

# BIG DATA FOR BANKS

TO SERVE AND ACQUIRE  
**SMALL BUSINESS  
CUSTOMERS**



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## SMALL BUSINESS CHALLENGES FOR BANKS

Financial Institutions (FIs) face significant challenges when working with small businesses. The successful bank must find solutions to differentiate its small and medium-sized businesses (SMB) value proposition, become more efficient, and serve a diverse array of small business customers.

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## IT'S DIFFICULT BANKING SMALL BUSINESSES

Banks desire more SMB clients because they represent a huge market (typically 99% of all businesses) however, they are more difficult to target and serve because of their diversity. Within the context that SMBs are so different, how does the bank provide a solution of value to help each of them?

Today some banks provide a one-size-fits-all approach, but it doesn't fit because these businesses are so different. Other banks try to specialize in business banking solutions for a few industries such as retail, manufacturing, and professional services. But even with these types of industry verticals the difference of companies is too large. For example, manufacturing clothes, candy, and pharmaceutical devices all fit within the category of manufacturing, but they are all so different. In addition, it isn't financially practical for banks to have even a few industry experts in branch locations.

### SIZEUP'S SOLUTION

Use big data customized to provide unique analysis for each business so each can improve its company through data driven insights: a custom and scalable model to serve all SMBs.

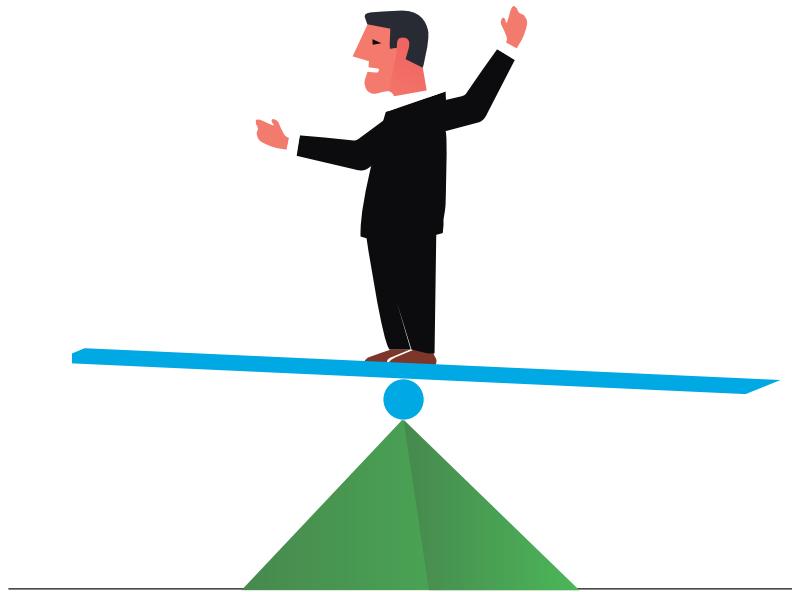
**“BANKS OFTEN PROVIDE A ONE-SIZE-FITS-ALL APPROACH THAT DOESN'T FIT THE SMB.”**

## IT'S HARD TO DIFFERENTIATE AND BE CREATIVE

Bank innovation is frequently constrained by high-regulation. Many bank product and service improvements aren't really innovative competitive advantages because all the other banks are doing the same things. (For example: “me too” strategies like mobile banking, mobile payments, etc.) Banks are looking for ways to innovate that their competitors are not. There are no obvious winners (yet) in the bank industry serving SMBs through specialized services or unique value propositions. SizeUp's target customers are banks targeting SMB acquisition and retention through new and non-traditional bank services.



**“MOST BANKS ENGAGE IN “ME-TOO” STRATEGIES THAT AREN'T COMPETITIVE ADVANTAGES.”**



## IT'S TOUGH TO REDUCE COSTS WITHOUT REDUCING SERVICE

Financial institutions are under pressure to reduce costs, which often comes through the reduction of employees like those that serve business customers. As a result, this increases the number of business customers per bank staff, which makes it difficult or impossible for that bank employee (such as a business banker) to provide service to the increased amount of customers they are now responsible for or know these companies' unique situations. As a result of this decreased level of service, business customer attrition can occur as these companies switch to other bank vendors providing other promotions, products, or services. This loss of customers inhibits market share growth. So, banks need to find ways to provide better and new forms of customer service and value, which are scalable, in ways which are independent of employee head-count. SizeUp is scalable to serve the business customers of a bank using infinitely customizable big data analysis. The information is unique for each of the bank's business customers and is available on-demand anytime the business wants to access it through the bank's website.

**“ BIG DATA FOR SMALL BUSINESS IS A SCALABLE CUSTOMER SERVICE.**



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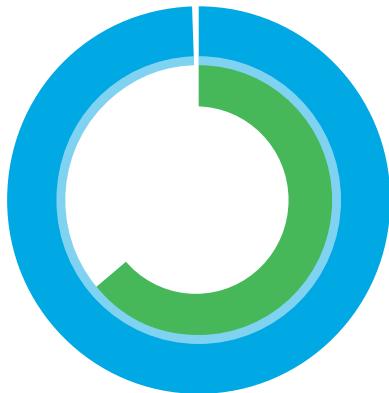
## WHY SMALL BUSINESSES MATTER

Successful small businesses are essential to the economic vitality of every community and nation, yet they face incredible challenges just to stay in business. New online big data strategies implemented by financial institutions can empower small businesses to survive, grow, and thrive.

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## SMALL BUSINESS IS BIG BUSINESS

Small businesses are the backbone of every nation's economy. In the USA they represent 99.7% of all employer firms, contribute 46% of the total GDP, and create 64% of net new private sector jobs.<sup>1</sup> The bottom line is, small businesses are big business for communities, nations and financial institutions (FIs). No community or nation could survive without small businesses, and what's more, small businesses contribute relatively more to the local economy than large businesses because small businesses are more likely to be owned by local residents.



### SMALL BUSINESSES...

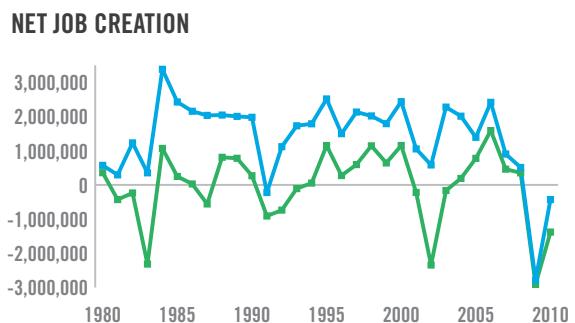
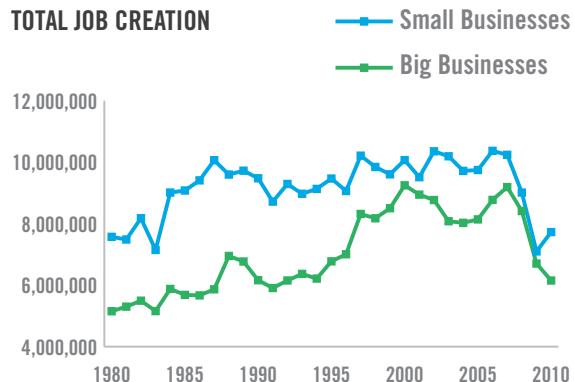
- REPRESENT 99.7% OF ALL USA EMPLOYER FIRMS
- CREATE 64% OF NET NEW PRIVATE SECTOR JOBS

## JOB CREATION

Every government and politician has job creation as a top priority. Elected officials are rewarded or replaced based on their ability to create new jobs and grow the economy. And the data is clear that it is the small businesses that are the job creators.

