

# PROVE IT 2020



ASTERISK INTELLIGENCE

**DATA FACT**

*PRESENTED BY THE ASTERISK INTELLIGENCE TEAM*

**CU\*ANSWERS**  
A CREDIT UNION SERVICE ORGANIZATION





## Raising Data Awareness to PROVE the Value of Data

Have you been surprised by specific data about your credit union lately? Seen some information and had it raise more questions for research? Discovered (or re-discovered) a data source you didn't know you had at the click of a button?

There are thousands of facts available about your credit union, and simple tools to find them.

The Asterisk Intelligence Team has been working to prove the simplicity and value by generating daily summaries of 1 - 3 facts we can find for a credit union. We write up the facts in an email and send it off - It's up to you to decide if they're interesting and valuable to you.

What is your data strategy and what do you study most often? Do you ask for data to support proposals and decisions?

**In 2020, use data to PROVE IT**

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Unused Cards Last Month- Understand the context on what is a normal pattern of usage for your membership's utilization of their plastics. Check it every month to track an old BIN's rate of conversions from active to closed as you transfer expiring cards to the new BIN.

## Why Your Members Call **\*TOP PICK** ..... 5

Go beyond the idea of 'We Answer the Phone' and starting thinking 'We Service Our Members Through Another Channel - the Phone.' What's different about the members that call your credit union, and why do they call you?\*

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Have a little fun with analysis and study your Gamers - the people who use their credit union account to pay Xbox, PlayStation, Steam, or Twitch subscriptions. See how much spending power they have, just how many of your eServices they use, and more.

## Teller Analysis Time of Day **\*TOP PICK** ..... 11

Teller line activity and volumes are popular topics and hold valuable operational insights - Dig into the hourly stats either in aggregate, by day, or per branch and learn answers to questions such as - What is the peak hour of members served? Is teller work consistently weighted toward certain periods of the day? Just one, or multiple periods?

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Gain answers to the following questions: Are there members on the verge of leaving your credit union? How did the members who have already left warn you that they were leaving?



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Dig into the details and common characteristics of both the memberships joining you and leaving you. Use the information to work on attracting more of the people proven to be most interested in your credit union. Or focus on stemming the outgoing flow once you know more about the type of member who moves on.

**Revolutionize Your Operations \*TOP PICK ..... 17**

What data or operational insights would change the way you do business? Are you constantly waiting for tomorrow's technical enhancements telling yourself that you'll engage with your data when it's easier, automated, or after then next great enhancement? Stop the hamster wheel, turn "Some Day" into today; you're closer than you think!

**How Your Members Transact..... 18**

Ever wonder how your members like to spend money with your credit union? Analyze the different channels of spending and see if your credit union is viewed as more of an in-branch transactor, or if your members prefer self-services over working with your tellers.

**Where Your Members Branch ..... 19**

Gather the numbers and dig into the details on the flow of member (and non-member shared branching) visits to your branches. Answer the questions - How many branch visits are for loan payments? Are branch visitors generally net savers or net borrowers? And more!

**Year over Year Fee Income..... 20**

Monitor your monthly fees and service charge income, manage your defined fee waivers, and compare income across periods to ensure your fee programs are performing as desired. Track your total opportunity, waivers, and fees assessed to maximize efficiency and optimize results.

**Credit Score History Analysis..... 21**

As a stand-alone idea, or part of a deeper study into loan acquisition - Make sure to study credit pulls. How many credit pulls have you performed year-to-date? Is that on-par with how many you'd performed up to the same date last year?

**Christmas Clubs in Review ..... 22**

Know which generation is most likely to be attracted to your Christmas Club product and discover when you'll see the highest interest organically (hint - also the best time to promote the product?). How much are they saving month-to-month, and is there is opportunity to get these savers engaged with a checking account as well?

**Fee Refunds History by Employee \*TOP PICK ..... 23**

Employee - Track fee refunds per month and learn answers to questions like - What employee is processing the most fee refunds? The fewest? What kind of members are we typically refunding fees for?

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See your loan portfolio in a whole new light! Review borrowers credit scores and tenure, compare loan product penetration, member income, and average demographics. Use this data to locate actionable opportunities, generate marketing campaigns, and increase member engagement!

