

# 2019 Business Plan



Finding New Norms

# Finding New Norms

'**n**orm \ noun \

An official standard or level that organizations are expected to reach

- ⇒ Facing a New Norm in the CU Industry
- ⇒ Tactics for Finding and Accepting New Norms
  - ✓ CEO Strategic Developers Boot Camp
- ⇒ Honing the Core Competencies that Secure Our Future

# Focus 2019



10 Projects That Continue to Set the Tone for the Future

# Summary of 2019 Projects

## 1 Asterisk Intelligence Year 2

Build the Audience for a Decade of  
Products and Service Solutions

### Tactics:

- ⇒ Push the team to select a specialty and dive deeper on tactics that create an audience
- ⇒ Highlight trending software, services that are hard to replicate
- ⇒ Continue to sell the five pillars of AI



# Summary of 2019 Projects

## 2 DHD Year 2

Proving We Want a Community of Developers for Years to Come



### Tactics:

- ⇒ Focus the conversations of our network with technical leaders and dreamers
- ⇒ DHD to take the lead on Owner's Voice and Owner's View



# Summary of 2019 Projects

## 3 API-95 Year 2

Renaming the Initiative to Fit the Future



### Tactics:

- ⇒ Claim victory for API-95 and retire the project name
- ⇒ Sell the value of an active API environment in total
- ⇒ Invest to make CU\*NorthWest and CU\*South the premier third parties using our APIs in the future



# Summary of 2019 Projects

## 4 Internet Retailing Culture Year 2

Declaring CU\*Answers the Source for Direct Returns from the Web Channel

### Tactics:

- ⇒ Declare to the world, “you’ll know us by our stores”
- ⇒ Engage credit union CEOs
- ⇒ Drive revenues collected through credit union internet channels
- ⇒ Prepare for the next generation of mobile products




# Summary of 2019 Projects

## 5 Authentication Year 2

Should We Be More Direct About Our Intent, and Specialize?

### Tactics:

- ⇒ Drive the success of MACO
- ⇒ Specialize in authenticated services (yes or no, a big decision)



**INTERNET RETAILER SUPPORT CENTER**

HOME SHOP PORTFOLIO FAQ NEWS CONTACT US

Home Mobile Devices MACO (Multiple Authentication Convenience Options)

### MACO (Multiple Authentication Convenience Options)

Starting on 2/1/2018 credit unions can deploy MACO to their mobile app 2.0 features 4 different authentication types – including biometric and PIN based – the member authenticates they have access to their account within the mobile app.

Your credit union has the option to prepay for a set number of licenses based on many your credit union thinks will be active with MACO, at the end of the calendar year your credit union will then be charged for the number of active users at the end of the calendar year. If your credit union chooses to prepay and you do not use all your credit union will not be credited for current, or any future years. Your credit union can also choose to not prepay for licenses and true-up at the end of the calendar year based on the number of active users – your credit union would pay the true-up for all these users.

All final billing numbers will be calculated as of 12/31 based on active users at the end of the calendar year. If the credit union choose to prepay, you will be charged when you deploy MACO. If the credit union chooses to true-up, you will be charged at the end of the calendar year.

	Prepaid	True
Calendar Year 1	\$1.00/user	\$1.25
Calendar Year 2	\$1.50/user	\$1.90
Calendar Year 3	\$2.00/user	\$2.50

Download MACO Info Sheet



# Summary of 2019 Projects

## 6 Marketplace Development Year 2

Taking a More Aggressive Stance on  
Gross At-risk Sales Investment

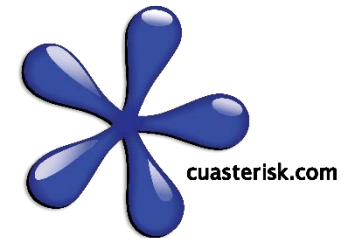
### Tactics:

- ⇒ Internal initiatives reach for new markets
- ⇒ Build new market relationships and a team that will make the introductions (year 2)
- ⇒ Continue to develop the teamwork between in-wallet sales resources and out-of-wallet sales efforts
- ⇒ Refine our formula and statements about regional gross at-risk sales investment

$$\begin{array}{rcl} A & \text{CU* Answers direct} & \text{investment in a sales area} \\ + & \underline{B} & \text{Group provider or sales} \\ & & \text{partner investment in a} \\ & & \text{sales area} \\ = & C & \text{Total investment in a sales} \\ & & \text{area} \end{array}$$