Financial institutions that focus on helping small business can coordinate their service efforts in ways that serve the financial interests of the bank and at the same time align with the bank's corporate social responsibility and the popular goals of the communities they serve and the elected official that create policy that impacts banks.

Helping small businesses and entrepreneurs is good for the bank's business. In addition, it's also good for public relations because it positions the bank as a good community partner for economic growth.





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## SMALL BUSINESSES ARE DIFFERENT

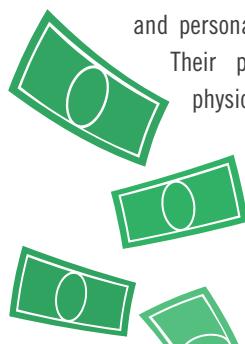
Small businesses face incredible challenges. In spite of the hard work put in by entrepreneurs to make their new business startups succeed, about half of US companies fail within five years.<sup>2</sup> This is an alarming rate of failure and, to add additional pain to these heroic entrepreneurs, when they fail they can also lose their own personal wealth. Sixty-five percent of these small businesses use credit cards, but only half of those cards are in the company's name, exposing business owners to extra risk to their personal finances.<sup>3</sup>



According to new research, the number one challenge that small businesses face is competition from big businesses, even outpacing other challenges like cash flow, poor sales, and government requirements.<sup>4</sup> And the pain from competition from large businesses has intensified in its acuteness. In 2011, this problem was ranked as only the fourth most serious problem, and within only two years, it rocketed up to its current spot as number one.<sup>5</sup>

Big businesses present numerous challenges for small businesses, especially in their access to, and effectiveness in implementing, technology to give them a competitive advantage.

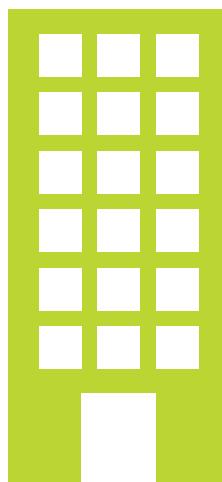
For example, one of the key benefits that small businesses traditionally have with customers is their local and personal connection. Their proximity and physical access to



customers enables them to develop strong relationships that are more challenging for large enterprises to match. However, big businesses are closing this gap through the use of trigger analysis, social media, and location-based mobile technology.

#### CONSIDER THE FOLLOWING EXAMPLES:

Large enterprises use technologies that allow sales reps to make contact at relevant trigger moments for sales, such as when a small business owner opens, offers a daily deal, opens a Facebook page or Twitter handle, or takes over from a previous owner.



Through social media, big businesses can target customers based on where they live, what they like, and their demographic profiles. Things that locally owned businesses knew from developing personal relationships with customers and which enabled more personalized customer service and caring, can now be accomplished by big businesses at scale based on Facebook or LinkedIn profiles.<sup>6</sup>

Large enterprises can target marketing, promotions, and other communication to consumers based on where they are located due to the growing use of GPS-enabled smart phones. This enables them respond with locally relevant context and incentives, previously areas of advantage for local small businesses.



**2**  
CHALLENGE  
**CASH FLOW**

**1**  
CHALLENGE  
**BIG BUSINESSES**

**3**  
CHALLENGE  
**POOR SALES**

**4**  
CHALLENGE  
**GOVERNMENT REQUIREMENTS**

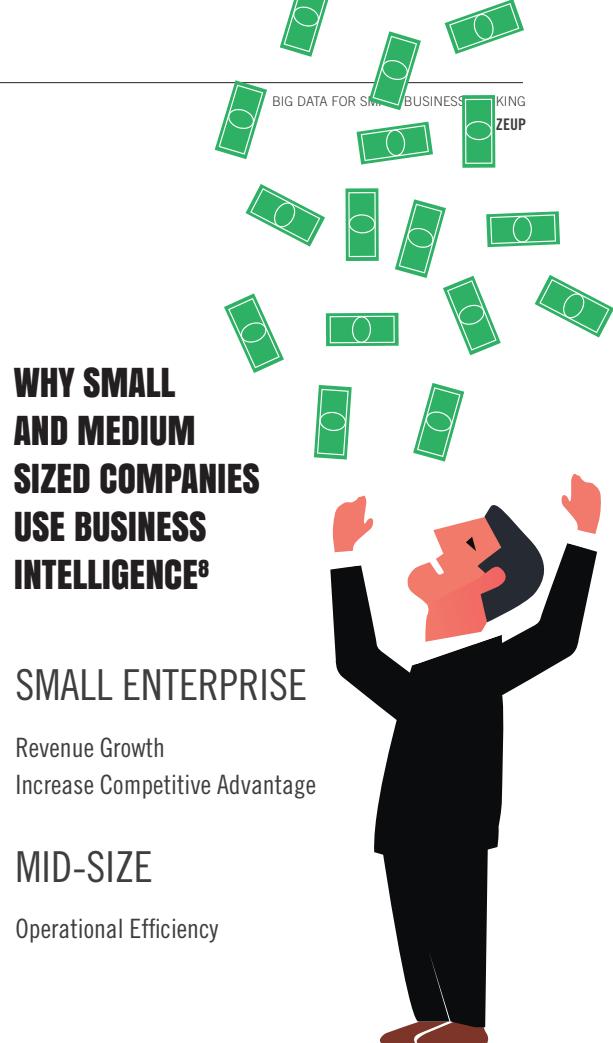
## ANOTHER WAY THAT LARGE ENTERPRISES ARE OUTCOMPETING SMALL BUSINESSES IS THROUGH THEIR USE OF TECHNOLOGY TO MAKE BETTER DECISIONS THROUGH “BIG DATA” AND BUSINESS INTELLIGENCE.

Big businesses can afford to hire expensive management consultants, market researchers, or even employ teams of business analysts and data quants to pour through massive data sets, combine them, and analyze them to figure out the best ways to grow and succeed.

Data can show opportunities that defy conventional wisdom and would not be noticeable based on day-to-day activities or limited/isolated information. National retailer Ace Hardware's implementation of an enterprise data warehouse has enabled it to gain insights to boost revenue by tracking and analyzing point-of-sale, customer relationship management, and rewards programs across their numerous store locations.<sup>7</sup>

## SMALL BUSINESSES CAN’T DO THIS BECAUSE THEY CAN’T AFFORD TO HIRE CONSULTANTS OR STAFF, AND EVEN IF THEY HAD ACCESS TO GREAT MARKET RESEARCH DATA – WHICH THEY ALMOST NEVER DO – THEY WOULDN’T HAVE THE EXPERTISE OR TIME TO MAKE SENSE OF THE DATA.

This leaves these small businesses at a significant competitive disadvantage because in this information economy, if you don't have information, you don't have economy.



### WHY SMALL AND MEDIUM SIZED COMPANIES USE BUSINESS INTELLIGENCE<sup>8</sup>

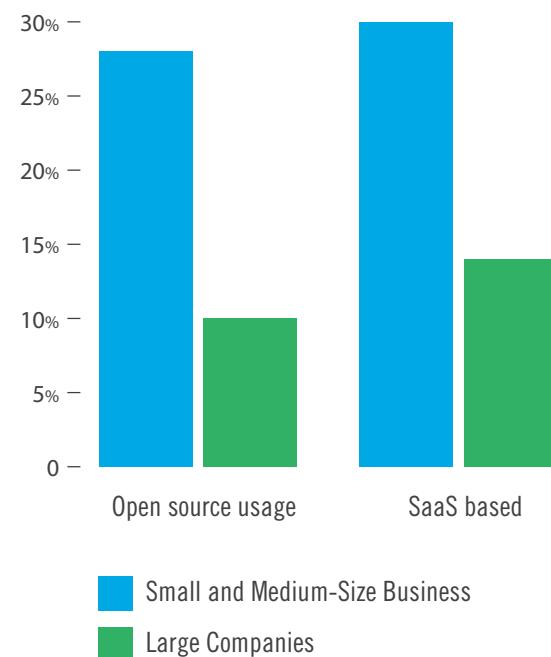
#### SMALL ENTERPRISE

Revenue Growth  
Increase Competitive Advantage

#### MID-SIZE

Operational Efficiency

### CONSUMPTION OF BUSINESS INTELLIGENCE<sup>9</sup>





## SMALL BUSINESSES WANT AND NEED BENCHMARK AND METRICS

## EVEN THOUGH SMALL BUSINESSES WANT TO COMPARE THEIR PERFORMANCE TO COMPETITORS, THEY LACK ACCESS TO BENCHMARKS AND METRICS SPECIFIC TO THEM<sup>10</sup>

Often, this is because benchmark data is only available for general industries such as business services, retail, construction, and restaurants. But small businesses don't see themselves as "general" businesses; they have identified specific areas of expertise. Instead of identifying with these general categories, they self-identify as accountants, women's clothing stores, electricians, and Italian restaurants – because that's who they really are.

