



As Manager of Client Solutions and Products, **Matt Nilles** oversees development and promotion of Euronet's product lines worldwide, including the REN Ecosystem. Matt has more than 15 years of product development and marketing expertise and brings a wealth of cross-industry knowledge and thought leadership to the Euronet team.

Driving Business Decisions with a Digital Strategy

An interview with Matt Nilles, Manager of Client Solutions and Products

Editor: Thanks for chatting with us, Matt. I'm curious, how did you get from a data-driven consumer marketing firm like Acxiom to the software side of business at Euronet?

Nilles: For most of my career at Acxiom, I was in Product Management, developing products that helped Fortune 100 brands deliver personalized messages to the consumer. The Financial Services sector, like marketing and advertising industries, seemingly changes from month to month, on a mission to compete for wallet- and mind- share of consumers. To compete, you must be both agile and strategic, and that's what excited me about the move to Euronet. Through our REN Ecosystem, Euronet is uniquely positioned to help clients make the leap to the digitally focused side of banking, and I jumped at the opportunity to help lead that effort.

Editor: Forbes recently said only 38% of businesses have developed a digital strategy and fewer than one in ten have fully implemented their strategies. Assuming my bank is one of those without a digital strategy, where's the best place for me to start?*

Nilles: Well, it starts at the top with the leadership. Bringing data and analytics into business decisions takes a company-wide commitment, not just a project for a single team. While the whole organization needs to buy in, the transition itself can be taken systematically, one step at a time. First identify a business decision, large or small, that could benefit from data analysis. For example, let's say a bank is looking to add an advertisement to their ATM screen flow. Where in the past the same ad might have been used across the entire fleet, now the bank can tailor the ad based on characteristics of the neighborhood or community of each ATM. If most customers in the area are homeowners, and with mortgage rates at record lows, the bank could create an ad for refinancing mortgages. A simple business decision like this can kickstart a company-wide mindset. Results from the campaign can then be analyzed to measure the impact of the tailored ad, which then impacts the next campaign and so on.

Editor: What are the touch points along the customer journey where banks can most effectively leverage data?

Nilles: In my opinion, the two steps of the customer journey that are most impacted by a data centric organization are awareness and loyalty. Awareness falls in line with a bank's marketing department. Loyalty falls squarely on the front-line employees, those that the customer interacts with most often.



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Nilles: In the case of Awareness, you're likely to use aggregated data that benefits your customer acquisition strategy. In that case, you don't yet have data on the prospects that you are trying to attract. In an effort add personalization (at scale) to your prospect campaigns, you can use aggregated data from customers in that same geography or age bracket. It's important to note that not all your efforts will be accurate, and that is ok. Consumer data isn't 100% accurate and if a stakeholder is telling you it is, they're 100% wrong. There is a level of accepted risk with prospect campaigns, some offers will go to prospects who have already bought, but don't let that impact your overall data strategy.

By the time you have won the business of a customer, you have actual first party data for that customer and can use that in your efforts to retain them. First party data is data that has been sourced by you and directly from your own audience or customers. These efforts could be as simple as a well-timed Happy Birthday note or as advanced as Next Best Offer algorithms. Next Best Offer algorithms are complex and use a mix of the customer's preferences, the products and services they currently receive and those that they don't, to strategically offer the most enticing product for their next purchase. The good news is that the accuracy of the data and degree of personalization that can be achieved with first-party data improves dramatically.

Editor: Finally, what impact will privacy, and the regulatory issues surrounding privacy, have on my bank's digital strategy?



Nilles: Privacy has major implications on everyone's digital strategy. Think about the amount of data that you share with brands. Every time you use Facebook's single sign-on the brand that you are interacting with wants access to your contacts, news feed, photos, etc. That information then feeds into that brand's data strategy and how they interact with you while you browse their website or interact with that brand across devices. This type of data sharing is positive in that these tailored ads will be far more relevant and beneficial as I move through the customer journey. The negative is that there are always bad players out there attempting the next data breach. Regulators had to step in, and personally, I think necessarily so.

Over the past couple of years, you've seen a wave of national and local laws passed that shift the control of a consumer's data from big business back to the consumer. Laws like the General Data Protection Regulation (GDPR) in the EU and the California Consumer Privacy Act (CCPA) here in the US are just the beginning. So, while we've talked about how banks can start to take control of their data strategy, they must also be prepared to be highly transparent and accommodating to consumers as new laws continue to pop up around the world.