

## Notes from the 2015 CEO Roundtable

At the WaterMark Country Club, November 12, 2015

Compiled From Notes Taken By the "Table Scribes"

### Topic 3: The Transformation of In-Person Service Models

#### The Transformation of In-Person Service Models

**Discuss how person-to-person service is changing in your world. Can you be a retailer of solutions and a capturer of virtual opportunity?**

- The problem with transformation is the need to be half in the old game and half in the new one. How do you afford it?
- Sometimes what is "cool" is not profitable. Sometimes what is popular doesn't end up paying the bills. How can we afford to transition to new models that don't appear to have good financial foundations?
- It's quickly becoming a call center world, and not for answering questions but for closing the deal and fulfilling a member's needs in a new way. Do you have the plan to transition your investments? When will you begin?

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**RK says, "It can be tricky when you don't have enough repetition to burn in new processes – like electronic signature closings. How are you training your staff for the new things that still don't happen often enough to create good habits?"**

**RK says, "In a 'you must do everything' world, some new services are simply so scale-dependent that you can only do them cooperatively, in a network. How do you tell your team you have to go outside the CU to fulfill a new service?"**

**RK says, "Everybody talks about transitioning old investment models so they can use those funds to build new solutions. Easier said than done. Do you have a game plan?"**

### Participants

Grp	Scribe	CEO Participants	Grp	Scribe	CEO Participants
1	Keegan Daniel	Peter Barnard, rkGoB1G Jim McCaw, Viriva CU Jim Dean, Oak Trust CU Ana Ordonez, Media City CU Barbara Harper, Cincinnati Ohio Police FCU	6	Marsha Sapino	Jeff Jorgensen, Sioux Empire CU April Tompkins, Services Center CU Chris Butler, Community Credit Union Don Mills, Alpena Alcona CU Jennifer Oliver, South Bay CU
2	Kristian Daniel	Kent Hartzler, Everence FCU Gene Benick, Newark Fireman's FCU Barbara Page, Kent County CU Vickie Schmitzer, Frankenmuth CU Scott McFarland, Honor CU	7	Esteban Camargo	Debie Keesee, Spokane Media FCU Janelle Franke, River Valley CU Barbara Mill, Calcite CU David Wright, Services Center FCU
3	Julie Gessner	Cathy Ellis, Meijer CU Michael Meier, SPE FCU Philip Heinlen, Northwest Consumers CU Linda Bodie, Element FCU Michael Shafer, Pathways CU	8	Karen Sorenson	Joan Moran, Department of Labor FCU Randy Gailey, Horizon Utah Kim Kniola, First Trust CU Vince Cerasuolo, Century Heritage FCU Kevin Ralofsky, Verve, a Credit Union JoAnn Sanders, Cheney FCU
4	Annalyn Hawkes	Jim Miles, MidUSA CU Dave Eyke, Safe Harbor CU Ernie Jackson, CommStar CU Janet Borer, Member1st CU Chuck Papenfus, Inland Valley FCU Greg Smith, CU*NorthWest	9	Liz Winninger	Scott Collins, Xtend Christy Leslie, Bridge CU Bryan Myers, Vacationland FCU Mark Richter, First United CU Rob Viland Fran Godfrey, United Educational

Grp	Scribe	CEO Participants	Grp	Scribe	CEO Participants
5	Peter Myers	Walt Swanson, Superior Choice Thomas Flowers, Calhoun Liberty Employees Grant Johnson, Toro Employees Carma Peters, Michigan Legacy William Burke, Day Air Tracy Miller, Kellogg Community	10	Barb Cooper	John Yeomans, Preferred CU Kris Lewis, Allegan Community Brian Vittek, Destinations CU Tom Gryp, Notre Dame FCU Steven Nazurak, Ocala Community Bret Weekes, e-Doc
			12	Janelle Krupa	Terri Maloney, Catholic United Financial CU Kim Wine, Michigan Coastal CU Laura Schell, Valley Educators CU Scott Harriman, Cumberland County Kim Hall, Tri-Cities CU Dean Wilson, FOCUS

## Group Notes

*The following notes are included exactly as taken by table scribes. Scribes were instructed to jot down everything that was discussed at the table, with the idea that reading the notes would be a little bit like eavesdropping on the conversations.*

## Discuss how person-to-person service is changing in your world. Can you be a retailer of solutions and a capturer of virtual opportunity?

