

A Global Top 10 Bank in the Eurozone

Major European Bank Uses Performance Acceleration Services from Fiserv to Stem Revenue Leakage and Boost Revenue by More Than €18 Million Euros Per Annum

A major European bank with a significant global presence has been a Fiserv client for three years. Fiserv was engaged to help the bank stem revenue leakage and optimise products and services in order to maximise revenue and grow bottom-line profitability. Fiserv has successfully increased revenues for the bank through a combination of strategies addressing revenue leakage and product optimisation across several lines of its portfolio business.



The bank initially identified several areas of revenue leakage concern including retail current (checking) and savings accounts, credit cards, consumer lending, long-term business lending, credit accounts and foreign exchange (FX) transfers. The initial revenue target for the entire project was set at €18 million euros per annum (more than \$19 million dollars).

Fiserv consultants and the bank's management chose to focus on two primary initial targets: current and savings accounts, and credit cards. The opportunities implemented in these two areas alone helped the bank achieve the total revenue target for the entire project. Thanks to this remarkable phase-one success, the bank asked Fiserv to initiate the second phase with an increased financial target and focus on the other defined areas: consumer lending, long-term business lending, credit accounts and FX transfers.

Fiserv Offers a Different Strategy

The bank began conversations with Fiserv in 2013, where Fiserv consultants offered a different approach from other consulting firms.

Client Profile

- A global top 10 bank in the Eurozone

As a critical first step, Fiserv proposed addressing all existing leakages and inefficiencies to ensure the bank was actually collecting all revenue it was owed. A second phase of the Fiserv strategy would then address any potential changes to products and services needed to position it for revenue growth.

Bank management approved the strategy and engaged Fiserv in 2014 to begin the project. In 2015, thanks to the overwhelming success of the first phase of the project, Fiserv was asked to conduct a second phase of work addressing a further range of business lines. Currently in this second phase, Fiserv consultants are driving proven revenue leakage stemming techniques, while also looking to implement new revenue optimisation initiatives based on innovative product and service delivery.

A New Culture Requires New Approaches

At about the time Fiserv began this second phase, the bank started a culture transformation of its own. The bank has begun implementing a new mindset focused on enhancing the customer experience and leveraging new digital capabilities to grow the client relationship. In line with this culture shift, the bank asked Fiserv to begin creating revenue opportunities based on new value-added services that promote

a positive customer experience and move away from revenue structures based on penalty fee models.

Fiserv consultants have proposed more than 20 new revenue approaches. These new proposals promote the creation of additional value-add products and services that fit in with today's on-the-go 24/7 customers.

The Fiserv Approach

With a multifaceted approach, Performance Acceleration Services helps client banks maximise revenues in an age of changing customer expectations for right here, right now access to their funds.

Stem 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 revenue due to the bank is actually collected.

Optimise 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, and can often be achieved without negatively impacting the customer experience or requiring further disclosure.

Create New Products and Services

When the opportunity exists, we recommend new product designs based on international best practices and aligned with the need and demand of local markets.

Revenue Growth Approach



Fiserv is driving innovation in Payments, Processing Services, Risk & Compliance, Customer & Channel Management and Insights & Optimisation. Our solutions help clients deliver financial services at the speed of life to enhance the way people live and work today. Visit fiserv.com and fiserv.com/speed to learn more.

A Methodical Engagement

Fiserv consultants conduct the financial performance assessment in three structured phases:

- **Discovery** – Includes 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** – Includes the delivery of comprehensive financial modeling and impact assessments for each prioritised opportunity and decisioning on whether to proceed to implementation of any agreed-upon initiatives
- **Implementation and Tracking** – Includes assistance in any implementations and benefit-tracking methods plus monitoring of results to ensure a successful implementation

The Numbers Speak for Themselves

Over the span of this three-year engagement, the bank's boost in annually recurring revenue has been more € 18 million euros.

Split of Revenue by Business Unit Over Multiyear Project

Business Unit	Sum of EUR Value	
Retail Banking	€ 12,117,084	64.4%
Credit Cards	€ 6,689,566	35.6%
Grand Total	€ 18,806,650	

The breakdown by business unit shows Fiserv was able to meet revenue goals by stemming revenue leakage and optimising existing revenues in the first two areas analysed for the bank, retail (current and savings account) banking and credit cards.

Challenge

A global top 10 bank in the Eurozone was looking for strategies to maximise its overall revenue potential.

Solution

The bank engaged Fiserv to help it reach new revenue goals. Fiserv consultants proposed a strategy focused on stemming revenue leakage in existing lines of business, while optimising revenue potential with new products and services.

Proof Points

- Over a two-year span, the bank increased its annual revenue by more than € 18 million euros
- This initial success was achieved by stemming revenue leakage in just two portfolio targets: current and savings accounts, and credit cards

Connect With Us

To learn more about Performance Acceleration Services, call 800-872-7882, email getsolutions@fiserv.com or visit www.fiserv.com/international.



Fiserv, Inc.
255 Fiserv Drive
Brookfield, WI 53045
+1-800-872-7882
+1-262-879-5322

7 Roundwood Avenue
Stockley Park, Uxbridge
UB11 1AX
United Kingdom
Tel: +44 20 8833 3000

getsolutions@fiserv.com
www.fiserv.com/international

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