



## ■ Business impact

Cross-selling in banks reduces profitability by 75 percent.\*

## ■ Challenges

- **Finding new opportunities.** There's no fast, reliable way to identify new opportunities for organic growth.
- **Disjointed customer information with no closed loop.** Lack of data management and line-of-business silos (e.g., retail, mortgage, small business, consumer credit) fragment customer information and make marketing cumbersome.
- **Communicating leads.** There's no automated way to pass leads to customer-facing points of contact (e.g., branches and call centers).
- **Inconsistent measurement.** With no consistent way to measure campaign results, it's difficult to improve them in the future.
- **Connecting the right products to customers.** There's no system for matching products to the customers most likely to use them.

\*Source: First Manhattan Consulting Group



**THE  
POWER  
TO KNOW®**

## How can we drive organic growth through cross-sell and up-sell opportunities?

### YOUR GOAL: Increase revenue and profitability through organic growth

Establishing a repeatable, closed-loop marketing and sales process is essential to increasing both net-interest and non-interest income, as well as improving profitability and return on assets. But most banks spend more time *planning* how to market their services than actually marketing them. The result is a product-based approach that overlooks trends and possibilities in customer behavior.

The immediate problem for many banks is that they struggle to identify opportunities to improve the profitability of certain customers. The challenge is often much bigger, however. Once opportunities have been identified through segmentation and behavior analysis, the most appropriate offers must be delivered through the right channels. Then the results must be measured and used to improve future campaigns.

### OUR APPROACH

Identifying profitable cross-sell opportunities is only the beginning of the process. If you can't effectively segment your customers, monitor for event triggers and deliver the right offers, that potential revenue will be lost—along with your customers.

We approach the problem by delivering software and services that help you implement a repeatable, closed-loop process based on customer behaviors and event-driven alerts so you can:

- **Identify cross-sell/up-sell prospects** using detailed segmentation techniques to gain a better understanding of customer behavior.
- **Connect offers to the right customer segments.** Automated campaign planning lets you pull more relevant, intelligent, predictive lists and then pair that information with knowledge of the right opportunities.
- **Efficiently execute campaigns** using alerts and event-driven triggers to make the most relevant offer to the most potentially profitable person, at the most opportune time, via the most appropriate channel—e.g., branch, call center, ATM or Web.
- **Measure campaign response rates** to gauge campaign effectiveness and determine the need for mid-stream adjustments or alterations to future campaigns.

SAS helps you deliver rapid, sustainable returns on all your marketing investments, which results in higher net-interest and non-interest income growth and profitability. In fact, one US bank increased its branch credit card sales more than 400 percent using SAS for better distribution of leads.

## THE SAS® DIFFERENCE: A closed-loop process to improve cross-sell revenue

Only SAS delivers a closed-loop marketing process, using lessons gained through campaign monitoring—both what works and what doesn't—to improve future results. In addition, the SAS solution enables you to:

- **Gain a unified, integrated customer view** by pulling together customer data from all touch points and channels across the organization into one place.
- **Create accurate customer segments** using demographic, geographic, attitudinal and behavioral data to group customers with similar attributes, needs and wants.
- **Uncover new revenue opportunities using predictive analytics** to forecast expected customer behavior and flag those customers most—or least—likely to respond to a promotion or identify at-risk customers before they leave.
- **Automate campaigns that include timely, personalized customer communications** across multiple channels without sacrificing depth and sophistication.
- **Gauge the impact of your marketing activities** by monitoring customer response at all touch points, analyzing changes in customer behavior and sharing results via the Web.

The SAS solution also includes banking-specific analytics with prebuilt models that can be pushed out to customer-facing channels for more effective cross-selling and retention efforts. The result? Increased growth, an improved efficiency ratio and better returns for your shareholders.

### CASE STUDY: One of the fastest growing banks in the US

#### ■ Situation

The bank needed a more powerful way to generate sales leads and cross-sell opportunities for its growing customer base—and an effective way to communicate leads and opportunities to its 1,400 regional branch offices.

#### ■ Solution

The SAS solution:

- Provides a list of likely cross-sell candidates on a monthly basis to each branch.
- Makes information about leads, wins and losses available instantly on the Web.
- Provides customer intelligence to a sales force of nearly 14,000 people.
- Creates executive-level reports including sales penetration rates, deposit reporting and response models for sales and marketing campaigns.

#### ■ Results

- Banker alerts have generated an estimated \$5 million in revenue the first year.
- Customer loyalty is significantly higher (10 percent) among customers contacted because of alerts.
- Branch credit card sales increased more than 400 percent year over year through improved lead distribution.

#### ■ The vision

##### Identify cross-sell and up-sell prospects

What if you could identify, through branch visits or online transactions, certain mortgage customers who are likely to purchase an equity line, and then immediately flag those customers to receive an offer?

##### Connect offers to the right customer segments

What if you could better manage campaign costs by eliminating guesswork and assigning offers based on customer behaviors and trends?

##### Efficiently execute campaigns

What if you could receive an alert that a customer is about to attrite on his mortgage and then offer him a better rate, all while you're talking to him on the phone?

##### Measure campaign response rates

What if you could make sure that your campaign is meeting objectives by measuring results and tweaking the campaign mid-course if needed?

### SAS FACTS

- More than 2,900 financial institutions worldwide are SAS customers.
- 96 percent of banks in the FORTUNE Global 500® use SAS®.
- SAS has more than three decades of experience working with financial institutions all over the world.

Learn more about SAS® software and services for banking at:  
[www.sas.com/industry/fsi/](http://www.sas.com/industry/fsi/)



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