

# BOOT CAMP UPDATE

AN UPDATE ON THE PROJECTS FROM LAST YEAR'S CEO STRATEGIC DEVELOPERS BOOT CAMP

## DESIGNING THE FUTURE OF INTERNET RETAILING



SEGMENT A

NOVEMBER 11, 2019

## A SPECIAL THANK YOU TO THE TASK FORCE

- Daniel Phillips, BlueOx Credit Union
- Hollie Britton, Frankenmuth Credit Union
- Scott Rushforth, Horizon Utah Federal Credit Union
- Lindsey Law, Kellogg Community Credit Union
- Kaj Johansen, TruChoice FCU
- Adam Pomerleau, **TruChoice FCU**

## Keep up with project updates in the Kitchen:

open.cuanswers.com/internet-retailing

#### Designing the Future of Internet Retailing



#### April 23 & 24 **DESIGNING THE FUTURE OF INTERNET RETAILING** A CEO Strategic Boot Camp Initiative

#### **A CEO Strategic Boot Camp Initiative**

During the CEO Strategic Developers Boot Camp in November 2018, CEOs brainstormed on the future of internet banking from a big-picture, strategic point of view. In addition to exploring how credit unions envision their internet retailing strategies in the coming decade, CU\*Answers reviewed two 2019 initiatives that serve as templates for tactical approaches for internet retailing: Selling loans via internet channels, and our internet stores.

Open the slides from the 2019 Leadership Conference presentation (PDF) 🔁

Open the slides from the 2018 CEO Boot Camp session (PDF) 🔁

Open the assignments due December 14 (DOCX)

Open the other handouts and homework

#### The Task Force

The Designing the Future of Internet Retailing Task Force met on Tuesday and Wednesday, April 23 & 24, 2019. The Task Force consists of 6 participants from 6 credit unions. Their role is to help our teams determine a vision for internet retailing, imagine new ways for credit unions to sell loans via internet channels, and figure out how to stock the shelves of a credit union internet store. Most importantly, this group is helping us to write a new rulebook for the way credit unions interact with members in the spirit of true internet retailers.

#### **Projects in the Works**

s the Task Force is working on with our teams:

**:k Offers** and **Instant Loans** – Moving from loan to a game plan where you *offer* them a

guaranteed loan.

Forms and Request Center – Helping CUs increase their online request and
 fulfillment offers to members by a hundredfold

# **PROJECTS THAT INSPIRE AND PROVE OUR POINT**

#### RETAILING: ACTIVITIES INVOLVED IN SELLING GOODS TO ULTIMATE CONSUMERS

## IClick Credit Card Offers

 Asking the member if they want a loan: transferring the power of deciding to the consumer

### CD-secured Loans

 Shock and awe: a click in an unexpected place that creates an unexpected transaction

### Loan Modifications

 Maintenance re-envisioned as goods to be sold via the internet

## CLR Path and automated decision models

 Highlighting what you know is more important than what everyone knows

## A New eSigning Experience

 Upgrading a symbolic ceremony for speed, convenience, and opportunity

### Firing up a new approach for internet lending via the CU\*BASE LOS platform

 Armed with CEO Strategic Developers Boot Camp projects, we'll take another crack at the perfect internet LOS approach

## **1CLICK CREDIT CARD OFFERS VIA IT'S ME 247 DESKTOP AND MOBILE**

### TRANSFERRING THE POWER OF DECIDING TO THE CONSUMER

- Members are identified based on credit union defined criteria
- Credit card offers will display in
   It's Me 247 desktop/mobile banking
- Acceptance of the offer is member-driven, and funds are available immediately
- CU is notified of acceptance and handles card orders as usual





YOU'RE APPROVED FOR A CREDIT LIMIT OF \$1,000.00 - NO CREDIT CHECK REQUIRED

\$30.00

ACCOUNT TOTALS

View Offer

\$20.65

\$30.00

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## CD-SECURED LOANS WITH INSTANT ACCOUNT CREATION

A CLICK IN AN UNEXPECTED PLACE THAT CREATES AN UNEXPECTED TRANSACTION



	REQUEST A NEW CD LOAN	
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uccess Credit Union now offers CD-secured loans nuch you'd like to borrow, up to the current bala our monthly payment. The loan must be paid off	nce on your CD, and choose a term to determine	
itart a Loan Secured by a Certificate: 1	2 Month CD	
Loan Amount (Up to \$5,000.00)	Processing Fee	
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Terms (Up to 18 Months)	when you create this loan. Select an account from which the fee should be withdrawn:	
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20.10