**Products and Services Per Member ..... 25**

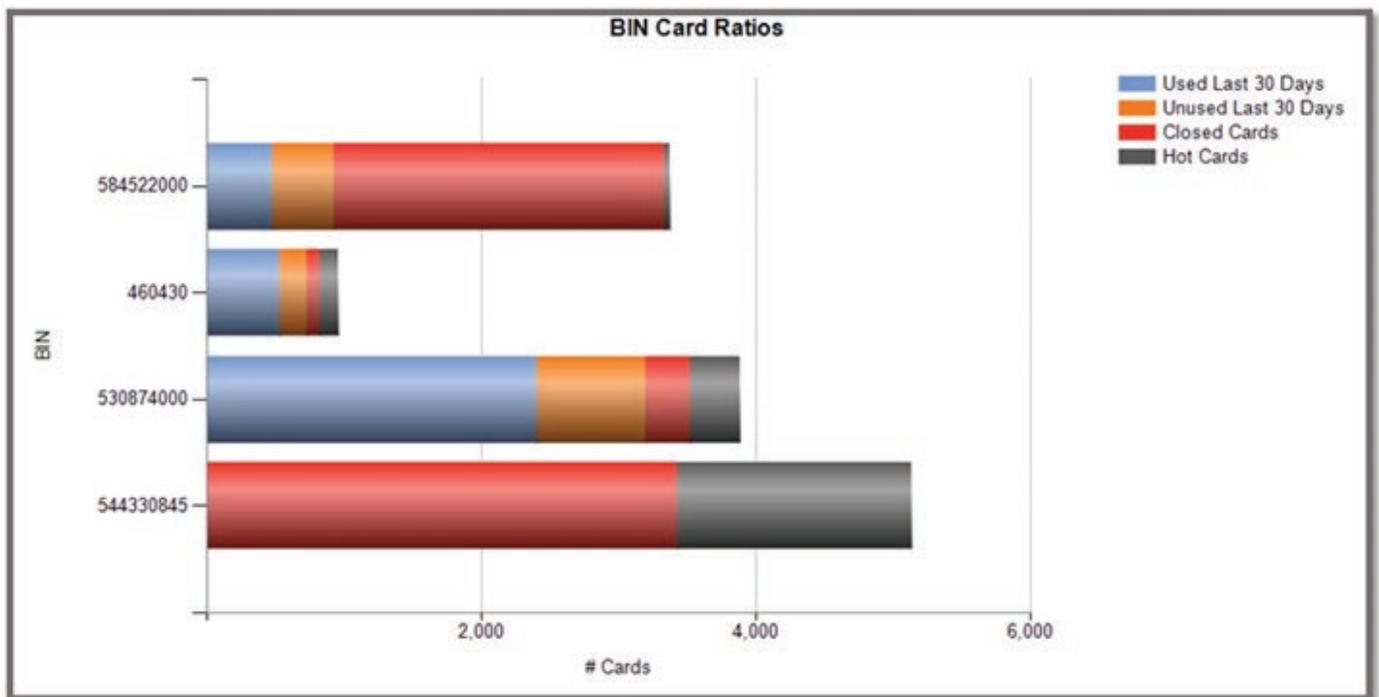
Do you consider your new members to be engaged? Gain insight into the level of participation and time it take your new members to engage in products and services at the credit union.

## EFT Usage – Unused Cards Last Month

Today I pulled some data on the usage of your various plastics options and I found some things I want to spotlight today. Please forward along to anyone on your staff you may find use from this data and information. Based on February 2019's activity for any card at Active stat us - **at least 1 in 4 cards are going unused per month** across most of your plastics portfolio. Usable cards were defined as any not closed or hot carded.

- 26% (191) of members' usable credit cards went unused.  
- 191 out of 727
- 25% (792) of members' usable debit cards went unused.  
- 792 out of 3198
- 48% (451) of member's usable ATM cards went unused.  
- 451 out of a 930

The tool that produces this information has a data source that can be trended over time via a custom report and trends can certainly help to provide context on what is a normal pattern of usage for your membership's usage of their cards. The chart below also helps to show the same information plus information on the cards at Closed status and any Hot Card status per BIN:



The same data source that shows us this breakdown can be used to further pin down the sub-sets of cards that are Active status but have gone unused for the different ranges of time (60 days, 90 days, 120 days). There is opportunity here to export the lists of members and promote the idea of resurfacing your CU's card to the top of their wallet.

Let me know if you have any questions about my numbers or the tool that I used to evaluate this today. Thank you!

