



CEO COLLABORATION WORKSHOP

On the way to the future, CEOs need
the chance to influence the final
destination

2014

CEO Strategies

What is the Collaboration Workshop?

KICKING OFF OUR 2015 PLANNING SEASON

- Peers working towards independent and collective strategies and tactics

CEO



- Collaboration as a business – collaboration to earn a yield on doing things *collectively*, with an advantage over doing things alone

Collaboration



- A unique space for doing work, different from the day-to-day but with the same goals: earn a return on our efforts

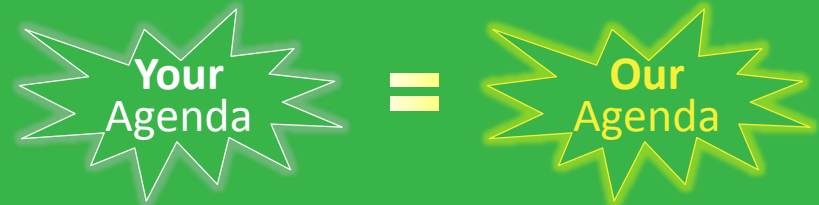
Workshop



In the past I've gotten carried away and made this a presentation more than a workshop... so be prepared to speak up

The Collaboration Workshop speaks to the essence of why credit unions own CU*Answers: so that **their voice is heard**, their ideas are worked on, and their priorities are considered as part of everything this CUSO tries to accomplish

Customer Owner



A woman with short dark hair, wearing a white tank top, is looking upwards and to the right. Behind her is a chalkboard covered in numerous hand-drawn arrows of various sizes and colors (white, yellow, green). The scene is set against a green background at the top and a blue rectangular area on the left.

TODAY'S AGENDA

Executive Study Groups

Getting ready for Year 3

As CEOs, can we improve the program and get more from our investment?

Smart Offers

Internet Retailers know when to pitch an idea to their customer

Let's work on how offers are extended to members via
It's Me 247

How Do Members "Net" Out?

Profitability is a point of view

Can we develop a new point of view as CEOs through a new database about owners?

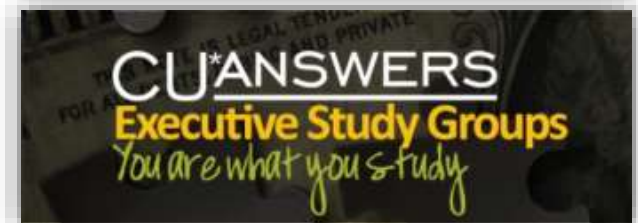


EXECUTIVE STUDY GROUPS

Getting Ready for Year 3

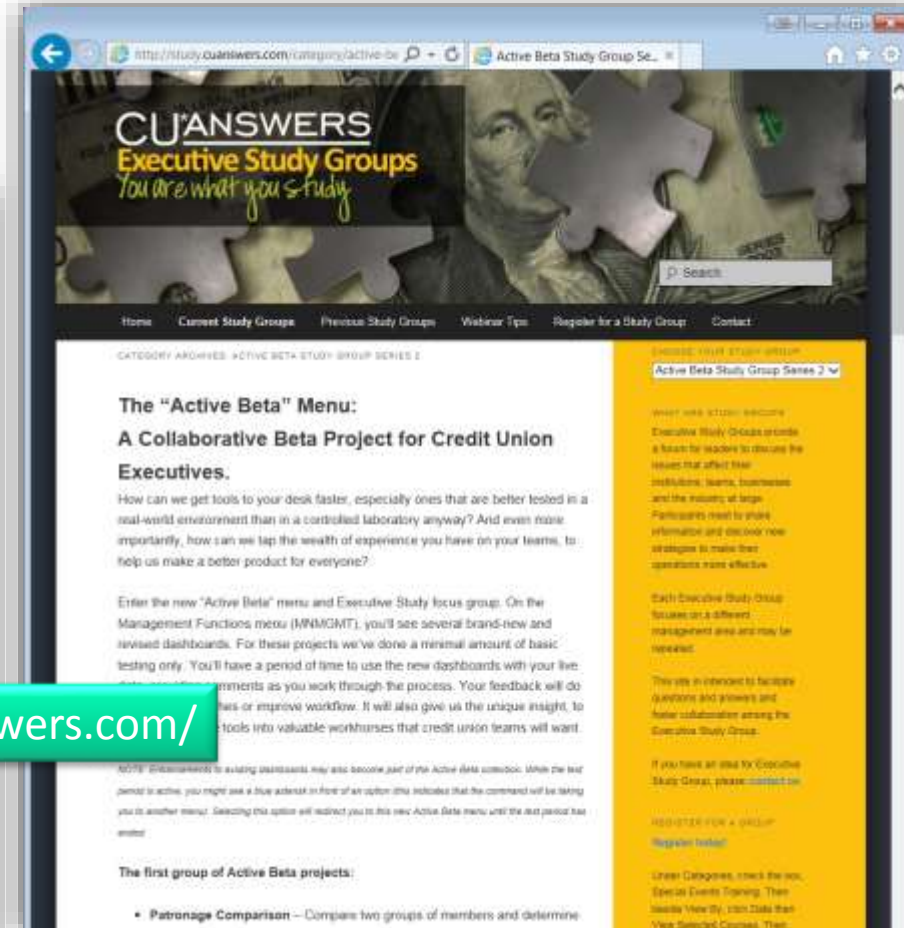
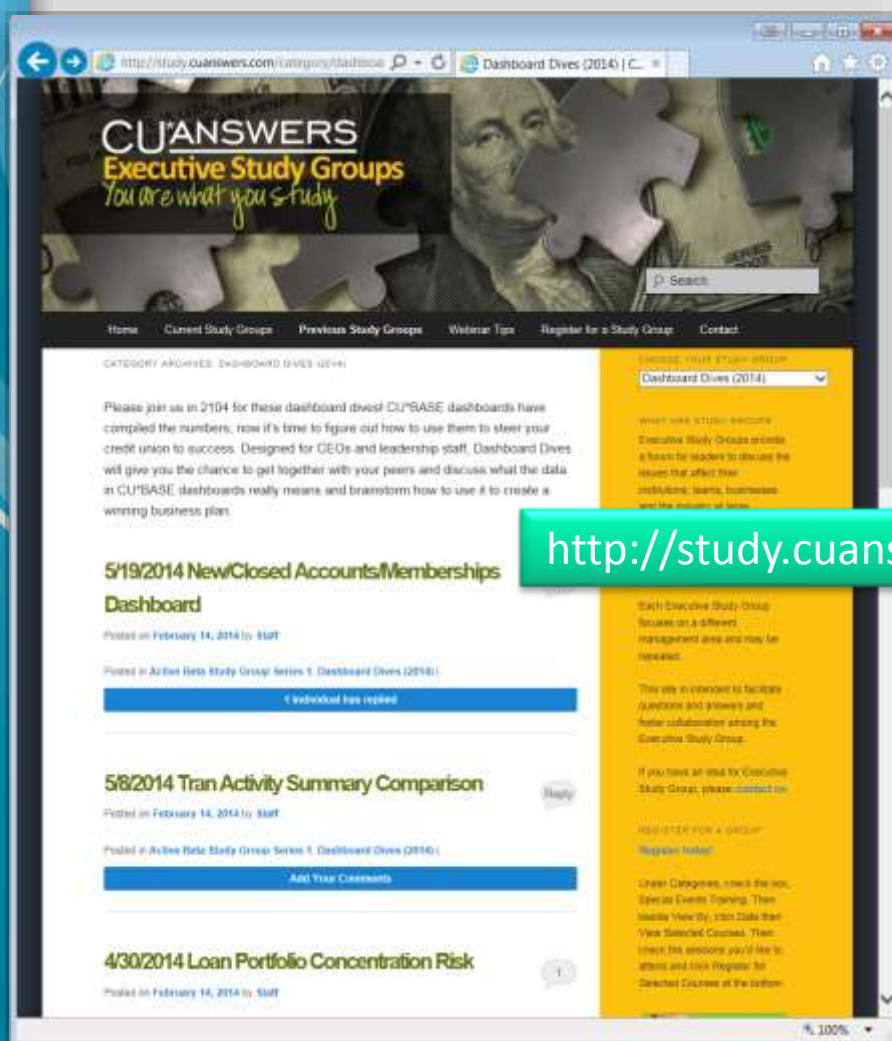
As CEOs, can we improve the program and
get more from our investment?

<http://study.cuanswers.com/>



Executive Study Groups

Our experience to date



Two pilot programs for our executive study group concept – both were well received by users but have not yet yielded the punch I expected from executives studying together

Our Pattern for Executive Study Webinars

First pass...

- CU*Answers facilitator introduces the tool and presents a value proposition to the CU audience
 - Why should the tool be used?
 - What benefits should the tool give you?
 - How could the tool be used for a credit union's strategic thinking?
- The group can post their **comments** immediately for everyone analyze and consider for the second pass...

Second pass...

- CU*Answers facilitator reviews comments from the group
 - Facilitator tries to act as a catalyst to inspire CU-to-CU sharing
- Our internal teams review the comments
 - What value prop does the group actually recognize and verbalize?
 - What insights will be useful for future development, for our documentation, or for promoting the value to the marketplace?