Your Proposed CD-Secured Loan					
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all 🗢 🗖

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## LOAN MODIFICATION REQUESTS (AUTO-APPROVED OR SENT DIRECTLY TO YOUR UNDERWRITER QUEUE)

#### CAN CREDIT UNION ONLINE STORES DO MORE THAN SERVE MEMBERS?

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# CLEVENT ANON-FICO DECISION MODEL FOR THE GRAY AREAS

### HIGHLIGHTING WHAT YOU KNOW IS MORE IMPORTANT THAN WHAT EVERYONE KNOWS

- A decade ago, did you predict you would be a model-based lender?
  - Are you still waiting?
- By the end of 2020, CU\*Answers will offer 4 different model approaches
  - 3 of them are based on what everyone knows
  - 1 of them will be based on what *you* know
- How will you blend these models? What do you predict for a decade from now?



Mockups only; subject to change

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#### CREDIT SCORE | I'M A SILVER MEMBER

#### **Your Credit Score**

Below is the most recent score the credit union has on file for you, from the last time one was obtained (notice the "as of" date). Viewing this page does not initiate a request for credit information directly from any bureau. Contact us if you have questions or would like more information.



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details: <u>Innessign clanswers com</u>



a higher level of confidence

Are you tracking the coming price increases for FICO-based scores? Will you be converting to the VantageScore?

# A NEW ESIGNING EXPERIENCE

UPGRADING A SYMBOLIC CEREMONY FOR SPEED, CONVENIENCE, AND OPPORTUNITY

- Yesterday: Identify a generic electronic signing product, and just start using it
- Today: Rebrand a generic electronic signing product to your locations, and start specializing a unique e-closing experience for your members
- Tomorrow: Refine unique e-closing experiences to include automated eclosings, presented by CU\*BASE and verified by CU\*BASE, resulting in instant disbursement of funds in a single stream

Watch

the video!

ondemand.cuanswers.com/e-signaturevirtual-closing-rooms-in-its-me-247/





#### dit Union

Accounts New Accounts Pay & Transfer My Documents

80

#### ♥VIEW SESIGN UPLOAD DOWNLOAD Whether you are at your computer, tablet or

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Virtual Closing Room Tips

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#### WHAT DERAILED A PRETTY GOOD PRODUCT?

- Armed with CEO Strategic Developers Boot Camp projects, we'll take another crack at the perfect internet LOS approach
- You can't improve you can't see
- What do we all know about our CUSO's internet LOS from a member's perspective? From a strategic perspective? From your staff's perspective? From your perspective?



Announcing a new video lab to better understand our internet LOS

#### LET'S TAKE A TEST

How many loan products can you sell from It's Me 247?	99 loan products can be sequenced to appear on the rate board
Can a member get an <i>approval</i> from an <b>It's Me 247</b> loan app?	Yes, with a 247 Lender decision
Is risk-based pricing offered during an It's Me 247 loan app?	Yes, after permission is granted to pull a credit report
Does the online app offer an "as low as" rate as well as an actual rate to the member?	Yes, actual rate appears after permission is granted to pull a credit report
What is the difference between an internet-enabled member and a non- member?	Non-members must complete all data; members don't need to fill in personal info

LET'S TAKE A TEST

If not internet-enabled, a member is forced to log in before proceeding	What is the difference between a member who is not internet-enabled, and one who is?
Less than 30	Are there more or less than 30 pieces of data needed to complete an app?
13 pieces are required to save a lead	How many pieces of data are required prior to saving a lead?
No, other than a comment that a loan officer would need to notice	Can the member expedite a loan application for a faster decision?
Yes, presented as an option after granting permission to pull credit	

## ANNOUNCING THE NEXT VERSION OF OUR INTERNET LOS FOR MEMBER APPLICATIONS

IT WILL START WITH A CEO PROJECT IN 2020, AND MOVE QUICKLY TO YOUR TEAMS IN 2021



# **ONE-WAY FORMS**

#### NON-MEMBER APPS ARE A $\underline{CU}$ SPECIALTY

- Self-service forms creation coming in 2020
- A POC project to test a partnership between UDM and credit uniondefined forms by the end of 2020
- A high-energy effort to create an active forms community and best practice-approach to increase forms usage tenfold
- New front-end routing to increase member awareness of form gateways



## NEW ACTIVATION SCHEME FOR FIRST-TIME ONLINE BANKING USERS

#### ENABLING INTERNET CHANNELS FOR BORROWING MEMBERS SHOULD BE NO BIG DEAL

#### New Members and First-Time Users - Method B (Multi-factor)

This method uses a multi-factor technique for brand-new members. This technique can also be used by existing members the very first time they access online/mobile banking.

