

The BCG logo is displayed in a white, serif font against a dark green background. The letters are bold and well-spaced.

THE BOSTON CONSULTING GROUP

Digitally Enabled Sales to Turbo Charge Cross Selling

20 AUGUST 2018, MUMBAI

Two types of cross sell - both matter

Type 1 - Existing customers being sold banking products
e.g. SA customer being sold a Home Loan

Type 2 - Existing customers being sold 3rd party products e.g. SA customer being sold a life insurance product (focus of this presentation)

Chapter 1: Opportunity

or why we should pay attention?

Cross-sell no longer a kicker but a serious driver of value



Valuation



Profits



Customer loyalty

When it matters to valuation, you better pay attention

- Insurance, AMC sub. contribution to market cap of parent Bank —



~ 30%






~ 45%

Commission income itself is not trivial but every category is underpenetrated

Commission income (Rs Cr) from distributing 3rd party products

Penetration as a proportion of GDP

	<u>FY 18</u>	<u>FY 17</u>	<u>LI</u>
	1,630	910	2.4%
	2,100	1,380	0.5%
	1,120	~600	11%
			<u>GI</u>
			0.5%
			<u>AMC</u>
			11%

Note: Commission income rounded to the nearest 10 where actual data is available and nearest 100 when estimated. ICICI Bank numbers reflect only commission income earned from selling products of the ICICI Group. LI, GI penetration as of Mar 2017. AMC penetration as of Dec 2016