Speaking of what was vocalized by the group...

How's the feedback loop working for us as CEOs?

(Hint: the silence is deafening)

10/1/2013 Review of Loan Risk Score Analysis

Posted on September 30, 2013 by Samuel Lechenet

Reply

Posted in [Active Beta Study Group](#) |

Add Your Comments

9/17/2013 Review of Credit Report Data Mining

Posted on September 16, 2013 by Samuel Lechenet

Reply

Posted in [Active Beta Study Group](#) |

Add Your Comments

9/10/2013 Review of Where your Members Borrow

Posted on September 9, 2013 by Samuel Lechenet

Reply

Posted in [Active Beta Study Group](#) |

Add Your Comments

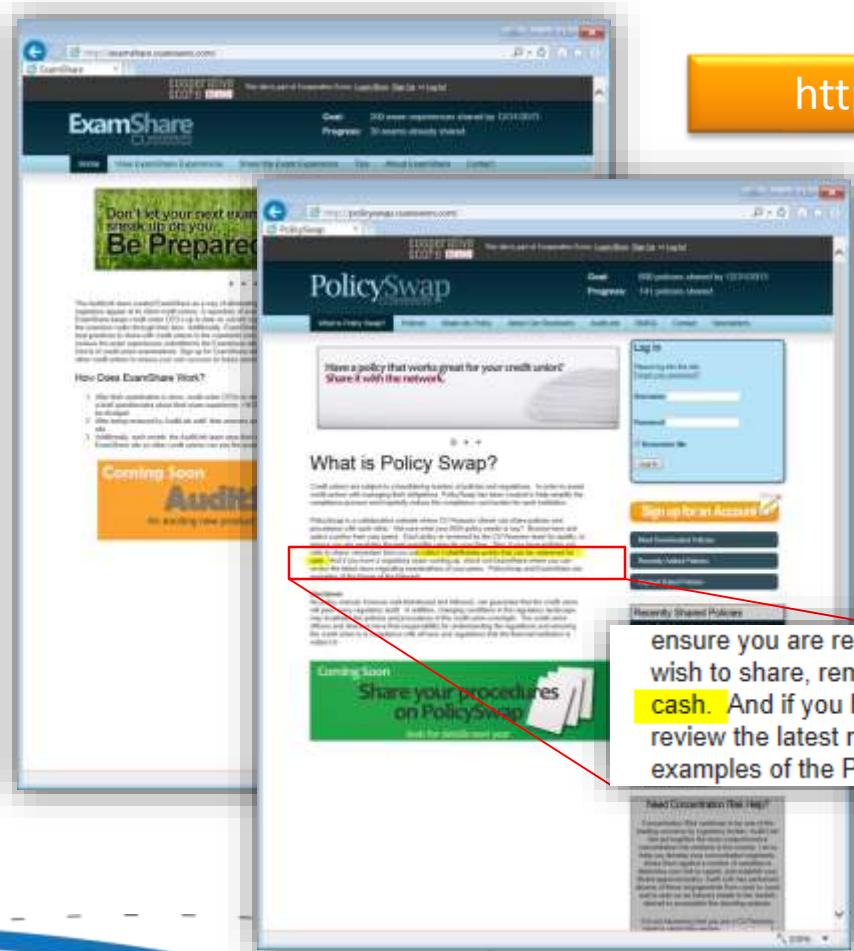
The screenshot shows a web browser window with the address bar displaying 'http://study.courmerr.com/review-of-credit-report-data-mining#unpublished'. The page title is 'Data Mining'. Below the title, there is a yellow box with the heading 'How to Publish Your Comment' and the text 'We want to hear your feedback! The following information should be entered into the comment's section:'. The box contains a list of requirements: 'Name - You must enter your real name. This lets us know to publish your comment.', 'Email - Enter your email address. This helps us know to approve your comment. This will not be displayed.', 'Website - Enter your website if you want. This will be displayed.', and 'Comment - Enter your comment.'. Below this list, it says 'Your comments won't be published immediately. Once the website reaches us, if your auto reviewer will publish them. *Comments can be made on each individual post. *Comments are listed before the post only. Thank you for your participation!'. At the bottom of the page, there is a 'Leave a Reply' section with a form containing fields for 'Name', 'Email', 'Website', and 'Comment', and a 'Post Comment' button.

I think we're missing the point on what an executive study group is about...these are not product demos, they're collective brainstorming and product development sessions!

Quick sidebar...

Are you paying attention to these programs?

<http://score.cuanswers.com/>



ensure you are receiving the best possible value for your time. Also, if you have policies you wish to share, remember that you can collect CollabRebate points that can be redeemed for cash. And if you have a regulatory exam coming up, check out ExamShare where you can review the latest news regarding examinations of your peers. PolicySwap and ExamShare are examples of the Power of the Network.

I hope you and your team
will try to earn some
money in 2015!

We have a way to go to meet this vision

- Every year at CEO School we talk about how CEOs need to be part of our design team
- So most of the time when we interact, we do so with a focus on improvements, getting over hurdles so people will use it, and squeezing out the “focus group” value of CEOs as consumers
- What goals might we have for a different kind of interaction for all of us as a network of CEOs?
 - Identifying our personal best practices
 - Identifying our favorite processes around our commonalities
 - Sharing our competitive advantages
 - Targeting areas for leadership improvement
 - Learning to barter opportunity
 - Increasing our ability to get to market
 - Extending our competitive horizons

What should executives work on when they work together as executives? It's okay to get personal when you're with peers – what do you hope for from peer interaction?

So how can we improve the series?

Do we need to move from a single presenter to a conversation between two people?

Participation is good, but are we reaching the right audience?

What is the best time of the month, best day of the week, best time of day for these sessions?

Are people *ever* going to share via a comment board? Are we leaving the comment period open long enough?

Why did you, personally, not participate? How can I get you to participate in 2015?

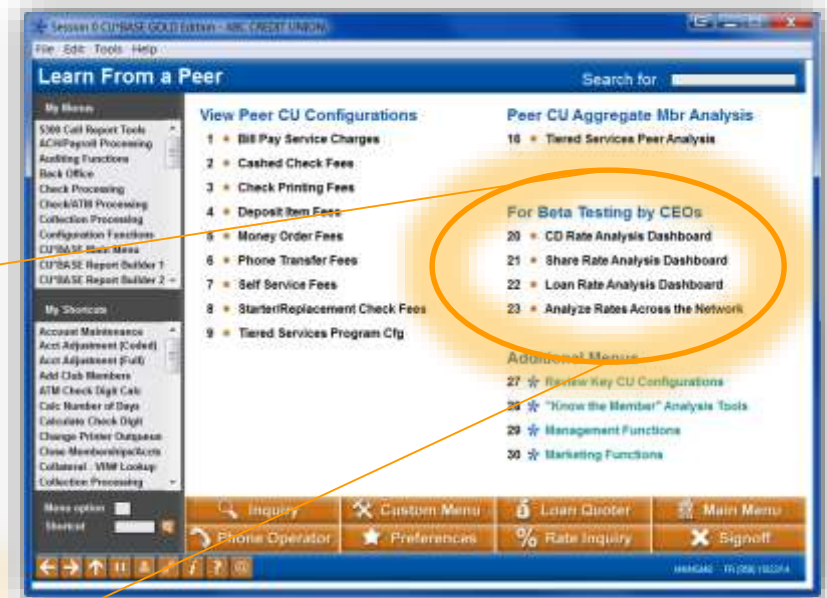
Active beta options introduced so far

LFP Rate Dashboards

Login to CU*BASE > #4 CU Management Processing > #5 Learn from a Peer

For Beta Testing by CEOs

- 20 ■ CD Rate Analysis Dashboard
- 21 ■ Share Rate Analysis Dashboard
- 22 ■ Loan Rate Analysis Dashboard
- 23 ■ Analyze Rates Across the Network



If you assign this to your day-to-day tactical people, you probably missed the boat and didn't get much return – these dashboards are about what is happening across a network of 125+ CUs in one view

It's not just about rates, it's about how value is packaged, how complex or diverse you might be, and how you might find a hint in what to change as you move forward
This work is for analytical minds with a competitive drive

Active Beta You Have Now

Enhancements Coming Next Week!

Login to CU*BASE > #4 CU Management Processing > #1 Mgmt Processing & Active Beta

"Active Beta" - Tests in Process

- 16 ■ Patronage Comparison New!
- 17 ■ Credit Report Data Mining
- 18 ■ Credit Score History Dshbrd New!
- 19 ■ EFT Portfolio Dashboard
- 20 ■ Loan Risk Score Analysis
- 21 ■ Rate Analysis Across the Network
- 22 ✦ Where Your Members Shop Enhanced!
- 23 ■ Where Your Members Borrow
- 24 ✦ Targeted Tiered Score Analy Enhanced!



With the 14.3 release next week, **Where Your Members Shop** will include ACH payments, and **Targeted Tiered Score Analysis** will include a filter for employee type (Walking in the Members' Shoes)

Easy access to the feedback loop from CU*BASE

No excuses!