SizeUp solves this problem by enabling unique businesses to compare themselves to only the businesses they actually compete with, using benchmarking data for thousands of industries.

## SMALL BUSINESS

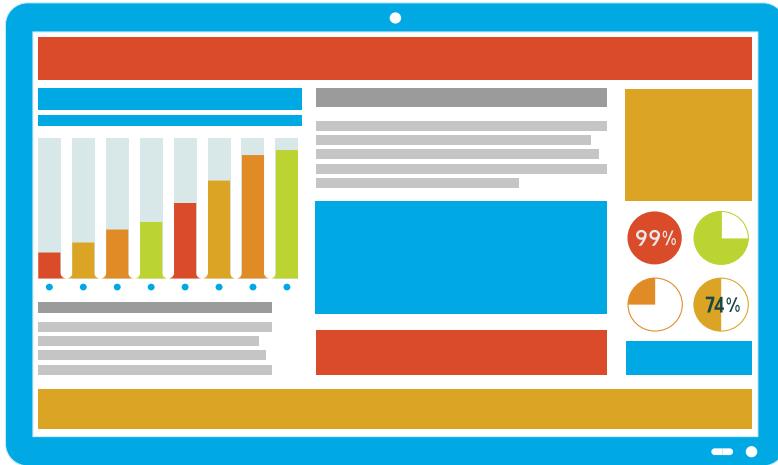
CHALLENGE	RESULTS
Locally focused	Miss broader trends
Inwardly focused	Not paying attention to competitors
Lack benchmark and metrics	Don't know how they are doing, but want to know



## FINANCIAL INSTITUTIONS ARE IN A UNIQUE POSITION TO DELIVER THE DATA SMALL BUSINESSES WANT

Recent research shows that the majority of small businesses see financial institutions like banks as credible and trusted providers of business solutions such as marketing analytics, business intelligence, CRM, e-commerce, and other online services.<sup>11</sup>

SizeUp enables banks to deliver market research, competitive analysis, business intelligence, and advertising optimization to their business customers.



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## HOW BANKS ARE RESPONDING TO SMALL BUSINESSES' BIG DATA NEEDS

Smart financial institutions are responding to this challenge and empowering their business customers with information. This levels the playing field so that their small business clients can access the same types of business intelligence that big companies use. This empowers SMBs to make smarter decisions through data, upgrading the ability of small businesses to be more successful and grow as modern companies.

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One of the largest banks in the USA and one of the largest banks in Europe are examples of financial institutions that recognize the importance of fostering an online strategy to support their SMB clients. This approach makes their banks a more attractive partner and vendor to small businesses.

These financial institutions are actively enabling their small businesses to make data-driven decisions for success using an online service called SizeUp. By implementing the service on bank, payment card, accounting, or other financial institutions' online offerings, banks are able to help their business clients make better decisions.

THEY HELP THESE COMPANIES KNOW THINGS ABOUT THEMSELVES THEY WOULD NEVER OTHERWISE KNOW WITHOUT ACCESS TO THIS POWERFUL BUSINESS INTELLIGENCE.

Access to this kind of online market data changes the playing field for small business owners. SizeUp addresses these critical changes with three market intelligence tools: Business and Industry Analysis, Competitive Intelligence, and Advertising Optimization.

## WHEN BANKS BECOME PARTNERS FOR THEIR SMB CLIENTS' SUCCESS

IT IS IN THE FINANCIAL INTEREST OF BANKS FOR THEIR SMALL BUSINESS CUSTOMERS TO SUCCEED AND THESE BANKS CAN ENABLE THIS SUCCESS THROUGH BUSINESS SERVICES LIKE SIZEUP.

These companies have bank accounts, business lines of credit, real estate loans, and other financial relationships with banks. A successful SMB is less likely to default on loans and more likely to increase the amount of funds and numbers/types of financial relationships with the bank as it grows. In addition, providing SizeUp as a resource to businesses, local branches of a bank also experience goodwill for being partners in their local businesses' success.

Let's face it, whether it is deserved or not, financial institutions have a perception problem when it comes to businesses. Many SMBs have applied for loans and credit and been turned down by banks because, based on the bank's analysis those SMBs were too high of a risk. Or perhaps even worse from a perception

standpoint, a bank may have had to force a collection as a result of an unpaid debt. As a result of these unpleasant interactions, companies may see financial institutions as their adversaries, not their strategic partners. Providing new services that help these businesses succeed (and prevent the failure that can lead to unpleasant interactions) can change the perception of banks into a positive one.



## GOODWILL

Although not as tangible or quantifiable a benefit to a bank as new customers and increased market share, a successful SMB online assistance program can significantly benefit the bank in how it is perceived by small businesses, thereby delivering goodwill.

### MY FINANCIAL INSTITUTION CARES ABOUT SMALL BUSINESSES LIKE MINE.

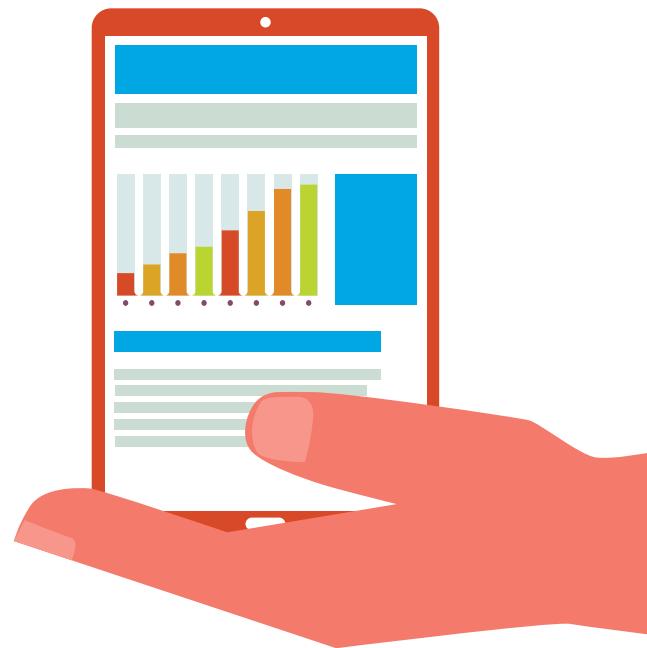
For many businesses, the only interaction they have with financial institution is opening an account, submitting a loan application, applying for a payment card, or making a deposit. Providing small business assistance services online makes your financial institution more accessible and facilitates positive relationship building between the financial institution and the business client.

### MY FINANCIAL INSTITUTION IS MY SMALL BUSINESS PARTNER FOR SUCCESS.

Online business success services are a compelling motivation for businesses to become new customers and existing customers to remain so. And when that service delivers real value to the SMB's bottom line, they will value the company that provided it as an authentic partner. That type of feeling, value, and relationship deliver long-term value to the FI.