Allow first-time setup via (Note: Access codes will evaluation of the sent via text or email) Code sent via text Code sent via text Code sent via text or email Do not allow

> Just turn it on: Tool #569 Online/Mobile/Text Banking VMS Config > Online Banking Password and Security Settings



You should have received it within a few minutes. If you feel you have waited long enough, or selected

the wrong delivery method, please request a new code.

# WHERE TO BEGIN?

IF IT'S ALL ABOUT EXPERIENCE, THEN WHOSE EXPERIENCE MATTERS THE MOST?

How would you prioritize these?



The member experience



The CU loan officer's experience



The lending VP's experience



The credit union CEO's experience

It might surprise you what I learned in some credit unions this summer













Alpha - Prod Panel\_Chart..











F-

old Inbox - MWarren@...



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Work w/ Loan Req

SUBMIT- UNDERWRITER

SUBMIT- LOAN REVIEW

1 - 4 hrs 🧕

4 - 8 hrs 🧕

← → ↑ ॥ ≞ ♂ i ? @

🔊 Snip & Sketch

1 >1 day 🧕

**New Application** 

Activity Tracking

View Power Line

Web Version

Counts by UW Code

Refresh

337141

337142

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337144

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337022

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<u>Checklist</u>

lore Today's CU\*BASE LOS "The Loan Queue"

A Photos

Desktop <sup>※</sup> へ 緊 (小) 4:03 PM 11/4/2019

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Action

RY RY PENDING- NEED INFO

96 96 HOME BANKING REQUEST

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 $\mathbf{4}$ 

55 55 COUNTEROFFER

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DEALERTRACK

ROUTE ONE

Mockup only; subject to change

UW Comments

App Comments

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Jun 19, 2019 19:50 HB

Jun 19, 2019 10:45 MA

Jun 19, 2019 21:25 CU Fail Fltr

Decision

Delete App

5

Jun 19, 2019 09:33 CU Fail

Cmt Jun 19, 2019 20:13 HB

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NonMbr Cmt Jun 19, 2019 09:42 RO

NonMbr Cmt Jun 19, 2019 09:46 RO

**Key Activity Tracking** 

Dealer

Loan File

SUBMIT- MSO/MSR

HOME BANKING REQUEST

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Alpha - Prod Panel\_Chart...











Mockup Ads

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# Session CU\*BASE GOLD Edition -

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#### Work/View Application Status

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337108	Contraction of the second second	ē	Jun 19 15:42	CU		Fail		A			Model-Requested			
337117	ALL DE LA COMPANY OF ALL DE LA COMPANY	ě 😐	Jun 19 16:15	RO				1	4	14	APPROVAL INDIRECT			
337124	and a second second	0	Jun 19 16:43	SA		Filter		LI LI	H I	69	PENDING- NEED INFO			
337126		ě 😐	Jun 19 16:47	RO				L	н і	LH	COUNTEROFFER			
337133	and a second		Jun 19 17:16	RO				L		LH	COUNTEROFFER			
	Work With Loan Request Underwriting Comments Dealer Checklist													
Applica	ation Comments	Loan File		Del	ete Ap	plication								
New Appli	cation Refresh	Booked Loans Denied Processir			enied Processin	g	Pending Processing			Activity Tra				
Counts by	UW Code Web Ve	View Power Line Key Activity Tracking Wa					Wait Time	Vait Times This Week Work With						
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## Today's CU\*BASE LOS (standard size)

Mockup only; subject to change

Skype for Business ...