Login to CU*BASE > #4 CU Management Processing > #1 Mgmt Processing & Active Beta

Active Beta Feedback & Info

- 13 ■ Executive Study Group Feedback
- 14 ■ Join the Beta Pool
- 15 ■ What's Cooking in the Kitchen



<http://study.cuanswers.com/>

CU*Answers Internal Business Development

- We're trying to identify leaders who can declare themselves to be business developers
- As a study group, we are reviewing the art form of business development and how it applies here at CU*Answers
- What are you doing to call out business development as a talent that your credit union can count on?
- Would you like to join us in a joint project?

MEETING STRUCTURE: BUSINESS DEVELOPMENT 2.0

TWO SESSIONS PER MEETING DATES (OCTOBER-MAY 2015)

- 8:30 am-9:15 am : Brand/Initiative One
- 9:30-10:15 am: Brand/ Initiative Two
- Each brand gets 4 weeks in the "hot seat." See topics/focus below for each week.

1. WEEK ONE: MOVING BRAND INITIATIVE FROM LEVERAGE EFFORTS TO INVESTMENT EFFORTS

- a) Understanding opportunities and responsibilities in taking things up a notch
- b) Redefining the revenue focus, the budgets, and the returns to the executive and the owners
- c) Moving from project based train schedules to committed at-risk business train schedules

2. WEEK TWO: MARKETING AND SALES PROCESS CHANGES

- a) Do we have the design to hold the Business Developer accountable to at-risk business expectations?

3. WEEK THREE: WHERE IS THE BRAND/INITIATIVE HOUSED IN A NETWORK OF FIRMS (WWW.CUASTERISK.COM)?

- a) What culture issues do we have in raising a product/service up to the next level?
- b) Ownership concerns-do we need to rethink the positioning of the owner in the mix?
- c) What charter available to us today would be the best home for the brand/initiative? Do we need a new one?
- d) What is the split and value prop to the network opportunist?

4. WEEK FOUR: BACKFILLING OR DEVELOPING CMS CLIENT SERVICE RESOURCES

- a) Separating the focus between revenue creation and package support for our CSR teams
- b) Understanding a new call center focus for our network and where this fits:
 - CSR Call Centers and their supporting AE Structure
 - CU*A Management Service Call Centers versus consulting efforts-driving ale carte revenues
 - CU*A Management Service Call Center/Special Support-overhead, supporting who we are.



ARE YOU AN INTERNET RETAILER?

3 PROJECTS EVERY CEO SHOULD TRACK

- Inventory Your Internet Retailer Capabilities
 - Smart Offers
 - Online Membership Opening

Are you an Internet Retailer?

If not, do you realize how you're being influenced by Internet retailers?

- When I posed this question at the Leadership Conference, I never imagined so many people would use it against me
 - Now when CUs want me to consider their ideas, they start with, "If we're going to be an Internet retailer, we need..."
- Let's chat about 3 projects I think CEOs should pay particular attention to in 2015 and beyond
- Have you brainstormed with your team on this question?

This presentation will be posted on the CEO Strategies materials page

Today's Strategic Questions

This morning...


- Internet retailers**
 - What do they mean to TCU?
 - What influence are they having on your members and their expectations?
 - When do you think these influences will become your challenge in evolving your retailer model?
- Internet retailers have no boundaries**
 - Let's discuss how you do business with non-members
 - Can a person engage the credit union before they've said yes to being a member? For a loan? For a miscellaneous service?
 - What will you do if your online persona does not fit your in-the-office persona?
- Internet retailers focus on getting more out of every relationship**
 - How aggressive have you been at fulfilling member requests via the internet?
 - Let's talk about what you sell today on the internet and what gives you might have for 2015.
 - What does being ready to sell on the "let change about how you're able to sell everywhere else?
- Internet retailers sell stuff...and they sell who they are**
 - How do you put the "in-ag" into member activities on the internet? Dining or travel?
 - Are you ready to rebuild the sense that your credit union is a community event?
 - Can we list 5 things that members might do on a mobile phone that could be more powerful than just banking services?

After lunch...

- Internet retailers are all trying to refocus on consumers who are on the move**
 - What is the difference between mobile devices and consumer devices?
 - How are you planning to leverage staff and member mobile devices to great effect?
 - What do you think will be the space of education for credit unions looking to the TCU's technology?

An excerpt from the 2014 Leadership Conference

In between, I'll fill in with some materials presented at our recent Leadership event



3 Projects
CEOs Should
be Tracking

■ INVENTORY YOUR INTERNET RETAILER CAPABILITIES

What your member can apply for, change,
get, or learn from inside your online store

Inventory Your Internet Retailing Capabilities

- Most CUs have never inventoried the big categories that their Internet store (branch, etc.) can actually do
- Off the top of your head, can you do a good job in identifying your inventory of capabilities presented through online channels?

It's not enough to say you are doing business on the Internet, you have to prove it . . . to earn the title of Internet Retailer, you have to do some work

What can your members **apply** for?

- What processes can kick off on the Internet or through an app?
- Are they offered based on the member's situation?
- Are they ready to make a decision or affirm the member moving to the next step?

What can your members **change** about their relationship with your CU?

- Does the member request the change or make the change?

What can your members **get** from your CU?

- Do you really have fulfillment on the Internet?

What can members **learn** about your CU?

- Have you identified the key information necessary for members to close the deal in their own mind?

Inventory Your Internet Retailing Capabilities

**From Your
Websites
(Desktop and
Mobile)**

I believe you need physical evidence that you've done this inventory and thought it through, before you can give a speech with the facts that prove you understand your capabilities

Inventory Your Internet Retailing Capabilities

Prepared for the 2014 CEO Collaboration Workshop

What can your members **apply** for?

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Things my members can apply for now

	From my Desktop Website	From my Mobile Website	From It's Me 24/7 Desktop	From It's Me 24/7 Mobile	From a 3rd Party Offering

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Inventory Your Internet Retailing Capabilities

**From
It's Me 247
(Desktop and
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- Does the member request the change or make the change?

Things my members can change now	From my Desktop Website	From my Mobile Website	From It's Me 247 Desktop	From It's Me 247 Mobile	From a 3rd Party Offering

Inventory Your Internet Retailing Capabilities

From Your
Third-Party
Internet
Offerings

I believe you need physical evidence that you've done this inventory and thought it through, before you can give a speech with the facts that prove you understand your capabilities

Inventory Your Internet Retailing Capabilities

Prepared for the 2014 CEO Collaboration Workshop

What can your members **apply** for?

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Things my members can change now	From my Desktop Website	From my Mobile Website	From It's Me 24/7 Desktop	From It's Me 24/7 Mobile	From a 3rd Party Offering

Don't forget the Internet Retailer test

- Are you an Internet retailer?
Take this test:
 - Do you see the different risk, but accept and compensate for it?
 - Do you consider it an *offensive* strategy you default to?
 - Are you open for business to any opportunity that finds its way to you?

Take the Internet Retailer Test

Prepared for the 2014 CEO Collaboration Workshop

Are you an Internet retailer? Take this test:

- Do you see the different risk, but accept and compensate for it?
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- Are you open for business to any opportunity that finds its way to you?

List the top 5-10 risks in being an Internet Retailer that are different from the risks of a traditional financial institution

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Identify what makes a strategy offensive or defensive in nature – list 5 of your current offensive strategies and 5 current defensive strategies

My Strategies for Offense

1. _____
2. _____
3. _____
4. _____
5. _____

My Strategies for Defense

1. _____
2. _____
3. _____
4. _____
5. _____

Once again, I would approach this by trying to get my team to document the answers...

Don't forget the Internet Retailer test

- List the top 5-10 risks in being an Internet Retailer that are different from the risks of a traditional financial institution
- Identify what makes a strategy offensive or defensive in nature – list 5 of your current offensive strategies and 5 current defensive strategies
- How do you throttle the amount of opportunity that flows through your credit union factory? Is it about the efficiency and the close? Or is it about filtering through as much opportunity as you possible can?

Take the Internet Retailer Test

Prepared for the 2014 CEO Collaboration Workshop

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My Strategies for Defense

1. _____
2. _____
3. _____
4. _____
5. _____

Page 1 of 2

Over the next several years, CU*Answers and all of its partners will shift our capabilities towards manufacturing opportunity via the 'Net – let's get started in 2015

Two contests on the drawing board for Internet Retailers

Contest #1

Blurring the lines between a classic website & the online banking paradigm

- Spring 2015 (contest period TBD)
- Submit up to 5 ideas on how a CU web page could be embedded into **It's Me 247**
 - Where it goes in the navigation
 - Purpose of the page
 - What you are selling
 - Smart links to **It's Me 247** features
 - Extra points for style and visuals
- What if you could authenticate members on your website? Can we build a process to do just that in the future?