# Summary of 2019 Projects

## 7 cuasterisk.com Community Investment Year 2



More than a Distribution Network: an Opportunity Engine with the Intent to Drive Innovation, Evolution, and Execution

### Tactics:

- ⇒ Execute on the promise of Variable Ventures
- ⇒ Be more direct with the credit union leaders in Asterisk Advisory



# Summary of 2019 Projects

## 8 New Financial Capabilities Year 2

Developing Plan B, Plan C, and New Approaches to Navigating the Future

Tactics:

⇒ Kick the can down the road

Lighten the load on CUs, drop projected net income for 2019

Marketing concessions up, 111K net new members projected in 2019

Implement EFT price reductions (part 2 of 4)

COLA increase, offset by base member fee rollback

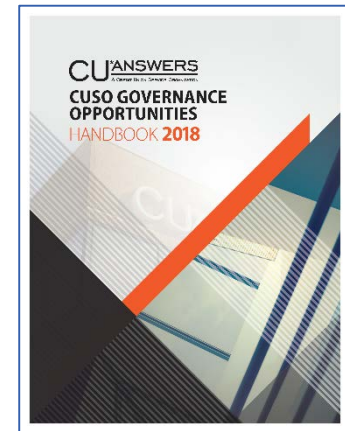
# Summary of 2019 Projects

## 9 Expanding Stakeholder Governance Opportunities Year 2

Building New Models for Cooperative Health through Expanded Owner Roles

### Tactics:

- ⇒ Execute the effort and garner experience from expanding the voices in key rooms



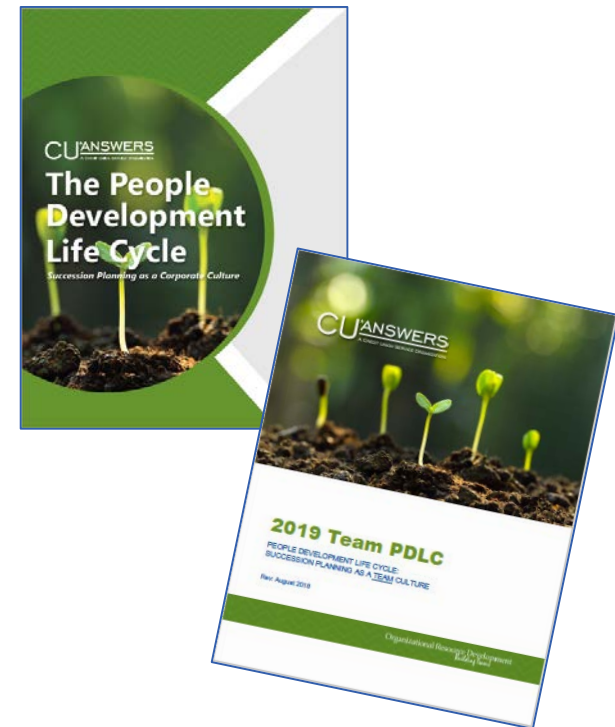
# Summary of 2019 Projects

## 10 Earning from Our PDLC Year 2

Planning is Contagious: Marketing Current and Future Planners Ready to Lead

### Tactics:

- ⇒ Expand the CU\*Answers team leaders included in our succession plans
- ⇒ Expand stakeholder participation in network planning events
- ⇒ Expose the world to the details behind the big picture



# Focus 2020



Projects for the 2020 Planning Season

# Projects for the 2020 Planning Season

⇒ We are what we study with CEOs

- ✓ CEO Strategic Developers Boot Camp
- ✓ CEO School
- ✓ 2019 Leadership Conference

⇒ Design the offers that will take cuasterisk.com to the next level

- ✓ Private copyright opportunity for CU\*NW/CU\*S
- ✓ Option on a private copyright for CU\*NW/CU\*S
- ✓ Longer-term licensing agreement for group providers
- ✓ Derivative work concepts

⇒ Round-the-clock Client service response

- ✓ Studying the impact of a full-time CSR 2<sup>nd</sup> shift

# Conclusion

- ⇒ Every year there are new norms
  - ✓ CUs hope we'll be ready, that we're changing ahead of the curve and not reacting late to the party
- ⇒ Every year we'll be fielding new challenges, new opportunities, and new team members
  - ✓ We have to prove that we're in the right place, with the right people, at the right time
- ⇒ Every year we have to find the new math that makes sure our contribution is compatible with our stakeholders' ability to pay, to stay in the game, and to profit