### MY FINANCIAL INSTITUTION CARES ABOUT CORPORATE RESPONSIBILITY, COMMUNITY DEVELOPMENT, AND GOODWILL.

Although the SizeUp small business intelligence service may be an initiative of a division, like customer acquisition or marketing, there are clear benefits to the corporate social responsibility (CSR) division of the company, as this is a tool that helps existing small businesses in the communities the bank serves.

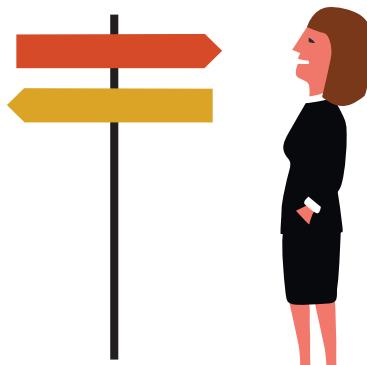


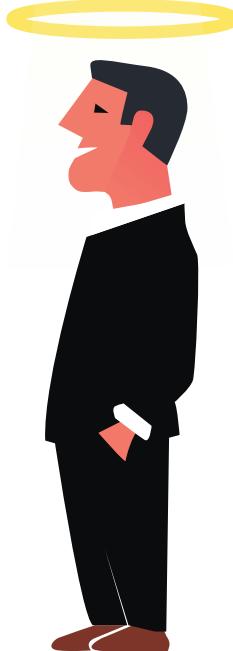
## HELPING ONLINE AND THROUGH RELATIONSHIP MANAGER

Due to the busy schedules of your small business customers, they are often too busy running their own company to find the time to spend with a relationship manager in your bank's branch location. Providing SizeUp to them online through your bank's website or mobile products provides these customers with 24-hour help through access to these services. However, some business customers want more personal time with a relationship manager in a branch location.

**SIZEUP IS A SERVICE FOR YOUR RELATIONSHIP MANAGERS TO PROVIDE CUSTOMIZED AND PERSONALIZED VALUE TO YOUR CLIENTS WITH POWERFUL INSIGHTS INTO THEIR BUSINESS.**

And, with this technology, they can do this even if the relationship manager has no expertise in their customer's industry. SizeUp delivers hyper-local business intelligence insights for over 1,000 industries that your relationship managers can provide to add more value in customer interactions.





## BECOMING A DESTINATION TO GAIN SMB ATTENTION

Large financial institutions are aggressively competing with each other to win the attention of SMB customers, even when the FIs may not have products or services that directly compete. There are numerous FIs trying to sell to SMBs, but there is very limited attention that SMBs can give them.

To gain more SMB competitive mind-share and stickiness to their online presence, FIs are reinventing their websites to become destinations where SMBs will spend more time and realize greater value so they keep coming back. When this is successful, the bank's website becomes a technology platform and foundational ally for SMB success.

THE DESTINATION PORTAL  
STRENGTHENS THE RELATIONSHIP  
BETWEEN THE SMB AND THE BANK  
BY ADVISING THE SMB AND SOLVING  
ITS PROBLEMS THROUGHOUT ITS  
BUSINESS LIFECYCLE.



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## **HOW BANKS USE SIZEUP**

**- SMALL BUSINESS INTELLIGENCE -**

## **TO ACHIEVE STRATEGIC GOALS**

SizeUp is customized to meet the business objective of your bank such customer acquisition, customer retention, introduction of products, and increased client engagement. In addition, it can include information proprietary to your bank to further customize the experience. The following are some examples of how this can be accomplished.

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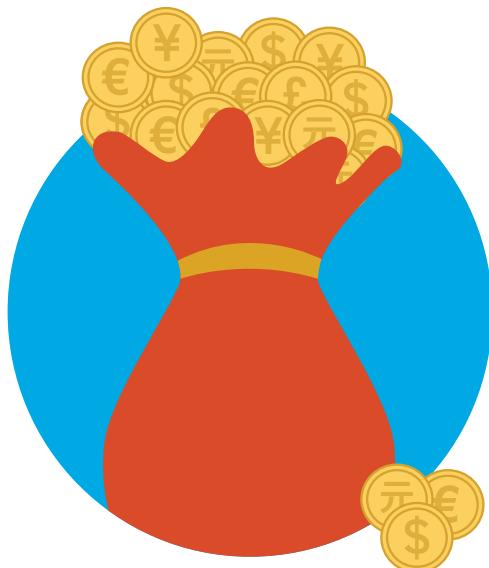
# 1

## INTRODUCING BANKING PRODUCTS

SizeUp provides essential information for businesses across the different lifecycle phases from feasibility to launch, growth, expansion, and replication. Each of these is further described later in this document.

But as an example, if one of your consumer customers is using the SizeUp service to do research about the feasibility of opening their business, your bank can identify a potential business banking customer before they've even become a business.

THIS UNIQUE “SIGNAL” PROVIDES YOUR BANK A HEAD START AT ACQUIRING THEM BEFORE THEY MAY HAVE EVEN CONSIDERED THEIR SMALL BUSINESS BANKING OPTIONS.



# 2

## CUSTOMER RETENTION

SizeUp can be designed so the service is only available to your customers. This strategy can be used for customer retention because you are providing a valuable service that is constantly updated with new information, that if they left your bank, they would lose.

# 3

## CUSTOMER ACQUISITION

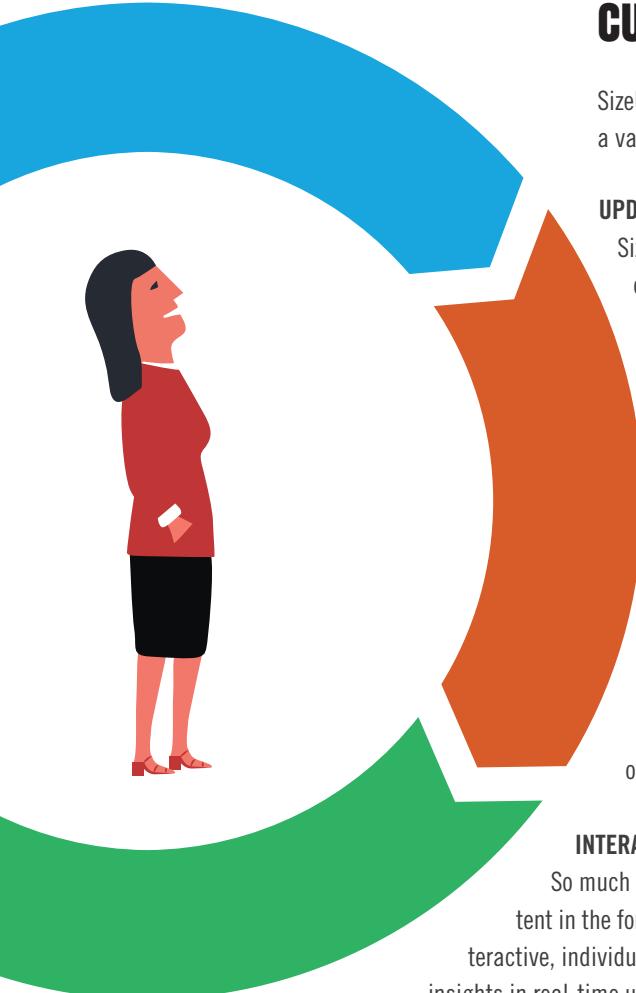
When non-customers use SizeUp on your website it provides your bank with an opportunity for them to opt-in to provide your bank with their contact information, industry, and location, as well as highly valuable information they often would keep private about their company such as their revenue turnover, number of employees, and more.