Contest #2

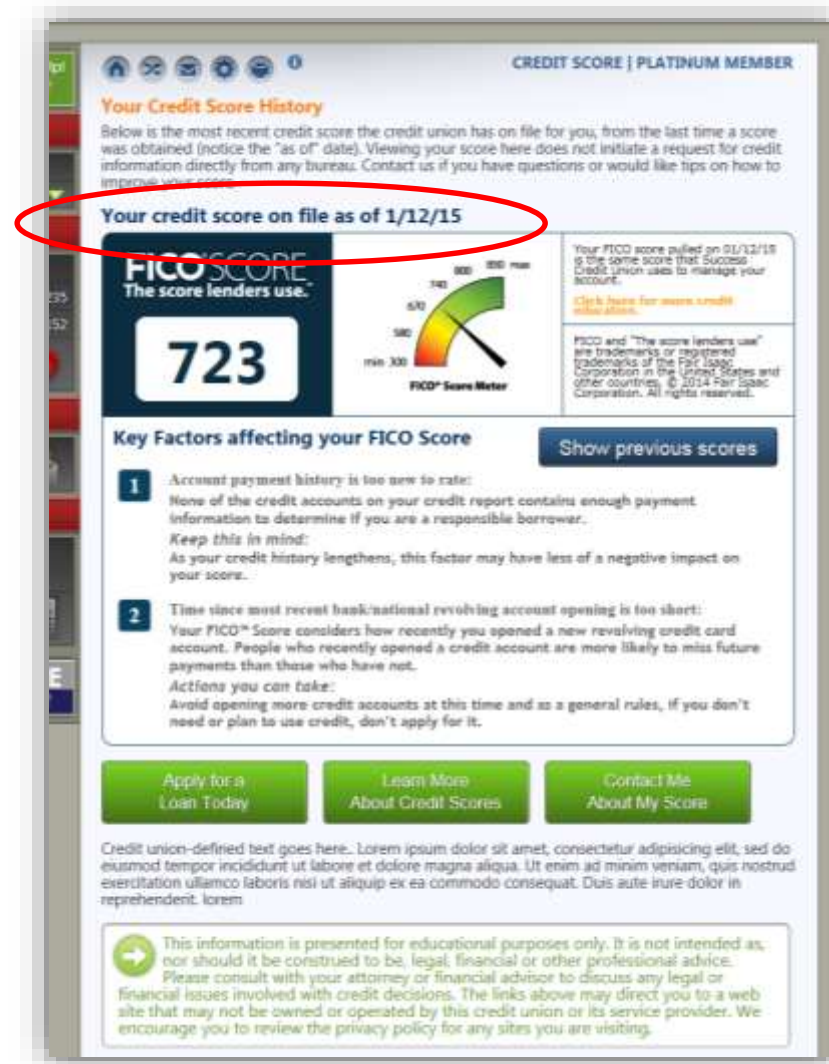
Paying members to comment and submit ideas for evolution

- Spring 2015 (contest period TBD)
- Submit unique ways for CU*Answers to use CollabRebate concepts with CU members
 - Could we use Idea Forms in **It's Me 247** products?
 - What would comment boards look like?
 - Can we open the gates for member comments and actually respond for success?
- If it works for hotels, would it work for a CU Internet Retailer? *(I wonder what Chatter Yak might think about this)*


Watch your email for more info soon!

Internet Retailers design opportunities for members to tell them more

- Can you get members to affirm what you already know about them?
 - Would a member want to know more about the score you have on file?
 - Would that conversation lead to an opportunity to update what you have on file, or even to a new loan?
 - Could seeing a graph of how often you've updated their score lead to a discussion about their long-term relationship with you?
 - Can you sell them on your state of readiness to always be the lender of choice?



TNT (Teach, Negotiate, Tell) is the catalyst to all business interactions...what are the TNT tactics that create member conversations?



3 Projects
CEOs Should
be Tracking

■ SMART OFFERS

Internet Retailers know when to pitch an idea to their customer – let's work on how offers are extended to members via **It's Me 247**

It started with Smart Messages

Prescreening members for services they should have

- Rule #1: Run a test on the member and show them something to do
 - A single test: do they have something already or not?
 - Run that same test against a list of services the member might or might not have already
 - Randomly display different visual messages to encourage the member to act

The Smart Message

A Marketing Tool with Intuition



Introduction

If you work in the marketing department at your credit union, make your job a bit easier by using Smart Messages.

They are termed "Smart Messages" because they can actually detect whether or not an individual member is enrolled in or using a certain service. If the member isn't enrolled in or using that service, the message will appear to the member in online banking. Once the member starts using or enrolls in that service, the message stops appearing for that member.

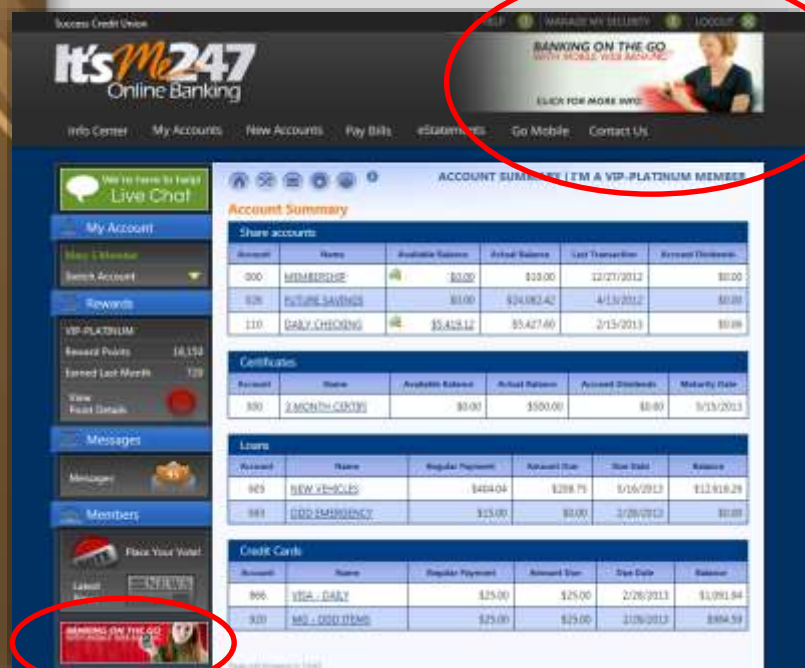
Read more to learn how your credit union can begin harnessing the power of Smart Messages.

Doc available on our website!

It started with Smart Messages

Prescreening members for services they should have

- Rule #2: Never present a message without presenting a corresponding action
 - Go get it! Sign up!



Product/Service	Smart Message	Where Member Is Directed upon Clicking Message
Account Nicknames	 	My Account Nicknames page See Page 5.
A2A Transfers	 	Contact Request page See Page 5.
Bill Pay	 	Bill Pay Enrollment page See Page 6.
Overdraft Services Opt In	 	My Overdraft Protection Options page See Page 6.
CU*Talk	 	Contact Request Page See Page 5.
eAlerts	 	Your eAlert Subscriptions page See Page 7.
eNotices	 	Your eAlert Subscriptions page See Page 7.
eStatements	 	E-Statements Enrollment page See Page 7.
Mobile Web Banking	 	It's Me 247 Mobile Banking page See page 8.
Personal Information	 	My Information page See Page 8.

Smart Offers

In this context, an “offer” means “do you want to get started?”

- Remember, these are members we KNOW
 - The system can run tests against the member’s status and present multiple scenarios for what the member might do during this visit to our Internet store
- What might the member want?
 - Example: Open a checking account
- Does it require the member to actively apply or simply qualify to get it?
 - Take the member to a loan app screen or take them to opening a checking account
- What are the requirements to present the next step and encourage the member to keep going?
 - Age, good credit, length of membership, etc.

Smart Offers are one step smarter
than Smart Messages

Smart Offers

Prescreening members for potential opportunities

- Rule #1: Run a test on the member and show them something to do
 - Multiple tests: age, credit score, previous behavior, current account statuses, Tiered Service level, recent application outcomes, etc.
 - Run a similar series of tests against a list of services the credit union might want to offer the member, with the best chance that the member can get what they want
 - Randomly display different visual messages to encourage the member to act



A good Internet Retailer would not underwrite customer opportunities in only one way

Do you have a method for saying yes to new people that differs from saying yes to members that have been with you for years?

Smart Offers

Prescreening members for potential opportunities

- Rule #2: Never present a message without presenting a corresponding action
- Apply! Open it now!



Product/Service	Smart Offer	Where Member Is Directed upon Clicking Message
Apply for a car loan		Loan application for product #xxx
Open a checking account		Open account for DivApl XX
??		??
??		??
??		??

We still have a lot of work to do...

Smart Offers

Prescreening members for potential opportunities

- How can you say Yes to more, when it's your *member* who's asking?

Smart Offer Tests

Compiled by Dawn Moore, February 12, 2014

Standard tests that we should probably use (just automatically, behind the scenes) for all of these:

Date of death = blank

Written-off loan (aren't we obligated to avoid communicating with them?)

Look at account freezes somehow ??

CU Marketing Opt-out flag = N ??

Make this offer to the member...

If the member passes these tests...