Chapter 2: Challenges

or If only it was easy

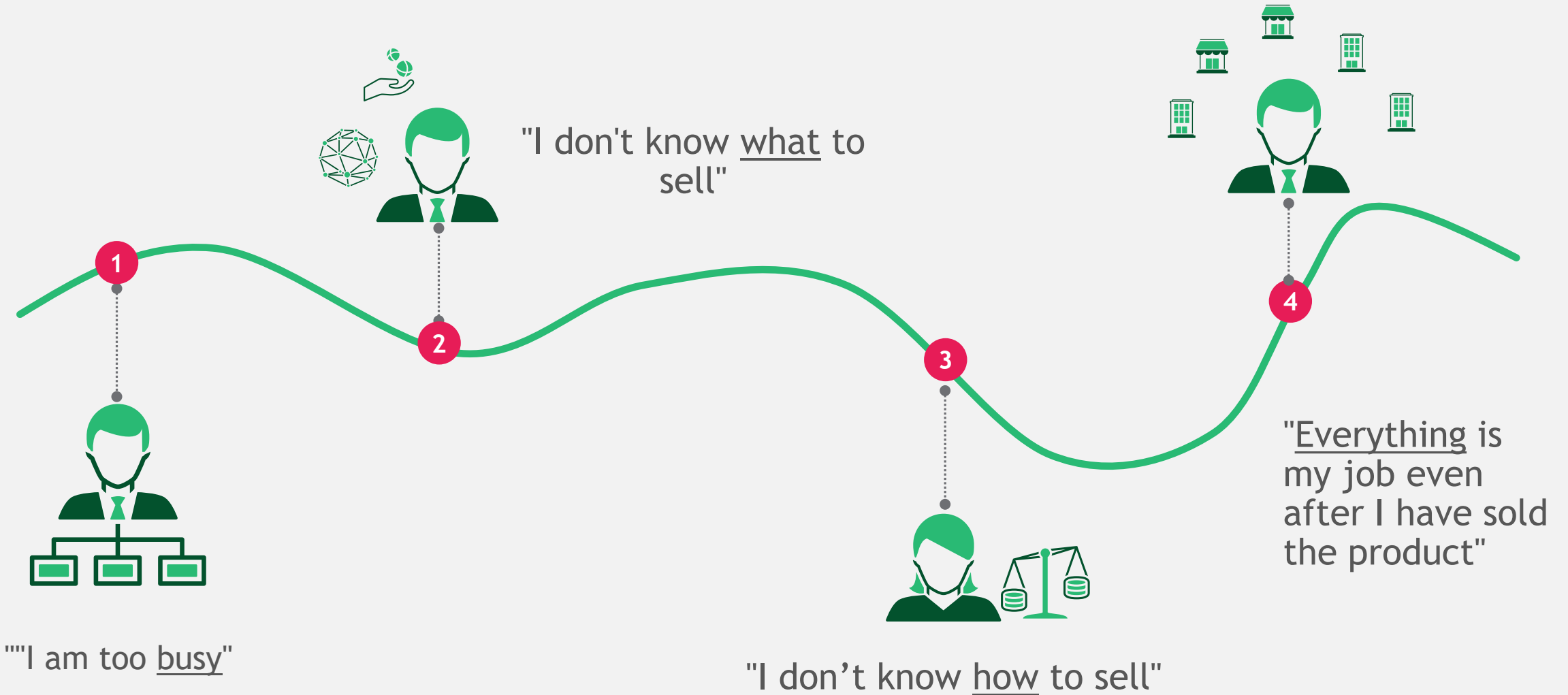
Bankers have many other priorities



Cash credits and reconciliation by 5 PM

What could be the right product for this customer?

Four key challenges



Chapter 3: Making it happen

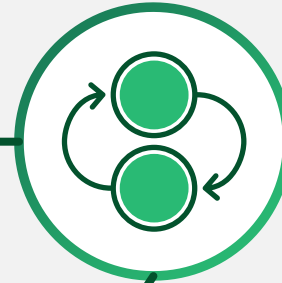
or How does one win?

Three key success factors in driving cross sell

Customer data & behavior analytics for targeting



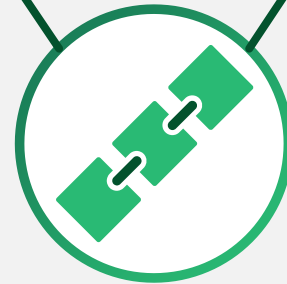
Simple front line routines powered by digital cues



Deep leadership commitment



End to end digitized transactions and servicing



Valuable customer insights already available



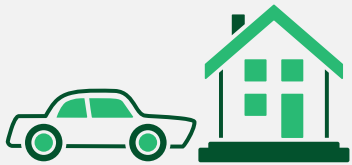
Financial triggers



One time bonus, windfall or expense



Sustained increase or decrease in income



Asset acquisition funding - even via another Bank

Life events triggers



Travel plans



Marriage, significant other (e.g., nominee, jt. a/c)



Children (e.g., nominee, jt. a/c, *Sukanya Samriddhi*)



Power of tech. and data should be leveraged end to end

Front end not enough ...