**The problem with transformation is the need to be half in the old game and half in the new one. How do you afford it?**

### TABLE 1

- How do we move from using Xtend for overflow call assistance to be 'Our' call center?
- Are we scared of our assumptions to embrace technology and change?
- The production of internal employees skyrockets when embracing help from others
- We do not see another way to find relevance as a small FI than through distance banking
- We have to figure out the transformation approach to remain viable
- What is reasonable to one is not reasonable to another
- What is appropriate amount of teller space in a physical branch?
- Branch transformation is changing the game
- How can I fully serve a remote branch with a concierge employee and remote experts?
- What does branch transformation mean? Does it differ for every credit union and/or segment of membership?
- We have seen multiple credit unions sharing retail space is that something we can do?
- Is sharing employees a version of branch transformation?
- We all have products and services we offer that we lose money on
- When did you get your PFI relationship?
- It is more than a question of loyalty
- We are not getting the results we want, and we do not have the money to invest in transformation
- Why are we not putting time and energy into our employees to ensure sustainability
- How do we more effectively block and tackle
- How do we be happy with who we are and the best we can instead of being too much

### TABLE 2

How do you define the experience? It is a challenge every day, due to our credit union culture, a struggle because it is not efficient, you do not know when someone is going to walk in, need individuals in multiple different areas. We want to get it perfect, so it is going to be a loss, so we get it right for the future. Need people on the ground, bringing them in old school, it's something different, but the same people to new technology. Do we need a backup plan? Things will take time to adapt to this type of early moving on the investment. Are we efficient at this? Making commitments to the community and area. How do you serve multiple types of people, make items cutting edge cool? Part of it is, we have

to point the people to self-service security, here is our apps, and teaching the team on how this works virtually, how can we deliver this experience? How do you obtain that relationship when you are not face to face? Building a community with changing the sign on the door, branding, and a small investment. What strategy do we want to go with? When do we have to make a decision? What if we close a branch for people that used to see branches? Defining who you are, who you can compete with, find your niche (with a fire department as an example). What if we need to change the perception of our credit union, name changes?

### TABLE 3

There is no need to downsize. There is a need to utilize current staff in new ways:

- A phased approach - you can't do it all and your members won't respond to it all. Decide what you will do first, online chat is inexpensive and easy to put out there. Video is the future (may be one other element that can assist in overcome the authentication).
- Members don't want to be seen. People want to type, text and chat. When there are situations that members need authentication the member is asked to pick up the phone or agree to be called.
- No need to downsize but transformation of staff is important - call center (people who man the phones along with other responsibilities) these are people who monitor channels for members to connect (facetime, social media, skype)
- The use of technology is a chance for us to grow - Video is opportunity to deliver remotely while still having the opportunity to connect personally. Knowing its expensive - Use the tools that are free or very little cost first to get in the game.
- Use the tools that are comfortable for the member. Members are more comfortable in front of their own machines. Be available by using those tools. The relationship with the member is better because you are connecting to them in the way they want to.

### TABLE 4

Janet – How do we move from branch-based in-person support to delivering support remotely? **This is going to be a big discussion for us at the board meeting because they're older and not seeking new ways to interact with members** (Greg – That is a real challenge). **I'm looking at our conversation today and I'm really thinking I need to address the money piece with this with our board**, and really finding a way to maximize our efficiency. We have 7 branches and some are busier than others.