	Test #1	Test #2	Test #3	Test #4	Test #5	Test #6	Test #7
We'd like you to apply for a loan!	Age > xx	Credit score > xx	No delinquent loans	No accounts at neg bal	Tiered Svc level >= xxx	No denials on file since mm/yyyy	
We'd like you to apply for a credit card!	Age > xx	Credit score > xx	No delinquent loans	No accounts at neg bal	Tiered Svc level >= xxx	No denials on file since mm/yyyy	
Open a certificate!	Age > xx	Membership opened at least xx days					
Open your first checking account with us!	Age > xx	Membership opened at least xx days	Credit score > xx	Deny membership = N			
Open an additional checking account with us!	Age > xx	Membership opened at least xx days	Electronic dep hold group ≠ xx				
Apply for an HSA checking account!	Age > xx	Membership opened at least xx days	Electronic dep hold group ≠ xx				
Apply for an IRA account!	Age > xx	Membership opened at least xx days					
Apply for a Roth IRA!	Age > xx	Membership opened at least xx days					
Apply for _____!	Age > xx	Membership opened at least xx days					

Give us your
Smart Offer
wish list!

Smart Offer Tests
Compiled by Dawn Moore, February 12, 2014

Your Name: _____
Credit Union Name: _____
Email: _____

Make this offer to the member...

	Test #1	Test #2	Test #3	Test #4	Test #5	Test #6	Test #7

Page 1 of 2

Smart Messages and Smart Offers

Have we been too subtle?

Not-so-subtle
Smart Message
Idea #1

The screenshot shows a web portal for a financial institution. A large green message box is overlaid on the account summary, featuring an image of hands holding a globe and the text 'Go green with eStatements'. The message includes buttons for 'Close', 'Enroll Now', and 'Turn off this reminder'. The background shows account details for a 'PLATINUM MEMBER'.

ACCOUNT SUMMARY | PLATINUM MEMBER

Shared Accounts

Accounts	Name	Available Balance	Actual Balance	Last Transaction	Accrued Dividends
000	Ownership Share	\$2,775.00	\$2,775.00	2/7/2012	99.99
002	Boosters Club	\$1,256.00	\$1,256.00	6/7/2012	0.00

Certificates

Accounts	Name	Regular Payment	Amount
001	2nd Share Draft	\$2,013.00	\$2,013.00
002	Booster Club	\$1,256.00	\$1,256.00
003	Basic Share Draft	\$1,252.00	\$1,252.00
004	Secondary Share	\$2,256.00	\$2,256.00

Investments Accounts

Owner	Account Number	Where Held	Representative	As Of Date	Balance
John Smith	9850985	Genworth LIC	Jonathan Peirson	02/20/2012	\$3,123.19
John Smith	98567885	Genworth LIC	Jonathan Peirson	02/20/2012	\$812.19

Credit Cards

Accounts	Name	Amount Due	Due Date	Payment	Balance
334	VISA CLASSIC	\$56.00	5/23/2012	Make Payment	\$5,775.00

Not-so-subtle
Smart Message
Idea #2

The screenshot shows a web portal for a financial institution. A green message box is overlaid on the account summary, featuring an image of hands holding a globe and the text 'Go green with eStatements'. The message includes buttons for 'Hide this' and 'Enroll Now'. The background shows account details for a 'PLATINUM MEMBER'.

ACCOUNT SUMMARY | PLATINUM MEMBER

Shared Accounts

Accounts	Name	Available Balance	Actual Balance	Last Transaction	Accrued Dividends
000	Ownership Share	\$2,775.00	\$2,775.00	2/7/2012	99.99
002	Boosters Club	\$1,256.00	\$1,256.00	6/7/2012	0.00

Certificates

Accounts	Name	Regular Payment	Amount
001	2nd Share Draft	\$2,013.00	\$2,013.00
002	Booster Club	\$1,256.00	\$1,256.00
003	Basic Share Draft	\$1,252.00	\$1,252.00
004	Secondary Share	\$2,256.00	\$2,256.00

Investments Accounts

Owner	Account Number	Where Held	Representative	As Of Date	Balance
John Smith	9850985	Genworth LIC	Jonathan Peirson	02/20/2012	\$3,123.19
John Smith	98567885	Genworth LIC	Jonathan Peirson	02/20/2012	\$812.19

Credit Cards

Accounts	Name	Amount Due	Due Date	Payment	Balance
334	VISA CLASSIC	\$56.00	5/23/2012	Make Payment	\$5,775.00

First we have to build the engines to run the tests
and link to the message and offer

When that's done, we should think through
another round of presentation designs

Can we do this in CU*BASE? Should we?

Session 9 CU*BASE GOLD Edition

File Edit Tools Help

Individual Account

Comments on File

Cash Name
 Outside checks Account #
 Inhouse checks
 Total funds in Outside checks Hold days Type

I'm a
VIP-SILVER
member!
[Click for more info](#)

Loan Payoff or Current Balance	Loan Payment or Not Available	Description	Acct Type	Deposit Amount	IRA HSA	Withdrawal Amount	IRA HSA	Proc. Code	JO
1,101.27	1,096.27	REGULAR SAVINGS	000	0.00		0.00			
6,810.83	135.22	REC VEHICLES	615	0.00					
891.96	72.47	SIGNATURE LOAN	645	0.00					
0.00	26.76	OVERDRIFT PROT	693	0.00		0.00			

☐ Suppress receipt ☐ Suppress balances

Verify Member	Bal Forward/This Mth	Phone Operator
Trans Override	Unlock # Items	Show Nicknames
Post	Sales Tools	Show Card #
Misc. Receipts	In House Checks	Procedures
Bal Forward/New Mth	Outside Checks	

Bag A Buck!
 Refinance your auto or recreational loan from another financial with rates starting at **2.99% APR*** (for up to 48 mos.)

FR (2014) 11/01/13

Smart Offers
 (Presented to any member who passes the tests...but may still appear even after the member responds)

Should we?


Next Suggested Product
 (Targeted to a CU-defined list...stops appearing if the member's not interested)

☐ Suppress receipt ☐ Suppress balances

Verify Member	Bal Forward/This Mth	Phone Operator
Trans Override	Unlock # Items	Show Nicknames
Post	Sales Tools	Show Card #
Misc. Receipts	In House Checks	Procedures
Bal Forward/New Mth	Outside Checks	

CONVENIENT AND SIMPLE
 CONSIDER A CREDIT UNION CHECKING ACCOUNT TODAY
 CLICK TO APPLY NOW

FR (2014) 11/01/13



3 Projects
CEOs Should
be Tracking

■ ONLINE MEMBERSHIP OPENING

We've accepted the challenge to build a process to open new memberships online, and have that become a core competency of every CU*BASE credit union

Building a new online membership opening process

A. To date, most CUs have used a variation on a form to process a new membership application

- A generic web form which delivers app info to a queue that is re-keyed into CU*BASE once the application is approved – *all manual*
- The OBC membership application which feeds data directly into the CU*BASE online requests queue – *a smart process to complete the app*

B. The setup of why a member would join, how to get them to the form, etc., is designed by the CU's web designer

- To this point, the CU has been on their own – it is two separate processes, not well coordinated

As we build the new online membership opening process, we're going to coordinate *both* parts A and B

- The new process will be well coordinated to ensure that all of the necessary steps are completed to move a non-member to membership status, with as much automation and customization as possible
- *It's a big development project*

OBC Membership Application (A)

The screenshot shows the Honor Credit Union website. The top navigation bar includes links for WHY HONOR?, PERSONAL, BUSINESS, ONLINE SERVICES, WHAT'S NEW, SECURITY CENTER, and LOAN APPLICATION. The main banner features a man smiling while looking at a smartphone, with the text "online services". Below the banner, there's a section for "It's Me247 Online Banking" with links for Lending Rates, Skip-A-Pay, and Locations. The "Applications" section is highlighted, with a sub-section for "Membership Application". The text in this section reads: "Welcome! We are thrilled that you'd like to be an Honor Credit Union member. Joining Honor is easy, and well worth it. Click here to fill out a brief form and an Honor team member will contact you ASAP to guide you through our easy membership process." Below this, there's a "Loan and Visa Applications" section with a similar welcome message and a link to "Start the application process by clicking here!". A red circle highlights this link, and a red arrow points from it to the "Fill Out An Application!" button on the "It's Me247 Online Banking" page.

HONOR CREDIT UNION

Contact Honor Search

CAREERS LIVE CHAT LOCATIONS CONTACT US

WHY HONOR? PERSONAL BUSINESS ONLINE SERVICES WHAT'S NEW SECURITY CENTER LOAN APPLICATION

online services

It's Me247 Online Banking

Lending Rates
Skip-A-Pay
Locations

Applications

Membership Application

Welcome! We are thrilled that you'd like to be an Honor Credit Union member. Joining Honor is easy, and well worth it. Click here to fill out a brief form and an Honor team member will contact you ASAP to guide you through our easy membership process.

Loan and Visa Applications

Congratulations! You're one step closer to a financial solution with Honor Credit Union. Whether your goal is to purchase a car, finance your next vacation or receive a new credit card, it all starts by filling out our application at the link below.