## Sarah's Top Pick

### Why Your Members Call

Today I'm reaching out to share some information I found when taking a look at your credit union's Wrap Up Codes Analysis via the Why Your Members Call Dashboard (Tool #1315). I found some pretty cool information, and thought I'd share!

First, this dashboard analyzes the use of Wrap Up Codes, both the Call Type and the Primary Subject codes, to show why and how often your members are calling. Wrap Up Codes are credit union defined codes used by employees to describe a Phone Operator interaction upon exiting the Phone Operator tool.

While in this dashboard, I looked at the month of January and only worked with your credit union's employee IDs, and avoided using the 'Internal Use' and 'Accessed Wrong Account' primary subject codes to get a better feel of **why your members are calling**.

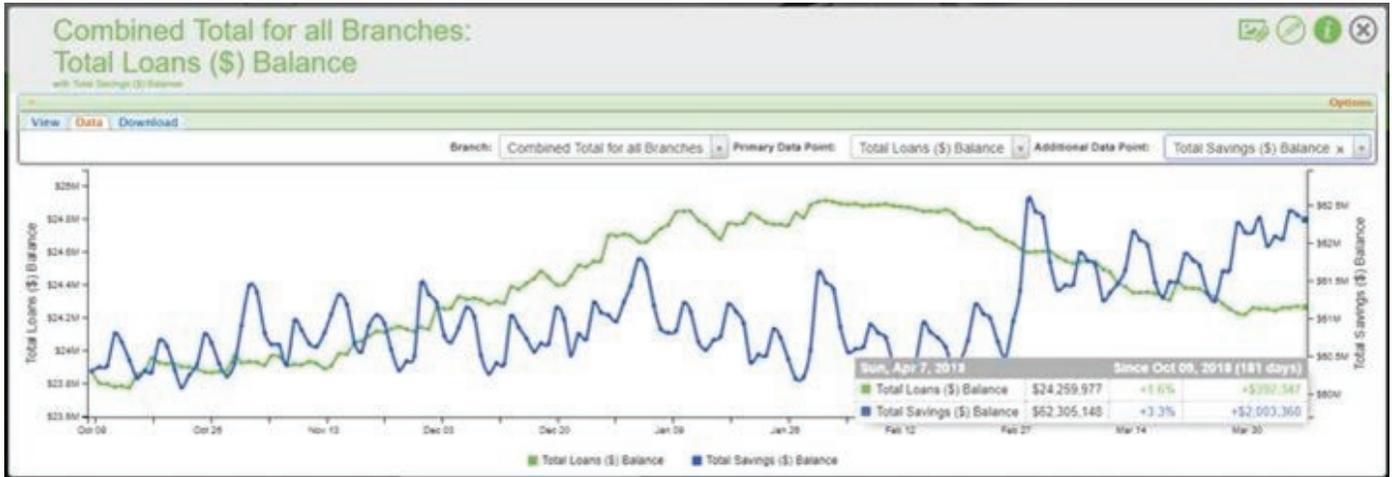
**Insights:** Here's what I found!

- There were 184 Phone Interactions recorded with Wrap Up Codes between 01/01 and 01/31/2019, totaling over 40 hours of time spent on the phone with members by your credit union staff.
- Your employee Stuart Allen took more than 145 calls, mostly focusing on Account Inquiries, and spent an average of 2 hours on the phone in the month of January.
- Fridays appear to be the most popular day for phone calls, unique members, and transactions performed.
- The top 4 reasons members call according to these wrap up codes are –
  - Account Inquiry (INQ)
  - Loan Payment (LNPMT)
  - Collection Matter (COLL)
  - Online Banking (OBKG)
- Seeing as how these top 2 transaction types could likely be handled in Online Banking, a call campaign to these members for self-services could be beneficial and save 29 hours, or 3.6 eight-hour work days of time spent on the phone.
  - This is assuming that your members have labeled these Phone Interactions appropriately.

There are quite a few more angles we could take with this dashboard, so let me know if you or your staff might be interested in looking at this information in more detail. Thank you!