Greg – 2 projects going in CU\*NW client base. One is a CU doing complete branch transformation – obliterating teller lines, doing full-service zones. Concept is anyone does anything from anywhere. No cash drawers, only pods. Everything done on iPads. Has ability to do videoconferencing so can have after-hours support at the machines even after service hours. Members are used to using them because used in-hours. Two, then another CU is doing a lot of in-branch analysis of members and then bringing the CU to them. They put people in cars and drive out to the members. I also think sometimes people forget that CUs have led technology in a lot of cases – We lead in these things out of necessity – we HAVE to do it.

Janet – I appreciated Tom's (NDFCU) comment about the idea of comfort for the member's interactions with us. **Part of the idea of re-branding is to customize the experience with the goal of making member comfortable. But, how do you customize and increase customizability for EVERYONE**

Greg – (Some CEOs) say "I know I'm going to make some of my members mad". But we do really find that those who will get mad are those on the older side and the majority of the membership is open to and asking for changes.

Chuck – **I have a little bit of a different view on comfort – Comfort comes from what you're used to.** After someone uses that branch for 3 times, that's what they're going to be used to. So many years ago, nobody was comfortable getting email on their phone. Now, it's normal. **In branches, it's all just about the people-touch.** We have people come into your branch just to sit down, just to talk, to socialize. We have to give our members options; we have to be out

there. **The key is – define efficiency for yourself to find ways to increase efficiency that work for YOU.** I recently watched True Detective and in an episode (main character) says “If I want to move slow, I’d go to a credit union.” **It’s a perception thing – People forget that CUs are first to lead in some of these transformative products and technologies.**

Ernie – **The key thing is to look at what the members want.** If they just missed the loan officer (Ex. out to lunch). Ask them “Can we sit you down and connect you with the loan officer at the other location? We’ll do it with you, we’ll introduce you” Our members skype every day – We have tablets we do these on. **A recent business account opened with us and was astounded by it. He said he never gets that kind of thing from a bank.** I have an iPad in every lobby. It’s connected to a printer and members can access anytime in a branch. Members can print their statements. **Members sometimes know the tools (It’sMe247) better than us in some cases.**

Ernie – Yes, and when they come in often they’re looking to talk to their person they always work with. If Mary’s (Ex. MSR) not in they get upset.

Chuck – We don’t necessarily skype with them, but we’ll facetime and we’ll be using Google Hangouts. I remember a day not long ago when we were saying “Employees should not be carrying phones” Now we say “Why aren’t you tweeting more about the CU?”

Greg – So, another thing is how do you afford that? The problem we have is that **you have to stay in the old game, while also building the new game.** That can be expensive.

Janet – I was just talking with someone else about a study done by someone in Europe about computerization of jobs in United States. Within the jobs that will be computerized were Tellers, Loan Officers, Auditors, etc. The group of jobs that will survive included ones like Financial Consultants, Data Analysts, etc. So I look at this and **I think we have a real opportunity for career development for our people.** They need to understand what’s happening to their jobs. **They need to understand that if they want to continue doing the support roles they want to do, they MUST develop some of those other skills.**

Jim – We have Buffalo-Pacific. 100 members have used the BP machines. About half are legitimate member appointments. **We see essentially no push-back at all from members to the BP machines.** We use them primarily for our investment center appointments. **We need to improve on the technical piece of it.** (Greg – Any common thread you see in the group of people that are embracing it?) I think more questions about tech from the members that we are not able to answer. The common member is asking “can someone intercept this communication” since they are individually more concerned about fraud these days.

Ernie – Can see the vision for this on communicating with snowbirds

Greg – **Key is to not overinvest. Test products and then fully invest.**

Chuck – On the one side you have Jennifer (SBCU) selling her main building and going all in to commit to the new in-branch service model. Or, would it be smarter to create one micro branch and see it how it goes and then commit?