Before you click, make sure you have the following handy:

- Your social security number
- Your employer name and phone number
- Your annual income amount
- Your Honor Credit Union online banking login information
- If your goal is an Honor Visa, first read our [Important Credit Card Disclosure](#)

Once you fill out the application, an Honor team member will review your information and contact you shortly. If you have questions in the meantime, give our Member Solutions Center a call at 800.442.2800.

Start the application process by clicking here!

Card Holder Travel Form

The screenshot shows the "It's Me247 Online Banking" page. The top navigation bar includes links for HOME, ABOUT US, CONTACT US, and SECURITY. The main banner features a hand holding a smartphone, with the text "It's Me247 Online Banking". Below the banner, there's a section for "Apply for Credit Union Membership". The text in this section reads: "Welcome to Online Banking! Thanks for choosing Honor Credit Union. Get ready to enjoy a better banking experience. Click 'I want to fill out an application', give us a few facts about you, and a Honor Team Member will contact you within 24 business hours. If you have questions, call 800-442-2800, email us at memberservices@honorcu.com or stop by a local Honor Credit Union office." Below this, there are two buttons: "Fill Out An Application!" and "I'll Pass For Now". A red arrow points from the "Fill Out An Application!" button to the "Start the application process by clicking here!" link on the Honor Credit Union website.

It's Me247 Online Banking

Apply for Credit Union Membership

Welcome to Online Banking!
Thanks for choosing Honor Credit Union.
Get ready to enjoy a better banking experience.
Click "I want to fill out an application", give us a few facts about you, and a Honor Team Member will contact you within 24 business hours.
If you have questions, call 800-442-2800, email us at memberservices@honorcu.com or stop by a local Honor Credit Union office.

Fill Out An Application!

I'll Pass For Now

The screenshot shows the "Work with Online Banking Requests" page. The top navigation bar includes links for HOME, ABOUT US, CONTACT US, and SECURITY. The main banner features a hand holding a smartphone, with the text "Work with Online Banking Requests". Below the banner, there's a table of requests. The table has columns for Request #, Request Name, Request Date, Request Type, and Name. The first row shows a request for "Contact Request" on May 06, 2013, with the name "Possible duplicate request". The second row shows a request for "Contact Request" on May 06, 2013, with the name "Possible duplicate request". The third row shows a request for "Membership Application" on May 06, 2013, with the name "Possible duplicate request". A red arrow points from the "Fill Out An Application!" button on the "It's Me247 Online Banking" page to the "Request # 0001" cell in the table.

Work with Online Banking Requests

Corp ID: 001
Request # 0001
Last name starting: [blank]
First name starting: 00000000
DOB: (MM/DD/YYYY)
Display only: [blank]

Req #	Request Name	Req Date	Request Type	Name
0001	HEB01	May 06, 2013 03	Contact Request	Possible duplicate request
0001	HEB01	May 06, 2013 03	Contact Request	Possible duplicate request
0001	HEB01	May 06, 2013 03	Contact Request	Possible duplicate request
0001	HEB01	May 06, 2013 03	Membership Application	Possible duplicate request

Click on any column header to sort.

OBC Membership Application (A)

Western Districts Mbrs CU | What Else Can I Do? | PIB | Help | Contact Us

It's Me 247 Online Banking Community

Secure Online Banking Login
If you have not set up your username, please enter your member number.

Username:

Login

Use Your Debit Card*
It's Me 247 Online Banking
All you need is a debit card to use it anywhere.
Even places that don't take it.

Protecting Your Family
Has your insurance kept up with the changes in your life? If you're like most people, you probably already own some life insurance. But is it still enough to cover your needs? Have you thought about Long term care insurance and disability insurance to cover you in case you're sick or hurt and can't work?

Become a Member Today
Apply Online

Why Join our Credit Union?
Learn More

CU SECURE
Fight Identity Theft
Learn More

Apply for a Loan Online Now!

Manage Your Investments Online
It's Me 247 Investment Center

All Your Money One Place
moneydesktop

Dress Up This Halloween
Dress your online banking site in some color! Log in, hover over **Info Center**, then click **Site Options** to select a photo album, color theme, and start page!

Glam Up Your Home for the Holidays
Wow your holiday guests with a home makeover! Apply for a loan with us and start selecting your colors and textures today! Log in, hover over **New Accounts**, then click **More Loan Info**. You may even be able to apply for some of our loans online!

What's Scarer than Ghouls and Goblins?
Credit and debit card fraud! Never give your account information to anyone you don't know, especially those promising free giveaways, vacations, or cash. **Get more tips** on keeping your money secure.

Older News

It's Me 247 Online Banking

Apply for Credit Union Membership

Welcome to Online Banking!
Thanks for choosing Honor Credit Union.
Get ready to enjoy a better banking experience.

Click "I want to fill out an application"; give us a few facts about you, and a Honor Team Member will contact you within 24 business hours.

If you have questions, call 800-443-2800, email us at memberservices@honorcu.com or stop by a local Honor Credit Union office.

[Fill Out An Application!](#)

[I'll Pass For Now](#)

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Session: CPMBA GOLD - ACT TESTING CREDIT UNION

File Edit Tools Help

Work with Online Banking Requests

Corp ID: 00
Request # Last name starting First name starting (MMDDYYYY) Display only ☐

Req #	Request Number	Req Date	Request Type	Name
0001	HEB01	May 06, 2013 03	Contact Request	Possible duplicate request
0002	HEB01	May 06, 2013 03	Contact Request	Possible duplicate request
0003	HEB01	May 06, 2013 03	Contact Request	Possible duplicate request
0004	HEB01	May 06, 2013 03	Membership Application	

Click on any column header to sort.

Generic Web Form (B)

Preferred Credit Union

Call us today! 1-800-328-4131

SERVICES RESOURCES LOANS VISA RATES HOURS & LOCATIONS ATM LOCATIONS ABOUT US

Online Banking

Service Finder

Become a Member

Join PCU

Membership

EVERYONE can be a member at Preferred Credit Union.

REFER A FRIEND to the credit union & SPLIT A BENEFIT! [Click here](#) for more details!

Interested in becoming a member? Click any of the links below to apply online.

Membership: Joint Owner
Membership: Joint Owners

Membership is available under the following conditions:

- Former member of our credit union
- Direct relation to an existing member
- If you live, own, attend school or worship in the Michigan counties of Alcona, Alcona, Branch, Cass, Calhoun, Charlevoix, Cheboygan, Emmet, Ionia, Isabella, Kalamazoo, Kent, Lake, Manistowish, Mason, Mecosta, Muskegon, Montcalm, Muskegon, Newaygo, Oceana, Oshtemo, Ottawa, St. Joseph, Van Buren and Westland.
- Senior citizenship standing (55 years of age or older), who receives a retirement annuity, pension, social security or other similar retirement payment from private or government sources
- Employees or members of employer groups located within 25 miles of any branch office
- Become a member of the Co-Optical Service (\$2 sign up fee, you can join right at the credit union)

Verifying Your Identity (as required by the USA Patriot Act)

To help the government fight the funding of terrorism and money laundering activities, Federal law requires all financial institutions to obtain, verify and record information that identifies each person who opens an account.

What this means for you

When you open an account, we will ask for your name, address, date of birth and other information that will allow us to identify you. We may also ask to see your driver's license or other identifying documents.

We thank you for your understanding and for joining us in securing a safer tomorrow.

© 2013 Preferred Credit Union | [Privacy Policy](#) | [Site Map](#) | [Terms & Conditions](#)

Member of the National Heritage Loan Registry, NMLS #706733

Equal Housing Lender

NCUA

Your deposits are federally insured by NCUA up to \$250,000 and backed by the full faith and credit of the United States Government.

Preferred Credit Union

Call us today! 1-800-328-4131

SERVICES RESOURCES LOANS VISA RATES HOURS & LOCATIONS ATM LOCATIONS ABOUT US

Online Banking

Membership Application - Individual

Please provide all the requested information. When you have completed the form, press the Submit button to send your application. If necessary, we will contact you for additional information.

The items marked with (*) are required fields.