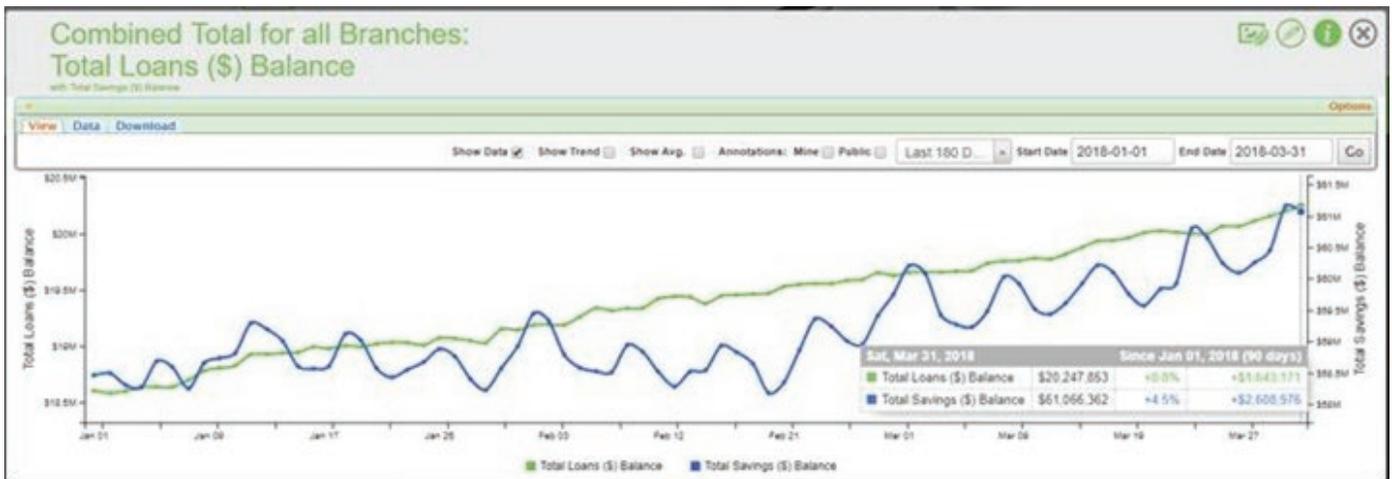
# 180 Day Portfolio Movement

Each day I take a few moments and dive into a credit union's data to see if I can find any operational trends or insights to share. Today I decided to review your loan and share portfolio balances using Analytics Booth. The chart below details 180 day balance changes for both your loan and share portfolios.



As we can see both Shares and Loan balances have increased over the past 180 days, 3.3% and 1.6% respectively which is great – but the recent declining trend in your loan balance caught my eye. I decided to dig a bit deeper and see if this is an annual trend we see each year or if I could locate any insights from the data.

First I generated this same graphic for the period of Jan 2018 – March 2018 to see if we see the same declining balances in Q1. This proved not to be the case, last year we saw 8.8% growth in Q1 so it did not appear to be an annual trend to me.



As a final step, I used the Analytics Booth Loan Portfolio Dashboard to calculate 90 day balance changes in of your specific Loan Categories. We can see in total the 90 day balance change has been \$509,818 with over half of the change being a declining in Used Auto Loans with notable balance changes in Personal Loans and Low Rate – Prime + 3.9% as well. Of course there is growth as well – Your Second Mortgage product and indirect lending new and used products have all seen notable growth.

### Top Declining Balances

Ln. Catg	Description	Total Balance (Sum: 20,745,294) (90D Chg: -509,818)		Current Weighted Average Rate
02	USED VEHICLE	-276,130	3,606,353	8.294
10	PERSONAL LOAN	-107,962	1,341,382	12.630
50	LOW RATE - PRIME + 3.9%	-99,867	635,513	9.064
01	NEW VEHICLE	-77,144	796,619	5.264
29	HELOC	-44,571	2,086,454	5.199
51	LOW RATE - PRIME + 5.9%	-39,430	426,159	10.796
15	OPEN END PERSONAL LOC	-26,017	220,453	6.890
07	G&D USED VEHICLE	-25,237	552,999	9.274

### Top Growing Balances

Ln. Catg	Description	Total Balance (Sum: 20,745,294) (90D Chg: -509,818)		Current Weighted Average Rate
23	FIXED RATE 2ND MTG	+114,130	3,771,236	6.003
11	INDIRECT NEW VEHICLE	+98,393	772,765	5.323
12	INDIRECT USED VEHICLE	+49,532	5,275,300	6.055
30	MBL: SECURED LOC (IN HOUSE)	+10,000	10,000	5.750

These facts may or may not be new to you, or of much interest. But the point is CU\*BASE and our suite of products has many great features available which can help you identify trends, locate growth or declines, and provide the operational insights and knowledge you need to make informed decisions and respond when necessary. If I can ever be of any assistance with any of your data strategies please let me know. Thanks!