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Resources

🐼 Snip & Sketch

🔯 GUI Building - LVP... 🐹 Session CU\*BASE ... 🎆 Interaction Desktop Desktop \* 🔨 🕵 🖓 👬

_	CU*BASE GOLD Edition - Tools Help									- 🗆 X
Wor	k/View App	lication St	tatus						Pe	ending Processing
Create	ad Jan 01, 2019	to Oct 22	, 2019 🛗	Jump to: Loan	app # 33	6957 L	ast name			
								Cer	ntral Un	derwriting Status
App #	Applica	ant Name	Date/Time	Delivery Channel	Pass	Fail	Review	Int	ID	Action
336957	М	<b>?</b>	Jun 18 15:07	CU*BASE		Fail		BQ		Model-Requested
336959	C	•	Jun 18 15:09	CU*BASE				AB	01	PENDING- NEED INFO
336961	R	•	Jun 18 15:12	O'Connors Auto Outle	E			14	14	DUPLICATE APPLICATIO
336962	к	IR 😯	Jun 18 15:12	CU*BASE	Decision			AO	04	PENDING- NEED INFO
336963	J		Jun 18 15:16	CU*BASE		Fail		M5		Model-Requested
336964	Т	D 💡 🧯	Dun 18 15:19	CU*BASE		Fail		AO	04	APPROVED- CONDITIONS
336965	J		Jun 18 15:22	CU*BASE		Fail		OM		Model-Requested
336966	R	• • • • • • • • • • • • • • • • • • • •	Jun 18 15:24	O'Connors Auto Outle	E			14	AD	APPROVED- AUTO DEC.
336968	к		Jun 18 15:29	Online Banking				96	SV	PENDING- NEED INFO
336969	J		Jun 18 15:27	CU*BASE				R2	R2	PLAN ONLY-NO LOAN
336970	M	😮 🦻	Dun 18 15:28	Dealer Track				LH	LH	COUNTEROFFER
336972	G		Jun 18 15:34	CU*BASE	Decision			KF		Model-Requested
336973	М	9	Jun 18 15:54	CU*BASE		Filter		MV 💛	<u></u>	APPROVED- CONDITIONS
336974	J		Jun 18 16:00	CU*BASE		Fail		KF	$\bigcirc$	COSIGNER INFO ONLY
336975	J		Jun 18 16:01	CU*BASE		Fail		KF		Requested
336976	C		Jun 18 16:01	CU*BASE		Fail		AL	69	PENDING
336977	B		Jun 18 16:01	CU*BASE		Fail		KF		Mo -
336979	S		Jun 18 16:07	CU*BASE	Decision			LB	AD	Tomorrow
336980	R	9	Jun 18 16:12	CU*BASE	Decision			BQ	AP	7
336984	A	9	🦻 Jun 18 16:20	CU*BASE		Fail		55	(	CU*BASE L
336985	R		Jun 18 16:24	Online Banking				96		
336986	D		Jun 18 16:27	CU*BASE		Fail		MO	A	
336987	J		Jun 18 16:30	CU*BASE		Fail		AL	A	(size L)
336989	Ертин энэнкемте		Jun 18 16:42	Online Banking				96		
Work	Vith Loan Request ation Comments	Underwriting Loan File	g Comments	Dealer I	Decision ng Process	Checklist		96		
New Appl		Refresh	Booked	Loans	Denied Proces	ssing	Pending Proce	ssing	Act	ivity Tracking
Counts by	Underwriting Code	Web Version	View P	ower Line	Key Activity Tr	acking	Wait Times Thi	is Week		
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Interaction Desktop

GOLD Production

Alpha - Prod Pa

GOLD Beta

Password Safe

Tracker Desktop

Notepad++

Teller T2 Mockup Ads

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Desktop <sup>≫</sup> ∧ 🕵 ¢୬) <sup>3:26 PM</sup> 투

🔀 GUI Building - LVPP... 🐹 Session CU\*BASE ... 🦂 Session 2 CU\*BASE ...