General Information Primary Applicant Home Address Mailing Address Employment History Additional Information

Membership Eligibility

I am eligible for membership through:

☐ Employee ☐ Family Member ☐ Community

Employer Name

Family Member

Community

Next Page

Membership Eligibility Verifying Your Identity

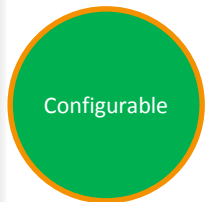


Building a new online membership opening process



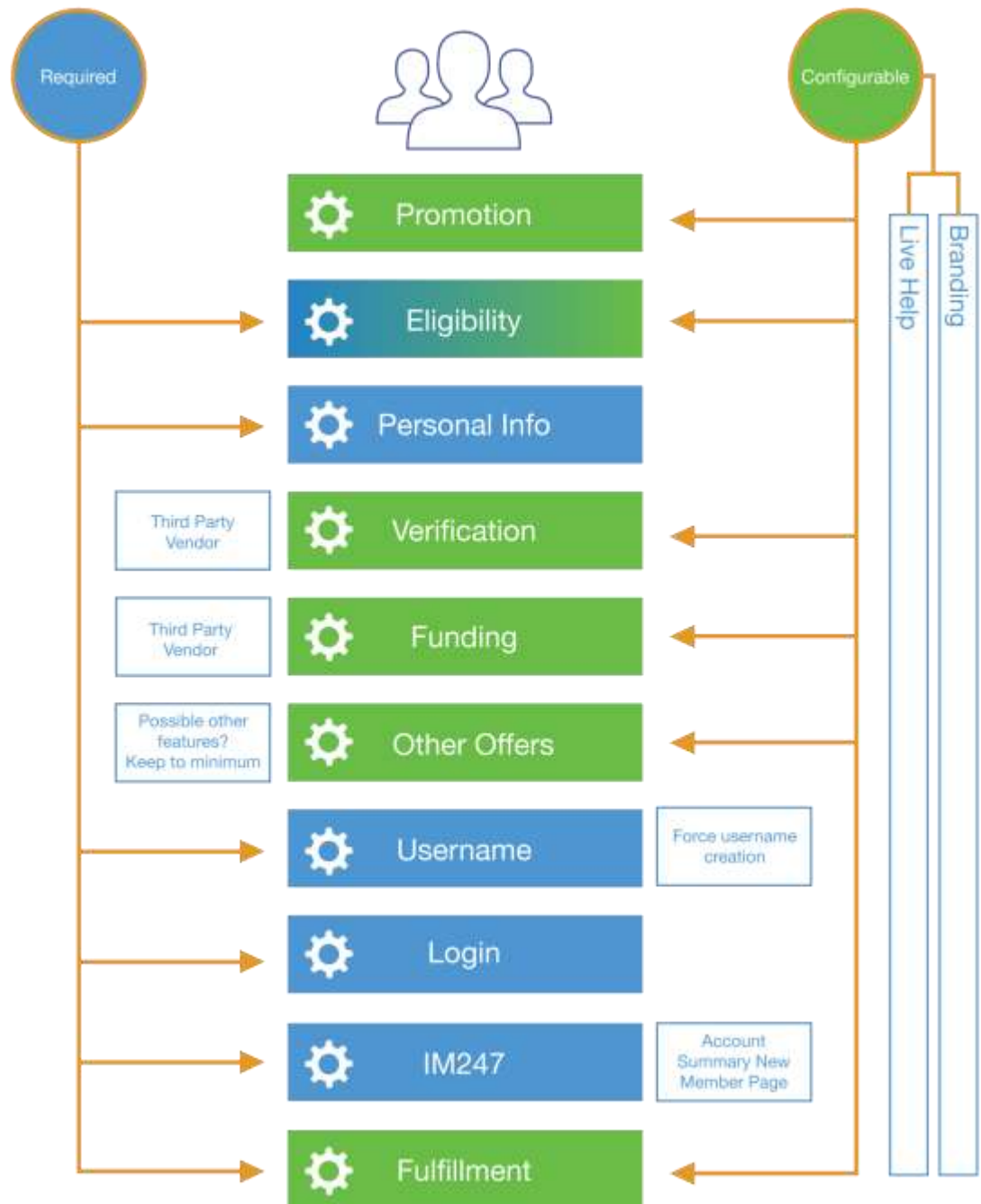
The left-brain stuff...

Tactical, fixed steps that emulate an employee's work to open a membership



The right-brain stuff...

Creative, visual, and with salesmanship flair to fulfill the hopes of the member in getting what they want



Building a new online membership opening process

- There are at least 10 major functions in the new membership opening process
- It sounds manageable, but let's take a look at how we will approach just writing the spec...



The point of the membership opening project isn't really opening new memberships...

- When we're done with the online membership opening project, we will have tools to
 - Authenticate individual identities – take the chance they are who they say they are
 - Collect money from people who may not have accounts with us
 - Automate the creation of **It's Me 247** credentials and log a person in
 - Fund deposits and payments with non-credit union money
 - Deliver a person to a specific feature in **It's Me 247** when they sign on (*like going directly to opening a checking account*)
 - Post a deposit or payment against a receivable for the credit union's accounting
 - Exchange documents with an individual and place them in the proper storage vault
- ...all of which will also be available for third parties to use, not just us



Where else do we get membership leads?

When they don't come to your branch or a website

SEG meetings



University events,
new student
orientations

Community festivals



Boat shows,
home shows

Employers

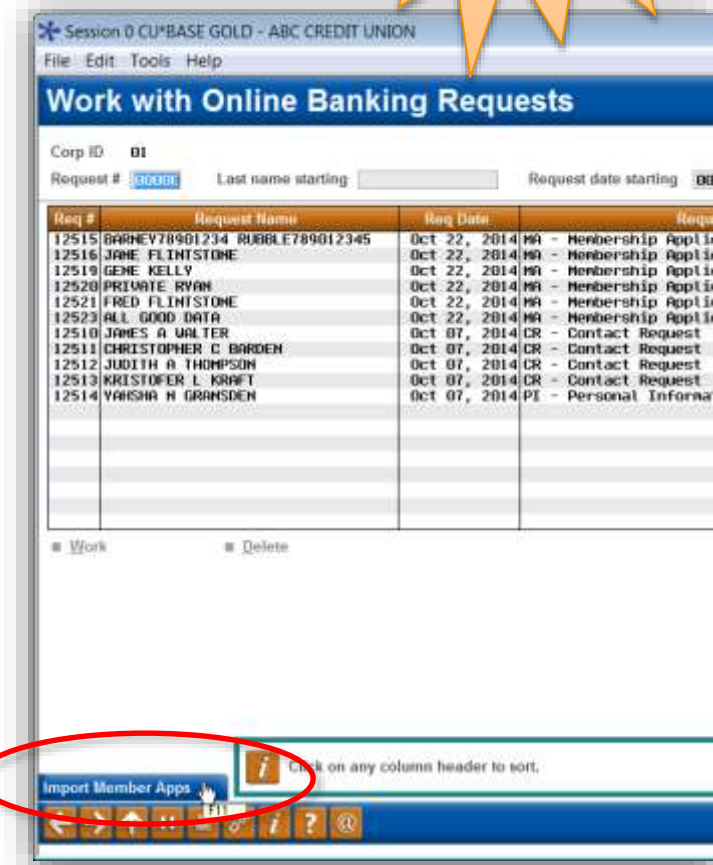


Where else do we get membership leads?

When they don't come to your branch or a website

Coming next
week with
14.3!

- Import prospects into your CU*BASE New Membership Application
 - Import a comma-delimited file (.CSV), such as an Excel spreadsheet
 - Requires at least a first name, last name, and either an email address or phone number
 - Can also optionally pull in address, phone and cell phone, birthdate, and SSN
 - (If you don't supply a SSN, a temporary imitation one is generated during the upload process, to be updated before you approve the new membership)
 - Enter a reference and dept/sponsor code if desired, to allow for tracking later



Just like an online membership app, you can work these leads with a smart process instead of a completely manual one



How Do MEMBERS “NET OUT”?

Profitability is a point of view – can we
develop a new point of view as CEOs
through a new database about owners?

How do members “net out”?

What would you do if you knew?

- How many of your members are net borrowers right now?
- How many of your members are net savers?
- What is the average daily balance of a net borrower? Of a net saver?
 - What are the answers to these same questions for business members? For Platinum members? For members with a car loan? For members who...?
- What are the cash-flow differences for net borrowers vs. net savers?
- What are the credit score commonalities for net savers? For net borrowers?
- What are the account mix commonalities for either group? What membership traits do they have in common?
- If we looked at 200 CUs, could we correlate profitability to the percentage of net borrowers among their members?

From a co-op standpoint, how do you identify members based on their ultimate relationship with a financial institution?

The difference between borrowers and savers

Can we crack the code on member patronage?

- Over the past few years we've spent a lot of analytical analysis time on understanding members relationship indicators
 - Products and services used, direct account analysis, people demographics, account performance (delinquency, etc.), transactional analysis, credit score trending, etc.
- But we haven't spent a lot of time looking at how member relationships net out as a net borrower or a net saver
 - ASAP concepts say we should ask the question, see the answer, act on the answer, and profit from being in the know
 - Why do you think this has not been a bigger demand by credit union executives?
 - What new tactics might you employ if you knew?
 - It makes sense that lifecycle conditions mean that members will move from one group to the other, maybe multiple times over their relationship with the credit union
 - Are you tracking where you should be when they do?

Let's take a look in the CU*Answers Analytics Laboratory...

- What about using this database for profitability analysis?
- Could we use this database to redesign patronage dividend concepts?
- What about using it as the foundation for PFM presentations online?
- What if you could see what members' interest and dividend cash-flows mean to you?
- It's daily, every day of the year – what else should we add to this database?

Let's take a look at what the developers are working on...



Can we crack the code on member patronage?

