

A Sub-Saharan African Bank

Major African Bank Uses Performance Acceleration Services From Fiserv and Boosts Incremental Revenue by More Than \$130 Million Over 13 Years

A major African bank with combined banking assets of over \$20 billion has enjoyed a 13-year relationship with Fiserv as its consultant of choice to maximise its revenue potential and help grow bottom line profitability. Fiserv has successfully increased revenues for the bank through a combination of strategies addressing revenue leakage, optimising existing revenues and creating new products and services.



In a multi-phased project spanning several years, Fiserv consultants used a comprehensive revenue growth methodology to drive top- and bottom-line growth for the bank. To date, 21 individual initiatives have been implemented, resulting in a tremendous \$130 million boost to incremental revenue. Although this bank has a reputation for relying much more heavily on internal resources than outside consultants, Fiserv has been able to demonstrate value with Performance Acceleration Services by partnering with the bank's internal teams to deliver fresh thinking and a global perspective.

The Performance Acceleration Services Approach

Performance Acceleration Services from Fiserv has three areas of focus: stemming revenue leakage, optimising existing revenue and creating new products and services to grow revenue.

Stemming Revenue Leakage

Through this phase, Fiserv consultants conduct a thorough analysis of a bank's revenue lines. This analysis includes studying pricing concessions and fee and interest collection methodologies to ensure all revenues due to the bank are actually collected.

Over the span of this 13-year engagement, the bank's boost in annually recurring revenue has been more than \$130 million dollars.

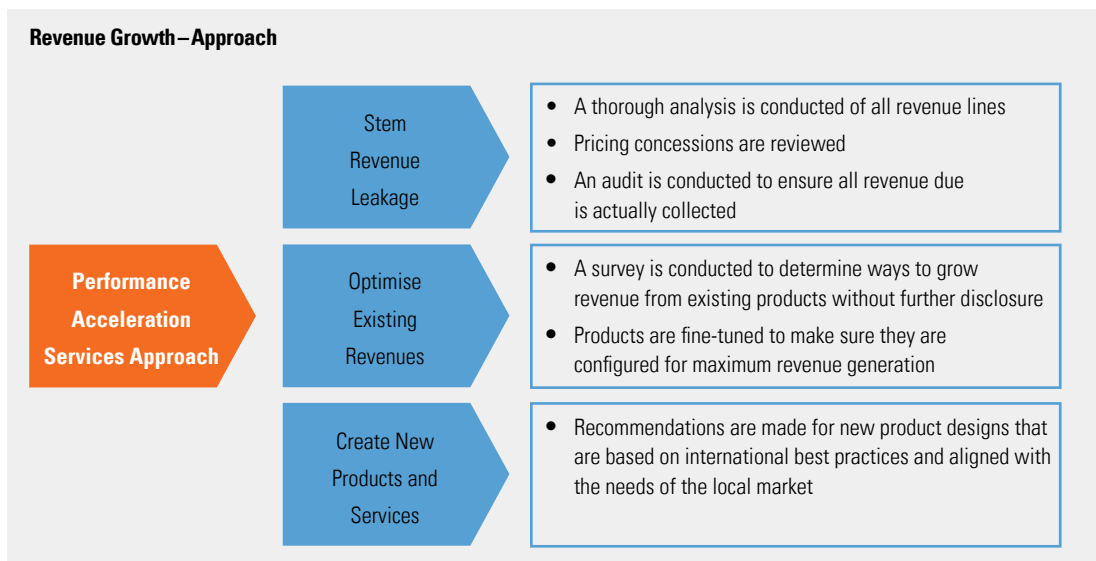
Optimising Existing Revenues

The optimisation of existing revenues includes creating ways to grow revenue from existing products. This involves fine-tuning products to ensure they are configured to deliver maximum revenue generation. This can often be achieved without negatively impacting the customer proposition or requiring further disclosure.

Creating New Products and Services

When the opportunity existed, Fiserv recommended new product designs based on international best practices that were aligned with the needs and demands of local markets.

The revenue growth approach to financial performance is targeted in three specific, yet critical areas associated with top-line revenue.



A Methodical Engagement

Fiserv conducted the financial performance assessment at the bank in three structured phases:

- **Discovery** – Included data collection and interviews, deep-dive analysis to identify high-level opportunities, a report of recommendations and findings and consultation to determine the path to proceed
- **Business Case** – Included the delivery of comprehensive financial modeling and impact assessments for each prioritised opportunity, then recommendations were made to assist in decisioning on whether to proceed to implementation of any agreed-upon initiatives
- **Implementation and Tracking** – Included assistance in any implementations, benefit tracking methods and results were monitored to ensure a successful implementation

The Numbers Speak for Themselves

Over the span of this 13-year engagement, the bank's boost in annually recurring revenue has exceeded \$130 million dollars.

Split of Revenue by Business Unit Over Multiyear Project

Business Unit	Sum of USD Value	
Business Banking	\$1,200,000	1%
Credit Cards	\$18,900,000	14%
Consumer Retail Banking	\$110,300,000	85%
Grand Total	\$130,400,000	

The breakdown by business unit shows Fiserv was able to create new revenue streams in three different areas for the bank, Retail Banking, Consumer Credit Cards, and Business Banking.

Split of Value by Type of Recommendation

Area of Focus	Sum of USD Value	
Stemming Revenue Leakage	\$27,100,000	21%
Optimising Existing Revenues	\$58,900,000	45%
Creating New Products and Services	\$44,400,000	34%
Grand Total	\$130,400,000	

Fiserv helped the bank grow revenue in all three areas of focus, including more than \$27 million through the stemming of revenue leakage, nearly \$59 million through the optimisation of existing revenues and more than \$44 million through the creation of new products and services aligned to the bank's existing markets.

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Challenge

A large sub-Saharan bank in Africa was looking for ways to maximise its top-line revenue potential.

Solution

Though not known for hiring outside consultant groups, this bank engaged Fiserv to help create a revenue growth strategy.

Proof Points

- Over a 13-year span, the bank increased its annual revenue by more than \$130 million dollars
- In its consumer retail business unit, the bank has generated more than \$110 million dollars of new revenue

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To learn more about Performance Acceleration Services, email getsolutions@fiserv.com or visit www.fiserv.com.



Fiserv Inc.
7 Roundwood Ave.
Stockley Park
Uxbridge
Middlesex
UB11 1AX
United Kingdom

+44-845-013-1000
+44-208-833-3000
getsolutions@fiserv.com
www.fiserv.com