THIS ENABLES YOUR BANK TO TARGET YOUR MOST IDEAL CUSTOMERS BASED ON IMPORTANT CHARACTERISTICS YOU HAVE DISCOVERED ABOUT THEM THROUGH SIZEUP.



# 4

## CUSTOMER ENGAGEMENT



SizeUp increases engagement with your business customers in a variety of ways. Here are some examples:

### UPDATED INSIGHTS

SizeUp data is updated multiple times each year and that matters for businesses because their success and weaknesses are constantly changing. SizeUp can be used to update businesses through email or other communication whether their business is improving or declining. When they see an email letting them know their business' performance has gotten better or worse they are going to be motivated to click through to learn why through the SizeUp service on your website. And when they are on your website it's another opportunity to engage with these customers and show them services your bank can provide them.

### RELATIONSHIP MANAGERS

When your business customers come into a branch location SizeUp provides your relationship managers with a new tool to deliver value to them when they are having conversations. It makes the relationship manager an expert with access to big data analytics unique and customized to the business they are speaking with. And, like the online version, it can be the means to introducing the customer to new banking products.

### INTERACTIVE EXPERIENCE

So much of the business assistance that banks and other organizations provide is passive content in the form of articles or videos. SizeUp creates higher engagement because it is completely interactive, individually customized to each business using the service, and delivers business intelligence insights in real-time using easy to understand charts, graphs, and visual information.

### PRODUCT AWARENESS

Because SizeUp can be designed to introduce your bank's products and services at relevant moments it can increase the opportunity for your business customers to click through to learn more about these products and apply to get them. This delivers value to your bank's bottom line.



# BIG DATA FOR SMALL BUSINESS

SizeUp's business intelligence enables financial institutions to empower their SMB customers to make smarter decisions based on data-driven analysis.

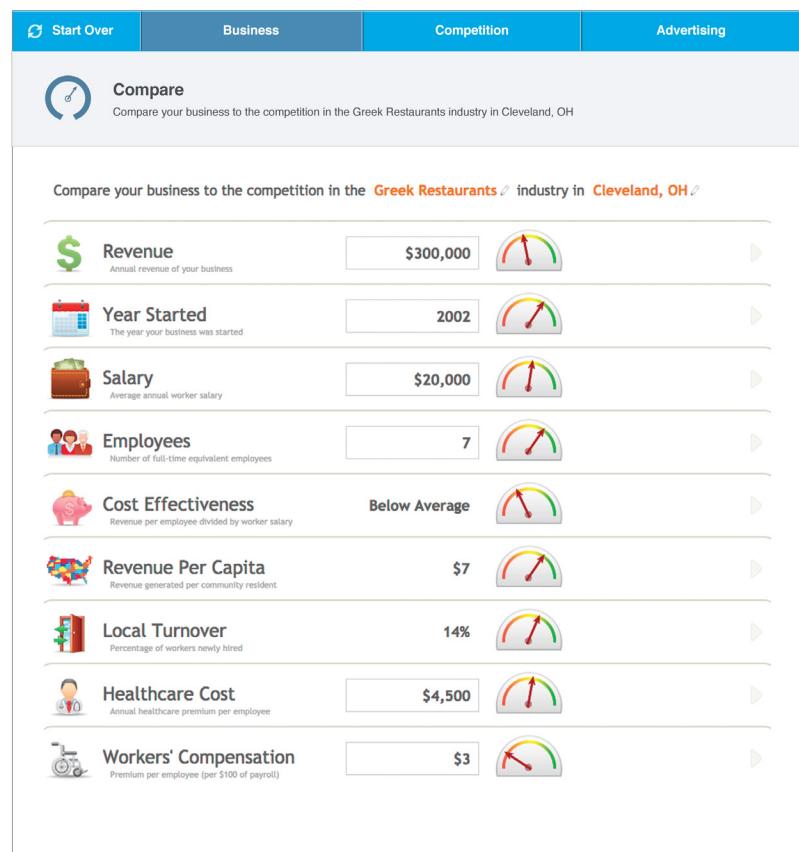
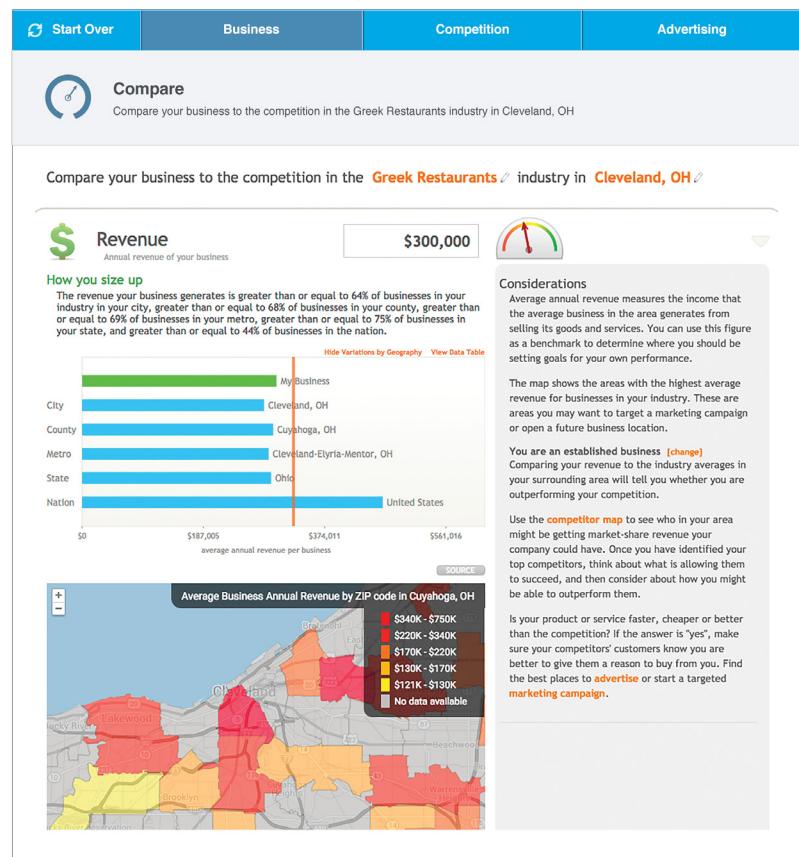


# 1

## COMPARE BUSINESS PERFORMANCE TO COMPETITORS

Business owners can find out how their performance compares to all other competitors in their industry, based on benchmarking of their revenue, employees, years in business, and other measures. An entrepreneur that has yet to start a business can use this tool to assess whether their projections are realistic given the state of the competitive market.

It is important for businesses to know where they stand in relation to direct competitors, because they can't know what to improve without knowing where they currently stand. When they know which categories are their weakest compared to competitors, they can then focus more attention on improving in those areas.