Greg – **I think it comes down to doing the research and knowing your member culture.** And if you can get your board to understand that you’re investing in learning.

Jim – Right, **and that investing in learning does not mean investing in “losing”.** (all very much agreed)

Ernie – Our advanced ATMs are a very smooth process in branches.

Greg – AIT – Advanced Interactive Tellers. **Design is so that machine can still be used by members when branches are closed.** Goal is to teach the member to know to use it themselves. **Kind of like the self-checkouts at the grocery store. People can still go through the line with a person, or they can choose to go through themselves at the self-checkouts.**

One other thing is that we (CU\*Asterisk) try to set up environments for credit unions to test in a safe environment. For trying it out.

Chuck – Back to Janet’s point - In reality, how many CUs have “just a teller”? (Janet – Yes, they should be MSR).

Chuck – We feel that every teller is a member-value rep. **They each need to be able to spot where they can help a member improve their life** instead of handling things like back in the days when members just come in for \$20 then leave and go home.

Janet – **Back in the day tellers couldn’t answer deeper questions because they were told they couldn’t answer those questions** (out of the scope of their job).

Chuck – **Our goal is that every person that comes in DOES NOT need to be handed off** (all agreed). And we actually track that. If a member is getting handed off, we ask why? **Another thing is that we actually blocked our employees from viewing their own accounts. This forced our employees to use the online banking and other products.** If our staff are not familiar with our services, how can we expect them to recommend them to members on a consistent basis?

Janet – Exactly, and **if staff are going to deliver support remotely then they REALLY need to know how to use it.**

Chuck – On how it’s becoming a call center world – **I hate calling on the phone. I always try chat first, and then I decide to send an email if chat not available.**

Janet – **I think the call center is that bridge for some of the other support.** But, even the older folks seem to be comfortable with some of the other communication options now.

## TABLE 5

- CU\*Answers does a lot to help us make transitions, but it’s still a challenge
- How do you afford to not be flexible?
  - “Other duties as assigned”
- Prioritization and basic planning
  - lots of opportunities and limited resources
  - strategically decide what you are going to do
- How do you create experts and give them enough to stay up to speed
  - Training?
  - Transitions
  - Taking the lead
- Hiring process
  - How do we hire the right talent?
    - Chosen based on how they can engage with people
  - How to share the resources?
  - Mentor-aged staff believe the electronic age is about to die and can’t maintain
    - staff are trained to move forward or move on
  - Where do you put your younger staff
    - They’re faster to adapt
    - Mentors can help fix when there is a struggle
- You need to have the right outside thinkers to realize there is an opportunity

## TABLE 6

- Jen – Investing in the front end to train them to communicate and with members and potential members. New branch philosophy won't have tellers but will have automated machines, and everyone will be personal bankers.

## TABLE 7

Notes:

- 35% decline in teller transactions for River Valley since 2010. How do teller staff think about the ways in which they will reach members and meet their cross sales goals?
- Members Choice Charities -- quarterly contributions matched by the CU up to \$50 per person and \$1000 total.
- Split between the credit unions at table as to whether they will give members balances and history over the phone.
- Our teller presence isn't dropping slowly, so we get complacent. And every once in a while I have to remind my team about the other 45% of members that don't come into the office.
- We're concerned about electronic outreach and ending up in a spam box.
- But in most cases, members won't tell us they don't want to get emails. We'll leave it up to them to move us to spam.
- Can I afford not to do new things when trending shows we're heading in that direction anyway? When do you make the decision to cut expenses from dying methods?
- e-sign is great, but we're struggling with members who still have to take the check into the dealer, so they might as well just sign there too.

## TABLE 8

One of the main obstacles is how to convince the Board to transform. They are set on the face-to-face contact. The trick is to find out what others are doing, and present this information to the Board. Also, show the Board how lobby traffic is diminishing.

In addition, staff members don't move fast enough, it is hard to drag them away from old ways.