...End to end digitized journey important



Instant fulfillment

Frictionless product purchase leveraging customer info, payment methods

On-demand information

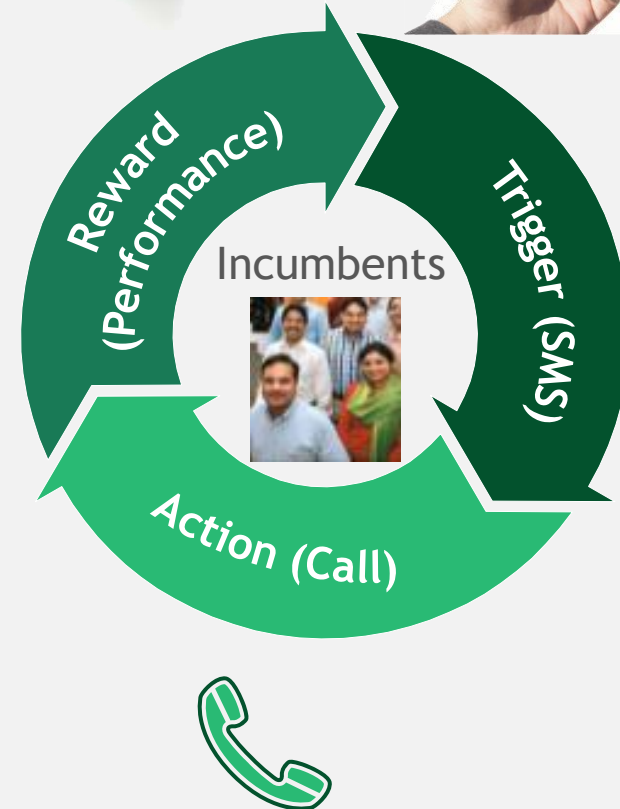
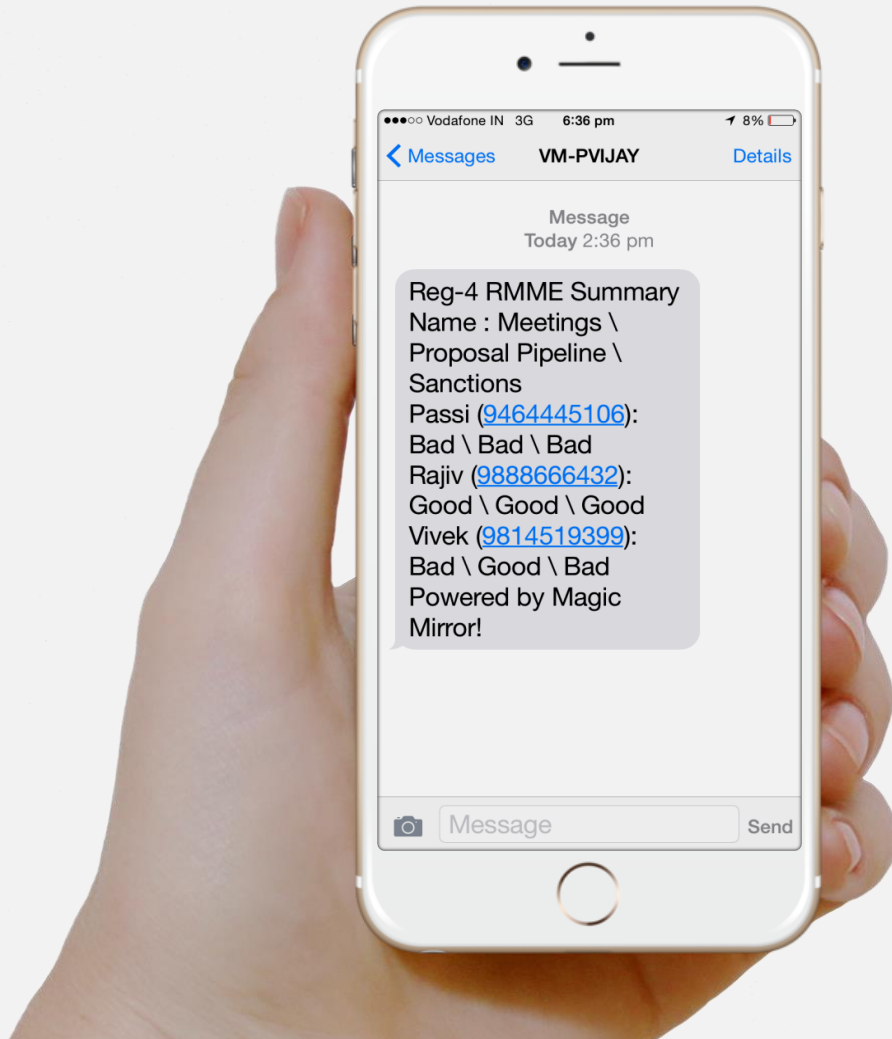
Relevant information - no need to follow-up, chase

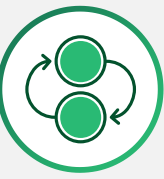
Easy to access support

Detailed product specific queries, market feedback

RM cross-sell tool

Leverage data and tools to create digital cues and to push for action





Leadership needs more than motivation - They need visibility

Ram is worried upon seeing his zone in red.



Ram's daughter is intrigued by the coloured dials on his iPad.



A close-up photograph of a lit sparkler against a dark background. The sparkler is positioned vertically on the right side of the frame, with a dense cluster of bright, golden-yellow sparks radiating outwards. The sparks vary in length and intensity, creating a dynamic and celebratory atmosphere. The background is dark, making the bright sparks stand out prominently.

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