#### Work/View Application Status

Pending Processing

Created	d Jan 01, 2019 🛗	to Oct 22, 2019	Jump	to: Loan	app #	Last nan	ne							
											Centr	al Underwriting Status		
App #		Applicant Name		Application	Date/Time	Delivery Channel	Pass	Fail	Review	Int	ID	Action	Pipeline View	
336957	М	Non-Mbr	See Comments	Jun 18, 20	19 15:07	CU*BASE		Fail		BQ		Model-Requested		
336959	С	Non-Mbr		Jun 18, 20	19 15:09	CU*BASE				AB	01	PENDING- NEED INFO	Booked Loans	
336961	R	Non-Mbr		Jun 18, 20	19 15:12	O'Connors Auto Outl	1			14	14	DUPLICATE APPLICATIO	Denied Processin	g
336962	к	Non-Mbr		Jun 18, 20	19 15:12	CU*BASE	Pass Decision			AO	04	PENDING- NEED INFO	Pending Processin	
336964	T COLOR COLOR	Non-Mbr	See Comments	Jun 18, 20	19 15:19	CU*BASE		Fail		AO	04	APPROVED- CONDITIONS	Pending Processi	ig
336966	R	Non-Mbr		Jun 18, 20	19 15:24	O'Connors Auto Outl	1			14	AD	APPROVED- AUTO DEC.		
336970	M	Non-Mbr	See Comments	Jun 18, 20	19 15:28	Dealer Track				LH	LH	COUNTEROFFER		
336994	x	Non-Mbr		Jun 18, 20	19 16:46	MARSH AUTO SALES				14	sv	PENDING- NEED INFO		
336998	A	Non-Mbr		Jun 18, 20	19 16:55	Online Banking				sк	SK	PENDING- NEED INFO	Filters	
336684	S			Jun 17, 20	19 08:40	CU*BASE	Pass Decision			NK		Model-Requested	UW status Sel	lect
336687	D		See Comments	Jun 17, 20	19 09:03	Online Banking		Fail Filter		TR	HR	PENDING- NEED INFO		lect
336689	к		See Comments	Jun 17, 20	19 09:24	CU*BASE	Pass Decision			TR		APPROVED- CONDITIONS		
336690	C			Jun 17, 20	19 09:29	CU*BASE				KR		Model-Requested		lect
336691	Hereit			Jun 17, 20	19 09:31	CU*BASE				NK	JO	PENDING- NEED INFO		lect
336692	S			Jun 17, 20	19 09:31	CU*BASE		Fail			CX	PLAN DATE LOAN	category Sel	lect
336694	R			Jun 17, 20	19 09:37	CU*BASE				HR			ede Sel	lect
336697	N			Jun 17, 20	19 09:48	CU*BASE		Fail Filter		51		omorrow's	ch Sel	lect
336700	E			Jun 17, 20	19 09:56	CU*BASE		Fail Filter						lect
336703	L		See Comments	Jun 17, 20	19 10:01	CU*BASE						J*BASE LOS	Sel	lect
336706	Р			Jun 17, 20	19 10:12	CU*BASE								
336707	L			Jun 17, 20	19 10:12	CU*BASE				r		(size XL)		
336708	D			Jun 17, 20	19 10:16	CU*BASE	Pass Decision							
336710	к			Jun 17, 20	19 10:21	CU*BASE		Fail Filter		AB				
336713	D		See Comments	Jun 17, 20	19 10:26	Online Banking				MV	SV	APPROVED-		
Work W	/ith Loan Request	Underwriting Commen	ts Dealer		ecision	Checklist						<b>↑</b> ↓		
Applicat	tion Comments	■ Loan File	Delete	Application										
New Applica	ntion	Refresh		Booked Loans		Denied Proc		Pendi	ng Processing		1	Activity Tracking	Counts by Underwriting Code	
Web Version	1	View Power Line		Key Activity Tra	king	Wait Times	This Week							
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OTHER IDEAS WE'RE WORKING ON NOW

- Allow members to tell us when they want the loan
  - Sort apps in the queue based on this selection and add new procedures to streamline the process

## Change how leads are captured and followed up

- Add configs to process loan apps differently if they are incomplete, or if they don't include credit pull authorization, etc.
- Create "come-back-and-finish" functionality for internet-enabled members
- Build Member Reach-type responses to sort loan apps and clear the queue more effectively



# NOW A PROJECT FOR YOU

# ARE YOU LAUNCHING ENOUGH TACTICS TO INSPIRE A NEW CULTURE?

What project recommendations would four CU\*Answers experts make for turning your credit union into a better internet retailer?



# THANKS FOR THE DAY!

2019 CEO Strategies Week



# TRAFFIC ALERT!

There's a parade starting nearby tonight at 7:00pm

If you parked in the DeVos parking garage, **exit via Michigan Street**, not Monroe



Ceremony of Remembrance immediately follows the parade at Veterans Memorial Park.