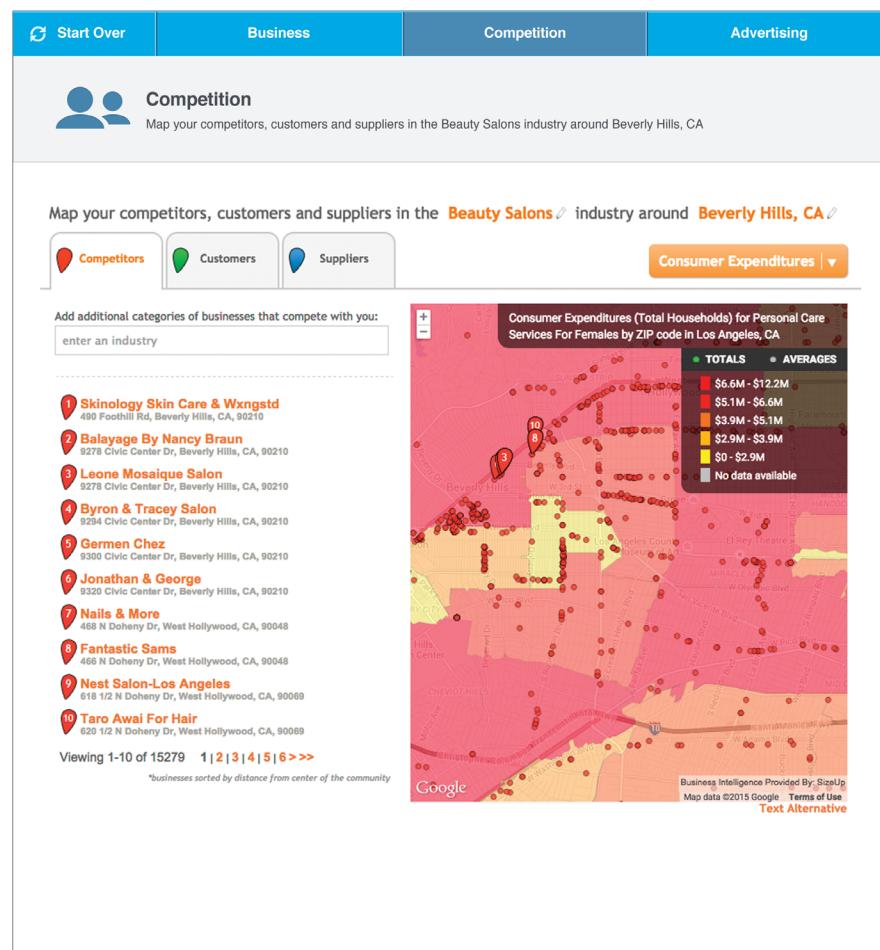
## 2

## FIND POTENTIAL CUSTOMERS, SUPPLIERS, AND COMPETITORS

SizeUp shows business owners the locations of potential business customers and suppliers on a map and provides these small business owners with contact information, when available, so the owners can directly contact them for business. In addition, owners that sell directly to consumers can track where households spend the most dollars in a variety of groupings.

Users can map local patterns for hundreds of consumer expenditure categories, ranging in everything from women's sweaters to new trucks. After creating a heat map of household consumer expenditure data, small business owners can compare where the most money is spent in their industry with the locations of their competitors. This can help identify geographic and economic leakage in some areas that the business can take advantage to increase their revenue.

An additional benefit of this tool is that it encourages and facilitates local business transactions that recycle money in the local economy.



# 3

## IDENTIFY THE BEST GEOGRAPHIC PLACES TO ADVERTISE

Business owners can use SizeUp to find the areas with the highest total revenue for their industry so they can target advertising to areas with strong industry revenue. Or, they can choose instead to isolate the areas that are most underserved for their industry, as those might be areas where they can fill a gap in the local market.

Owners can also restrict the search to display only areas that fit certain criteria important to the business, such as a minimum household income, demographics, or business characteristics. Comparing this analysis with the household consumer expenditure data gained from the competitive intelligence section, business owners can precisely narrow down the optimal locations to advertise.

[Start Over](#)      Business      Competition      Advertising

### Advertising

Best places to advertise in the Car/Automobile Washing & Polishing industry near New York, NY based on Most Underserved Markets

Find the best places to target your next advertising campaign. Adjust business and demographic parameters to find the best advertising locations.

Search distance: at most 6 miles

Industry Performance

Annual Revenue (Avg. Business): between \$100,000 and \$1 million      Total Annual Revenue: at least \$100,000

Total Employees: No Preference      Revenue per capita: at least \$5

Demographic Characteristics

Household Income: No Preference      Household Expenditures: No Preference

The map displays the New York metropolitan area, including Manhattan, Brooklyn, Queens, and parts of New Jersey. Numerous colored dots are scattered across the map, representing specific advertising locations. The dots are primarily concentrated in central Manhattan, Brooklyn, and Queens, with a few outliers in other parts of the region. The colors of the dots likely correspond to different demographic or industry performance filters applied in the search results.



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## VALUE BANKS THAT IMPLEMENT BIG DATA FOR SMALL BUSINESS CUSTOMERS

Implementing big data insights for SMB customers using SizeUp provides banks significant value and solutions to challenges they are facing.

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## A DIFFERENTIATED TOOL FOR EACH FINANCIAL INSTITUTION

SizeUp has different product offerings with unique data mash-ups and customization. Each bank can have its own unique implementation of SizeUp.



## INDIVIDUALIZED, CUSTOMIZED SERVICE

Banks can finally provide a valuable and individualized service to all SMB customers without limitation by industry, size, or location.



## COMPETE OUTSIDE OF “ME TOO” FI OFFERINGS

SizeUp expands value from the bank to SMB customers by competing outside of the competitive (and commoditized “me too”) services banks traditionally provide. It delivers competitive advantage for banks outside of highly competitive and regulated core industry offerings.



## HELPS THE BANK’S CUSTOMERS SOLVE THEIR BUSINESS PROBLEMS

The offering creates a “halo effect” for the bank because it provides insights SMBs would unlikely ever get/understand/afford individually. For the SMB, the service increases the value of being the bank’s customer.



## INTRODUCE AND SELL BANK PRODUCTS & SERVICES

SizeUp provides a range of value through entire business lifecycle (e.g. feasibility, launch, grow, expand, replicate) and **enables the bank to introduce the bank’s products/services through SizeUp** during these key lifecycle inflection points.



## INCREASED CUSTOMER ENGAGEMENT WITH SMBs

Banks are able to deliver customized content in real-time. It also fosters a “sticky” relationship because industry rankings are always changing so customers have to come back to Bank website for updates. This also leverages the psychological competitiveness of entrepreneurs.

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**FINANCIAL INSTITUTIONS CAN USE SIZEUP TO ATTRACT NEW CUSTOMERS BY PROVIDING ITS VALUE IN EXCHANGE FOR THE BUSINESS’ CONTACT INFORMATION. ALTERNATIVELY, THE BANK CAN MAKE ACCESS TO SIZEUP AN EXCLUSIVE, VALUE-ADDED BENEFIT OF BEING THE BANK’S CLIENT TO FOSTER CLIENT RETENTION.**

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# SERVING BANK CUSTOMERS THROUGH THEIR ENTIRE LIFECYCLE

Use cases by business lifecycle stages and product/service opportunities for banks.



FEASIBILITY



LAUNCH



GROW



EXPAND



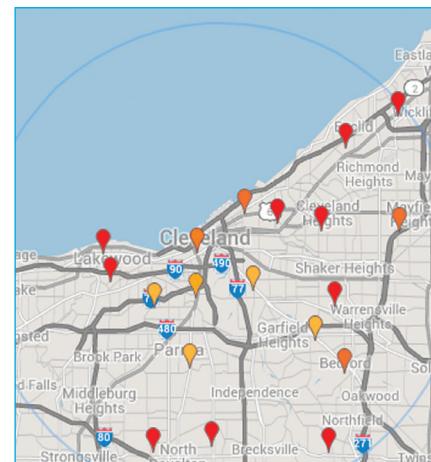
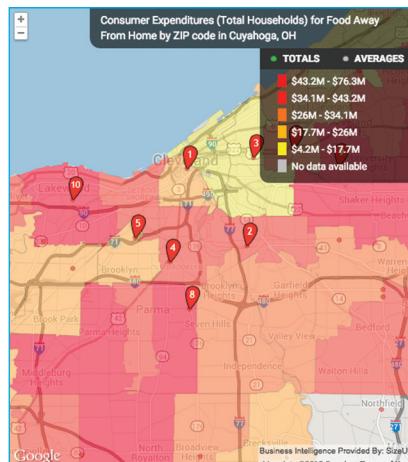
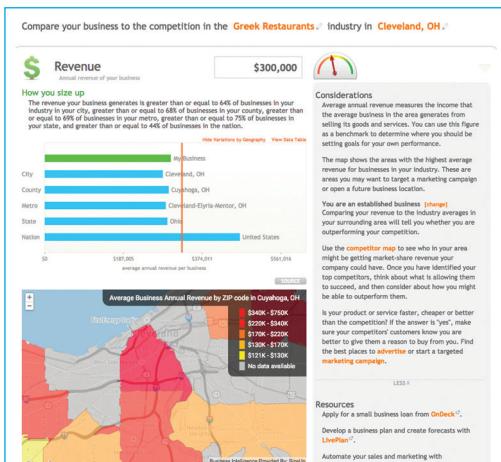
REPLICATE



# FEASIBILITY

## CHEF

I've been working as a chef and dreaming of opening my own Greek restaurant. I don't know what I would need to make to leave my day job. What's the average revenue of restaurants in my area? Are there nearby locations where residents eat out frequently but may not have many local restaurant options?