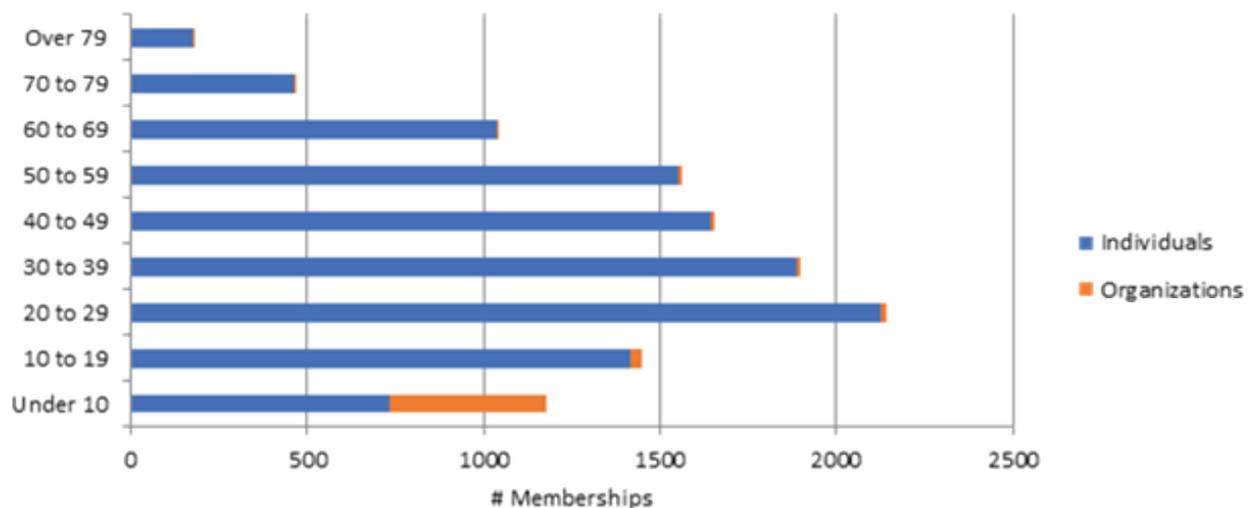
## Member Retention by Year Opened

I am reaching out as part of our Asterisk intelligence initiative to promote data that we have discovered about your credit union. I spent some time today reviewing the Member Retention by Year Opened dashboard (Tool #509) and found some interesting data to share with you.

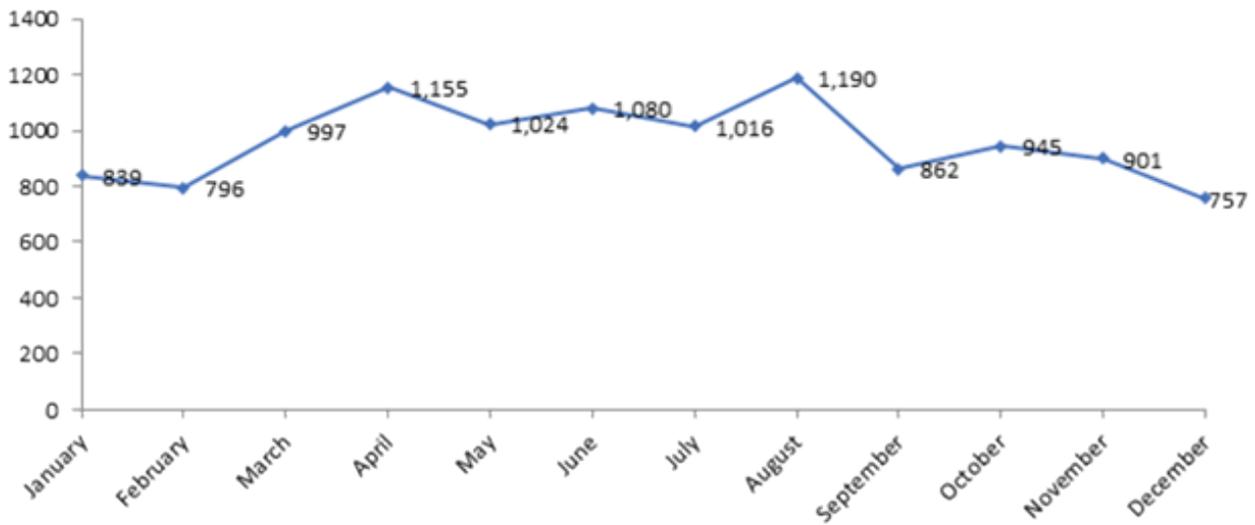
After a review of all memberships from 2002 to 2018...