It is important to stress the user experience and determine how to become more efficient.

Credit unions need to stop micro managing.

## TABLE 9

- No credit unions at the table offer facetime to members and would be interested in hearing more about a credit union who has gone that direction.
- Branch avatars for a member to walk through branch via web page: library, loan department, teller line – virtually walk into a branch and meet with teller service rep.
- Only 11% of one credit unions transactions are over the counter and of those the majority are seniors. How do we appeal to seniors?
- Hours of the credit union were discussed, including staying open late at least one evening each week to make sure loans could be services. Staying open later costs a considerable amount to staff, with few transactions.
- Market all platforms so members know they are there and know how to use them.
- A credit union has their sales staff go out into the community, they are not in-house sales.

## TABLE 10

Tom -View this as another channel. Use online Chat and Skype. Consider using Xtend Call Center for overflow, but training your own team is very important.

John - In person service, turns into 'order takers'. You also need to have the tools – personal hardware that a member can use with the CU staff. Hold staff accountable.

Kris – moving from order takers to sales teams shows positive improvement in growth.

#### TABLE 12

- Need to figure out to how financially transform from paper to electronic.
- Reality is at some point going to have to get rid of file cabinets with loan paper. Will always need access somehow. A lot of what ifs?
- Still have some paper titles with inventory numbers at top, have to physically type every single inventory. Couldn't do it electronically if you wanted to anyway.
- Have to be more conservative when you're a small credit union and cannot afford it.
- The signature doesn't really matter anymore, the signature pattern doesn't seem to be consistent anyways.
- E-signatures are easy and the way to go.
- Dealing with the title of a car loan with packages can be complicated.

**Sometimes what is “cool” is not profitable. Sometimes what is popular doesn't end up paying the bills. How can we afford to transition to new models that don't appear to have good financial foundations?**

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#### TABLE 2

You have to give it a try, so it sets a foundation for the future, so it is a challenge. What if the technology is not being used? We are going to make it work, need to get the word out. Need a balance between technology and communication. Setting a timeline, and accepting the cost of being an early adopter. It's been getting better every day, as we get more accustom to it. What is the experience of the member when you are not there? Implementing tellers into member specialists, transaction counts are stable in small towns, how do we keep them out of the branches? How can you trust the individuals that are running the new models?

#### TABLE 3

Look for ways to do what you do differently:

- Do investigation by starting small before you make the investment
- Balance look for the tipping point/opportunity to reallocate staff taking advantage of the way members want to connect with us
- Examine what is going on at the office, your location, impact to shared branching
- Do the same things but look for ways to do it more efficiently

What things could we do better?

- How can we use texting to inform members the status of an application - how can this be automated?
- Do have members text to a personal cell phone of an employee - use an app to communicate - (Google Voice)
- Decide what you will communicate about and how much you are going to say and then apply that across all of your channels

#### TABLE 5

- Sometimes you have to transfer to something that doesn't look great but keeps your membership at a steady rate
- You need to make strategic investments
- Are we willing to turn off solutions if the cost to justify isn't there?
  - Are we analyzing those costs?

- Even if it's not profitable, we know we need to do it
- Will you lose opportunities by eliminating human services?
  - What if you don't find out they have other needs for loans, etc.
- ***We have to build a machine that has a front-end that members are comfortable using***
  - mobile sites, micro-sites, help channels, etc.
- We need to remember that there are people who are not part of Generations X & Y
  - There are people who still value service

#### TABLE 8

It makes sense to use the network. CUs would rather have something that is cheap, then spend a lot of money for an outside service, (i.e. Andera for online account opening). If it is free, the CU will deal with it. If they want the best, they have to pay for it. The CU can't be perfect at everything, just need to be good.

Kevin discussed the branch transformation that his credit union is doing. They plan to offer service spots (floating offices) at their branches. The member can pick and choose the level of service (self-service vs. having someone do it for you). There will be three different levels of service. Staff will be trained to be universal bankers. Attrition will happen eventually.