The average Greek restaurant in my city makes \$258K annually, and the most successful restaurants appear to be just outside of downtown.

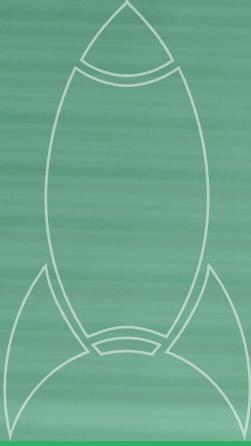
The areas where consumers dine out most are further away from the downtown.

Perhaps I should follow the diners out to where they live.

The most underserved areas for Greek restaurants are also further away from downtown. Locating on the outskirts may help me reach an untapped market.



Example Bank Opportunity: Customer Engagement and Conversion

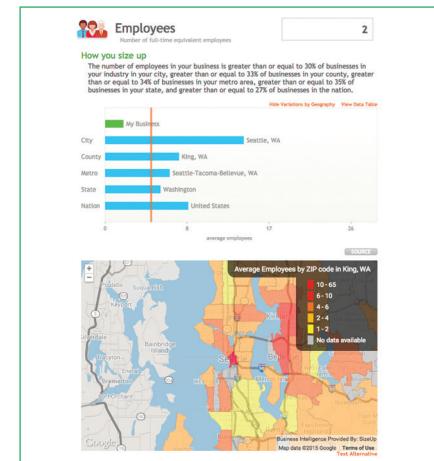
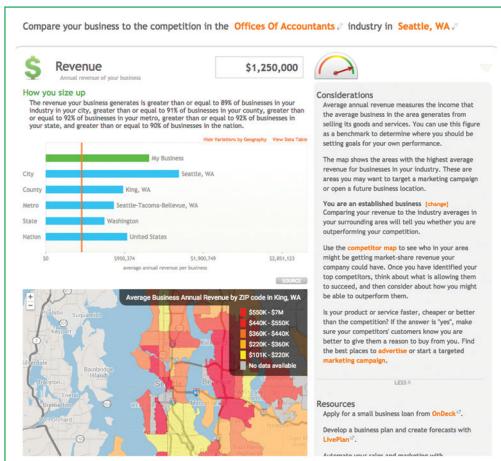


# LAUNCH



## CPA

I've been doing taxes at a national tax company for years, and I'm ready to start my own shop. As part of the loan application, the bank wants a business plan. Where would I find benchmarking data that will help justify approving my loan? I'm also personally curious if there's been a lot of new competition in recent years.



The average CPA in Seattle does significantly more revenue than the metro and national averages. The market is clearly large, but there's also well-heeled competition.

Of the existing CPAs, an increasing number have entered the market since 2008, though there were also upticks in formation in the mid 1990s and the early 2000s.

The average CPA firm in the city is much larger than the regional or national averages; it may be hard to compete with that size so I may want to bring in other partners or I may be better off locating elsewhere in the metro.



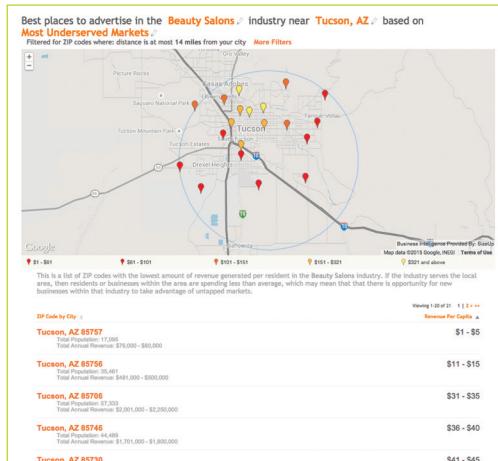
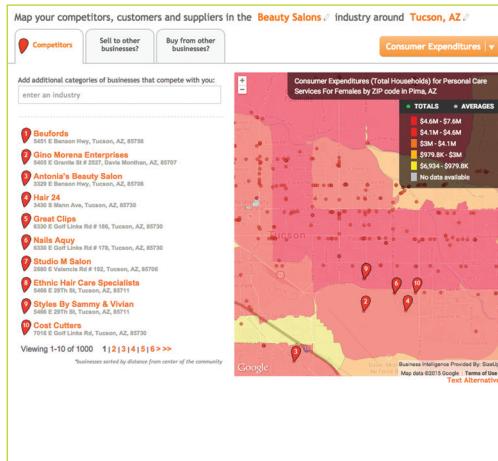
**Example Bank Opportunity: Small Business Loan**



# GROW

## BEAUTY SALON

We get great foot traffic in our salon, but we'd love to do some sort of coupon or promotion to drive business in from nearby neighborhoods. Which neighborhoods would be the best to target?



The areas with the highest spending on personal care services for females also has many hair salons, except perhaps for the zip code on the top of the map, especially outside of the major roadway.

Comparing the map on the right to the map on the left, there are zip codes in the northeast that have high consumer spending for personal care and are also underserved markets.



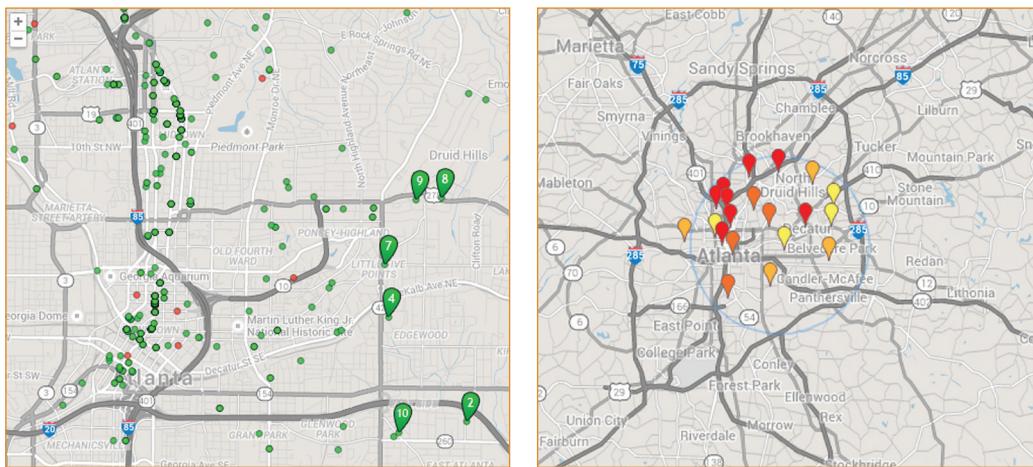
## Example Bank Opportunity: Engagement & Stickiness



# EXPAND

## CARPET CLEANER

I clean a lot of rugs at attorneys' homes. Several have said that I could make a lot more money targeting law firm offices. One client had me clean his office and they paid full-price, didn't ask for a discount, or even use a coupon. I want to keep my existing residential customer base and expand with business customers. How do I find local law firms to target?



