FRANCOIS	0	0	0	0	0
602086	Wheels India	0	0	0	0	0
603305	FPT - Brazil	0	0	0	102	102
602022	MVDE	0	0	28	13	41
603015	YANMAR CO., LTD.	0		124	112	236
TOTAL		20	1577	1286	1741	4624

Net Collection					Recoveries				
Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)	Ist Wk	IInd Wk	IIIn d Wk	Ivth Wk	TOTAL (Rs. In Lakhs)
0	369	316	0	685	0	0	0	0	0
19	60	222	20	321	1	0	7	0	8
0	350	111	626	1087	0	7	38	59	104
0	0	0	0	0	0	0	0	0	0
126	0	0	51	177	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	157	30	115	302	0	22	1	28	51
0	0	290	697	987	0	0	24	86	110
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	95	60	155	0	0	0	0	0
0	0	0	96	96	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	101	101	0	0	0	1	1
0	0	8	0	8	0	0	20	0	20
74	95	25	227	421	0	22	20	0	42
219	103	1097	199	4340	1	51	110	174	336
	1		3						

The debt collection information provided above to the student is true and by the best of our Organization's knowledge.



AUTHORISED SIGNATUR

A STUDY ON THE OPTIMIZATION OF DEBT COLLECTION STRATEGIES IN ASHOK LEYLAND LTD.

by MOHAMED FAZIL N

General metrics

80,015

11,393

1731

45 min 34 sec

1 hr 27 min

characters

words

sentences

reading
time

speaking
time

Score Issues



Writing

159

Issues left

65
Critical

94
Advanced



This text scores
better than 84%
of all texts
checked by
Grammarly

Plagiarism



58
sources

11% of your text matches 48
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