Another credit union mentioned having a 100 square foot branch with equipment that can fold into the wall. Only one staff member will be needed.

The failure of the "in store" branch concept was discussed. It failed due to many factors including staffing the credit union to match the store hours.

#### TABLE 9

- Invest in call center resources.
- Open more hours.... Use chat and provide longer and more chat hours.
- Invest in remote closing.

#### TABLE 10

Initial cost may be higher, but as it becomes 'normal' the cost can come down. Move to a commission strategy on top of general salary for employees.

Examples given regarding call centers:

Tom called his call center, the *Shamrock Center* and budgets for it separately.

Consider partnering with other credit unions to create a shared call center – economies of scale.

#### TABLE 12

- It's all about having a different mindset. A lot of small credit unions cannot afford practices but is in back of minds knowing it will eventually need to happen.
- Packages seem to be the way to go – it's just dealing with the expense and don't seem to have the answers on how to afford it.



## **It's quickly becoming a call center world, and not for answering questions but for closing the deal and fulfilling a member's needs in a new way. Do you have the plan to transition your investments? When will you begin?**

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### **TABLE 2**

For some of us, we are starting to transition to this way with Buffalo Pacific, and open accounts, and close accounts electronically. They have to be able to fulfill member's needs in a new way, all the skills that an MSR would have. You will have to give up someone on the retail side, call center used to be source of information, and is now sales driven as a virtual branch. Need to create flow, for items such as electronic documents, and making sure items are in the right places. Closing the deal is the priority in the call center, also opening up an operations center as a hub. How can we compensate right now for both call center, and retail in person for branches? We have had communities reach out to open new branches. If the banks are closing, this must mean there is no business, but we disagree, they do not want to deal with the small business, middle to upper class driven, credit unions have the ability to jump into the gap. We need both of these and we do not know how to afford it? The longer we wait to make decisions on this, is fixed assets being added to the books, which then make it harder to get rid of.

### **TABLE 3**

We are all at various stages of doing:

- Getting started is easy - Tell members you are available to communicate
- This is a constant thing - not a onetime decision and a onetime investment but an evolution of the process
- Part of the investment is in the people you hire and how you use the people your hire.- If your job duties changed every three months how do you feel about that
- Consider how people do business to determine where my investments should be made. Do I open a drive thru in my new branch or make an investment in RDC -mobile, video?

### **TABLE 5**

- Some clients prefer open concept some prefer traditional
  - Members tend to like the personal feel
- Traditional tellers are transitioned to call centers or hybrid job roles
- Video conference machines to work as teller and transaction machines
  - there is a big investment necessary and a lot of risk in adoption

### **TABLE 6**

- Jen – excited that they are adding additional locations. Most of their staff is going to be member facing. Narrowing down the walk in hours and appointment hours will be longer. Call center is getting reframed as well. Branch transactions are declining. Type of transaction is changing. Paycheck Friday folks are changing. Most members that come in are coming for issues instead of transactions.
- Jen – get to know the members. Appointment time will be used to gather information about member to help with cross selling. No place to accumulate that data.
- Jen – I can get any service I want from non-regulated institutions.
- Jen – I get that info from the member, I can partner with other organizations to help the member and gain income as well. Ex: member wants to go to Paris, refer them to an airline, car rental, etc.
- Jeff – How are you going to get that data from non-member facing?
- Jen – interviewing process will be done via skype or something equivalent.

- Chris and Jen – talking about CU wallet and Xtend’s app service. Why use a company and “gift” it to the member? Businesses are paying. Jen thinks they won’t work with small CU’s when they can use a third party. CU Wallet represents on behalf.
- Jeff – potential members are going to be reluctant to give details about their life. Jen – it’s all about how the member is addressed. Staff will be trained to have conversations.
- Younger generation wants to use FaceTime, Skype and chat.