There are relatively few competing rug and carpet cleaners (red) in this area compared to the large number of law firms that are my potential customers (green).

The law firms making the most money are concentrated in the northeast of the city.



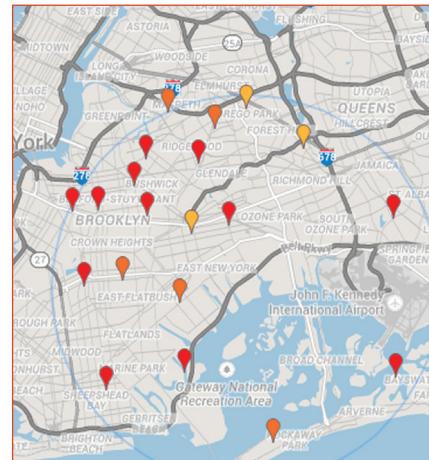
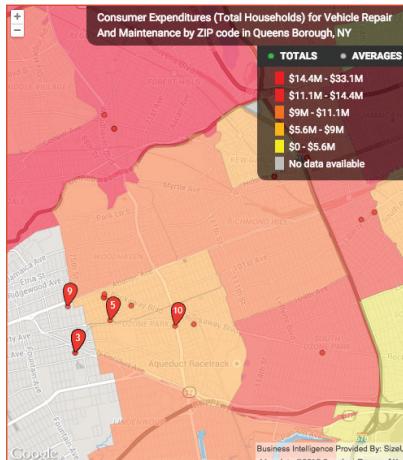
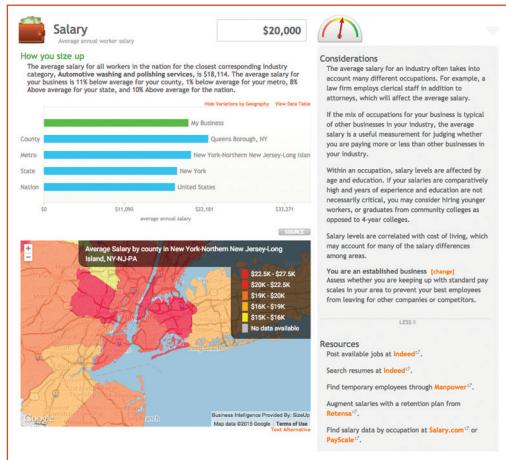
**Example Bank Opportunity: Business Line of Credit, Engagement & Stickiness**



# REPLICATE

## CAR WASH

My current business is successful to capacity. Where should I build my second car wash? I'm looking for a location that's far from the competition, has more affordable salaries than my current location, and where the residents spend the extra money to take care of their vehicles.



The average salaries for car wash employees appear to be lowest in parts of New Jersey and outer Long Island.

There are a couple neighborhoods in the middle of the map where consumers spend highly on vehicle repair/maintenance and there are hardly any car washes.

The most underserved markets for car washes appear to be near downtown Brooklyn and out in eastern Queens.



Example Bank Opportunity: Real Estate Loan

## KEY TAKEAWAYS

SizeUp offers the data mining and processing intelligence that would otherwise take weeks of time, patience, and expertise for an SMB to collect. Unlike big companies, small businesses simply can't afford to outsource that kind of work to management consultants or market research analysts.

This user-friendly, intuitive, and highly visual small business assistance service found on the financial institution's website invites businesses owners to quickly get information they need to make smarter decisions based on high-quality data.



### WITH SIZEUP, SMALL BUSINESS OWNERS CAN:

- Benchmark themselves against the competition
- Identify potential customers, suppliers, competitors
- Locate the best areas to advertise

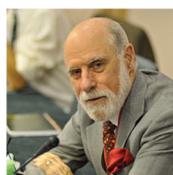


### BY PROVIDING THIS SERVICE FINANCIAL INSTITUTIONS CAN:

- Provide a differentiated SMB online experience from other banks
- Compete outside of "me-too" bank offerings
- Provide data insights their SMB customers could not access or understand on their own
- Provide individualized and customized service for SMB customers
- Introduce bank products and services at unique decision moments in the SMB's business lifecycle
- Increase engagement, relationship-building, and "stickiness" with SMB customers
- Increase acquisition and retention of SMB customers
- Generate goodwill with businesses and local communities

## EXECUTIVES FROM GOOGLE, FACEBOOK, AND SALESFORCE.COM AGREE THAT SIZEUP TECHNOLOGY IS THE BEST AT MAKING BUSINESSES MORE COMPETITIVE AND GROW JOBS.

SizeUp was awarded 1st Place in a Department of Commerce challenge to identify business apps that help American businesses be more competitive, improve their success, foster prosperity, and create more jobs here at home. The list of high-profile judges that selected SizeUp as the best technology included some of the most famous Internet and business leaders in the world including Vint Cerf, Chief Internet Evangelist at Google; Sheryl Sandberg, Chief Operating Officer at Facebook; Vivek Kundra, Executive Vice President, Salesforce.com; Tim O'Reilly, Founder and CEO of O'Reilly Media; John Bryson, US Secretary of Commerce; and Steven VanRoekel, Chief Information Officer of the United States.



Vint Cerf  
Chief Internet  
Evangelist, Google



Sheryl Sandberg  
Chief Operating Officer  
Facebook



Vivek Kundra  
Exec. Vice President  
Salesforce.com



Tim O'Reilly  
Founder and CEO  
O'Reilly Media



John Bryson  
Secretary of Commerce  
United States



Steven VanRoekel  
Federal CIO  
United States

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SIZEUP HAS BEEN FEATURED IN MAJOR MEDIA INCLUDING:

**Inc.** **Forbes**

**Bloomberg**  
**Businessweek**

**TC**

**TechCrunch**

**AMERICAN  
EXPRESS**

**BUSINESS  
INSIDER**

**Entrepreneur**  
MAGAZINE

**nbc** **msnbc**

**ZDNet**

**msn**

**banko  
innovation**

**Credit Union Times**

Trusted News for Credit Union Leaders

## End notes

<sup>1</sup> Small Business Administration Office of Advocacy, 2002 – 2010.

<sup>2</sup> SBA Office of Advocacy, Sept 2012. From data from the Bureau of Labor Statistics, BEA.

<sup>3</sup> Marco Carbajo, “Should I Apply for a Small Business Credit Card?”, Small Business Administration.

<sup>4</sup> Source: CEB Research, July 2013, n=1087 N.A.; July 2011, n=1099 N.A.; July 2009, n=1228 N.A. The top 5 rankings are 1. Competition from big businesses, 2. Cash flow, 3. Poor sales, 4. Government requirements, 5. Quality of labor.

<sup>5</sup> Source: CEB Research, July 2013, n=1087 N.A.; July 2011, n=1099 N.A.; July 2009, n=1228 N.A.

<sup>6</sup> For example, large enterprises use marketing campaigns to proactively reach out to wish customers happy birthday, send them targeted communications. They may even individually post and respond to customers on social media platforms with customer service agents working out of call centers in another country, or using computer algorithms to send automated messages individualized with customized communications based on specific actions a small business owner takes, make, or posts online.

<sup>7</sup> “ACE Hardware Case Study” by Teradata. <http://www.teradata.com/resources/case-studies/Ace-Hardware-EB5099/>

<sup>8</sup> Dresner Advisory Services “Small and Mid-Sized Enterprise Business Intelligence Market Study” 10/2014

<sup>9</sup> Aberdeen Group, October 2010

<sup>10</sup> CEB Research presented at the CEB Marketing to Small Business Summit 4/29/14.

<sup>11</sup> BCSG research April 2014



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