Session 1 CUMBASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Member Balance Detail

Total Net Savers

Year **2014** Account #

Jump to name starting with Search for name containing

Members **16,518** Accounts **40,858** Active **39,166** 95.9 % Closed **1,692** 4.1 %

Account	Type	Seq	Type	DIV/CD/CAT	Name	Date Opened	Date Closed	Current Bal	Avg Daily Bal	EOM Bal Avg
43299	000		SH	SH	-----OM BUILDS	03/29/2011		105	105	105
43299	001		SH	BS	-----OM BUILDS	03/29/2011		342	459	405
								0	179	165
									5	4
								1	1,733	591
								0	106	107
									15	15
								0	1,003	1,056
								5	5	5
								0	1,988	2,669
								5	5	5
								2	51,673	46,377
								1	17,833	19,604

Session 1 CUMBASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Patronage Group Analysis

As of 10/15/2014

☐ Net zero includes par values of \$5.00 Show amount range: From To

Relationship	Members	%	Loans	%	Savings	%	Net Balances	%
Total Net Savers	16,518	43	\$8,142,427	2	\$263,325,937	91	\$255,183,510	178
With savings & loans	2,476	6	\$8,142,427	2	\$81,576,879	28	\$73,434,452	51
With savings only	14,042	36			\$181,749,058			
Total Net Borrowers	13,806	36	\$417,678,240	97	\$25,489,391			
With savings and loans	12,585	33	\$405,398,588	94	\$25,489,391			
With loans only	1,221	3	\$12,279,652	3				
Total Net Zero	7,624	20						
With savings & loans								
With savings only								
With loans only								
With no savings and no loans	7,624	20						
Total Net Negative	539	1	\$6,368,071	1	\$170,450			
With savings and loans	325	1	\$6,368,071	1	\$99,641			
With savings only	214	1			\$70,817			
With loans only								
Total Members	38,487		\$432,188,738		\$288,644,870			

Total Business with Members (Loans + Savings) \$728,833,608 Net Funds (Loans - Savings) \$

View Averages View Filters View Accounts Int Collected & Div Paid Hide Net Zero

Navigation icons: back, forward, home, search, etc.

Session 1 CUMBASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Patronage Group Analysis

The primary purpose of this application is to get a breakdown of members' balances into the following areas:

1. Net Savers
2. Net Borrowers
3. Net Zero
4. Net Negative

Use the filters below to refine the list for your specific needs.

Filters

Year **2014**

Branch ☐ All Branches

Gender **ALL**

Tier level **ALL**

Member type **ALL**

Age range to

Active/Closed **ALL**

Member designations **Select** 00 sele

Application type **Select** 00 sele

Dividend application **Select** 00 sele

CD type **Select** 00 sele

Loan category **Select** 000 sele

Business unit **Select** 000 sele

Tiered Service goals **Select** 000 sele

Employee type **Select** 000 sele

Common Bonds

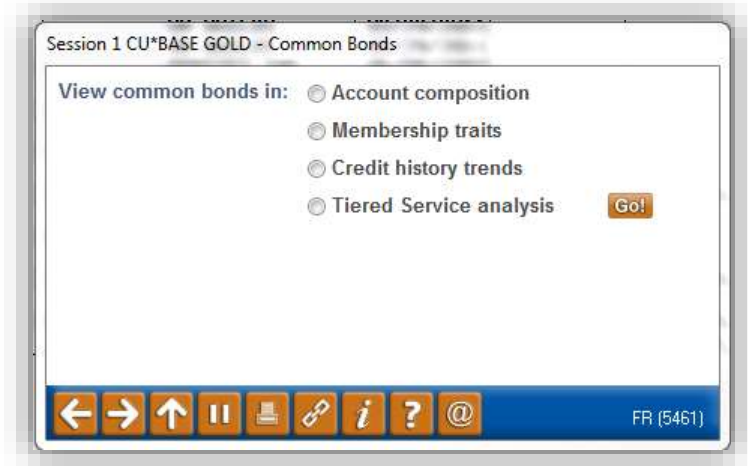
4 consistent views for any group

- No matter the dashboard, our goal is to allow you to run 4 consistent analytical approaches against any population of members you can identify
 - Coming in 2015: Enter a file name you created (via Member Connect, Query, etc.), and run these same analyses
- Gathering data is not an analytical process – analyzing data is
- Remember our goals:

Gathering Data (reduce \$ cost)

Analyzing Data (increase time)

Acting on Data (multiply the events)

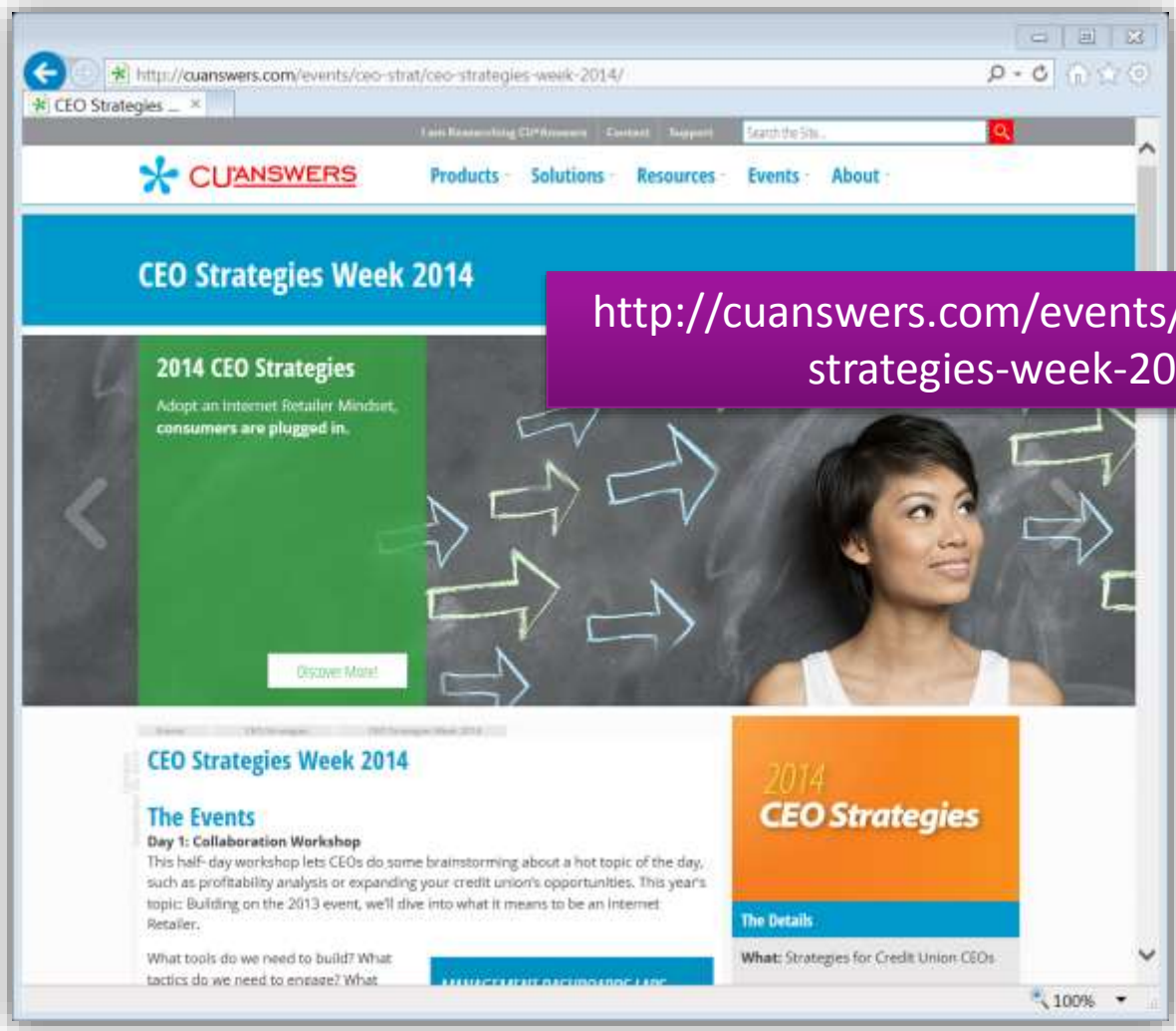


A woman with short dark hair, wearing a white tank top, is looking up and to the right. She is standing in front of a dark chalkboard. The chalkboard is covered with many hand-drawn arrows in white and yellow chalk, all pointing in various directions. A large blue rectangle is overlaid on the left side of the image, partially obscuring the chalkboard and the woman.

WRAP-UP

Wrap-up

- Materials covered in today's session will be posted online on the Events > CEO Strategies page:



<http://cuanswers.com/events/ceo-strat/ceo-strategies-week-2014/>

Conclusion

WHAT SHOULD CEOS DO WHEN THEY GET TOGETHER?

- Go to school on each other, and earn more
- Increase their talent, and plan to build even more talent with their staff
- Pool their money, pool their ideas, and inspire the best of the network to bring opportunities to us all

A woman with short dark hair, wearing a white tank top, is looking up and to the right with a slight smile. She is standing in front of a dark chalkboard. The chalkboard is covered with numerous hand-drawn arrows in white and yellow chalk, all pointing in various directions. A large blue rectangular area is overlaid on the left side of the image, partially obscuring the chalkboard and the woman.

THANKS FOR THE DAY!