#### TABLE 8

Yes, many have plans but realize that it may take time. For example, the turnaround for a new branch is 7 years. The CU needs to be more forward thinking on reaching out to members.

Discussion of call center experiences:

- Dept. of Labor overwhelmed the Xtend call center because of nasty members
- One CU has staff willing to stay after hours to call members
- Another CU had an issue when the call center representative introduced herself as Lynn who just happens to be a long time CU employee and the member knew that it was not the same Lynn

#### TABLE 9

- Shared branches in a warm climate.
- Baby boomers are online and mobile so the investments in those platforms would be a good strategic direction.
- One credit union is putting in a pod that will be the “air traffic controller”. They will then direct traffic to the teller, the loan officer, or whomever the service expert is.

#### TABLE 10

The table was favorable to using a call center, several do now, whether it’s their own or Xtend for off hours and overflow.

Tom has a slush fund for each manager and their team (\$1,000) to ‘do the right thing’ and there shouldn’t be any money left.

Employee training is key – when a member calls with a problem - don’t pass the buck to a manager etc. Given employees the power to serve the member right then.

#### PRESENTATIONS

Table 6 – Jennifer Oliver – South Bay CU – Their credit union considered how to deliver products/services in a new electronic way. However, they felt the credit union philosophy doesn’t come through. We want to know more about our members: what life events are important to them. And how can this information be documented without turning off the consumer? Then use that data to meet their needs. Examples: saving to landscape, or go to Europe, or they are a Lions fan, etc. Get better at recording this information. How does this turn into a revenue model. Change the frame of reference. Use Skype now.

Also they offer walk-in hours that are narrowly defined and service hours are wide – early before they open, after they close. Also use appointment based traffic with a call center (widely defined hours –uses Xtend)

Table 8 – Kevin Ralofsky, Verve, A Credit Union – The network allows to take the opportunity from a monetary standpoint. Need to get our credit union team’s buy-in. Looked at their own delivery channels. Physical branch experiences at Verve, have teller pods, use universal employees. They are considering several different ways to serve the member. Currently tellers sit at a pod where they can wait of 4 members at a time. The pod furniture is larger and can relocate between the physical branches. The idea is meeting the member where they are at and be very fluid to change when needed. Using Omni-vision that can change the physical location the employee is serving.

We pay for this using attrition, and saving space with the new models to cut cost.

RANDY – CU\*Answers is partnering with Frankenmuth on a branch that is far away from their home base but uses a universal teller with BP video or the member can press a button to use the 'station' as an ATM. It not yet successful, but is proving to be a great learning experience.

#### TABLE 12

- Doing loans face to face was cost prohibited and nothing was consistent. Once branch manager would approve this, another wouldn't. Lots of training involved. Lower underwriters and loan officers. Works great having call center for loans instead, communication is overall better.
- Some members resist and want to talk to someone in person but after they do it and realize how easy it is they come back and documents are easily transferred.
- Get the right people to do it, they will love their jobs. Branch employees love it too because they can focus on supervising tellers and don't have to worry about anything dealing with lending and an overall higher customer service for members.
- Have a corporate office or room to put up cubicles? Suggestions to do it and turn it into a call center.
- Try to e-sign what we can, but other loans can't. Probably 50/50 of what can be e-signed.

#### NOTES AFTER TABLE CONVERSATIONS:

How to deliver services in a different way, not about sales – about relationships. Lots of ways to get banking transactions done – so what is the value of being a credit union in that chain. Trusted partner, financial advisor but need to get to know members in different way. Time spent with member – getting to know member. Record information and follow up with needs online will change interactions in person more valuable. Changing frame of reference.

Being part of the network is very important, it might not be perfect. Idea is rolling out something you don't want to spend your money on or you can't spend your money on. Network allows to do that. Choose to innovate thing and choose and invest and something choose to just adopt things, challenge is getting team to agree on new practices.