

Damian R. Beil

Cross-Selling Stumbles at UMM Bank Indonesia

It was early April 2019. Marina Pertiwi carefully set down her phone after reading an email from one of her sales agents relating frustration with delays in getting Personalized Plans prepared for customers. The agent, Kevin Pakpahan, wrote:

“Marina, this is the second time today that I’ve called a PPP client to set up their appointment outside of their “free” promotion period. I really think we should extend the deadline to 30 days instead of 15. I’m tired of having to try to convince customers that they won’t be charged the normal price for their consultation with us. I’m still waiting to hear back from her. I hope she does come in to review her Personalized Plan because I think she could really benefit from some of our services.”

It had been three months since the launch of the Personalized Plan Program (PPP) cross-selling initiative, and Pertiwi needed to prepare a report for headquarters on the progress so far. She would try to highlight the positive signs for the PPP, but needed to be honest about the missteps her branch had experienced with it. Data accuracy problems, frustrated sales agents, and lower than expected conversion rates would all need to be addressed, along with a plan to resolve these issues—or end the PPP program.

Cross-Selling Initiative Background

In fall 2018, Pertiwi charged her team with coming up with ways to drive additional revenue for the bank branch she managed for UMM Bank. The bank had expanded nationwide in Indonesia over the past several years and Pertiwi had recently been promoted as part of this expansion. With her promotion came significant pressure to drive profitability of her branch.

Pertiwi’s team came up with a novel cross-selling strategy targeted at the extensive list of UMM Bank credit card customers already served by the branch. The basic idea was simple: leverage the already sizable market penetration of the popular UMM credit cards by introducing these customers to additional UMM

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