- Of all memberships opened in 2018 (13,084), 88% of these memberships were still open 1 year later (11,552). The 88% retention is 3% less than members who opened their membership in 2017 (1 year later) and 5% less than members who opened their membership in 2016 (1 year later).
  - Has your credit union performed any different operations over the last year to more proactively purge memberships that may otherwise be dormant, etc.?
- When using the Common Bonds feature to analyze the 11,552 members that are still open/active memberships (from a membership that was opened in 2018...) the greatest majority of members came from the 20 - 29 age group (see first graph below). I know your team does an excellent job of marketing and an excellent job of adopting new software, and it appear that this has truly had an impact on the total number of members that joined the credit union in 2018.
  - I also see that August 2018 was the month in 2018 where more memberships were opened than any other month in 2018 (see second graph below). This was also the month where the most memberships were opened in 2017 and 2016. Is there a membership promotion that your credit union runs each year that could be the cause for this lift in August each year? What your credit union's plans for capitalizing on this energy in August 2019?

### Age Group Composition



## Month Opened



Within the last couple of years, we enhanced this dashboard to include all of the common bonds details with a new feature that allows the end-user to simply click (each gray box is clickable...) on the population of members that they wish to analyze and then choose whether or not the data should be exported (for quick communication, follow-up, etc.) or whether the group should be analyzed further using our Common Bonds analysis techniques. All of this can be done by simply clicking any of the gray buttons in the screenshot below because each gray button is a population of members.

## Where Your Members Shop (Gamers)

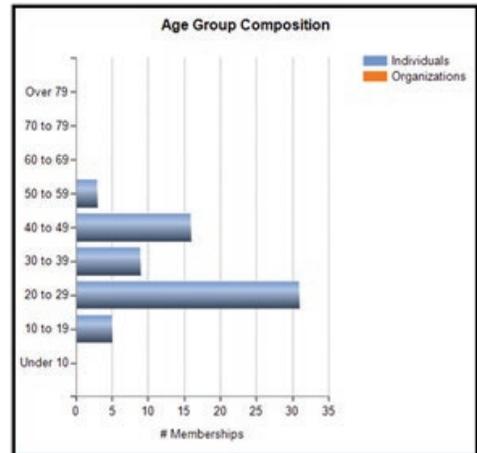
I spend a little time each day looking for quick numbers to analyze on various topics across CU\*BASE credit unions and I want to pass along some interesting info I was able to discover today about a small specialty segment of your members – **Gamers, the members who pay an Xbox or PlayStation subscription** (in the month of January 2019).

This is a fun group to pick out and study even if they are small. The idea here is that the same process can be applied to other small but targeted groups you might want to understand or market to – Travelers, Ride-Sharers, Food Delivery users, Amazon Prime users, Buyers of Baby Items, Donating to Causes, etc.

Here's a couple quick stats you or I can quickly find on your Gamers:

### In January 2019

- 116 transactions and \$2,359 spent on Xbox or PlayStation subscriptions or games
- 64 members - The “Gamer” Member
  - Average Age = 31 (see age distribution chart)
  - 2.3 products per member & 5.5 services per member
  - Average checking account balance = \$789
  - 48% are in the “college” age range of 20-29, while just 8% (5 people) are 19 or younger.



Members this group are significantly more likely to be using electronic services (not a surprise?). It's surely a contributing factor that everybody does already have a checking account (source of their payments to Xbox/PlayStation). But the margin is wide with this group:

- 49% enrolled in eStatements (vs 30% membership-wide)
- 75% have email on file (vs 52% membership-wide)
- 57% actively use mobile banking (vs 15% membership-wide)

It's a relatively small sample size to study, but it does represent those at your specific credit union who use their account to pay for their primary gaming subscriptions. If you have any questions about the data here, please reach out and I'd be happy to clarify anything you need.

# Annalyn's Top Pick

## Teller Analysis by Time of Day

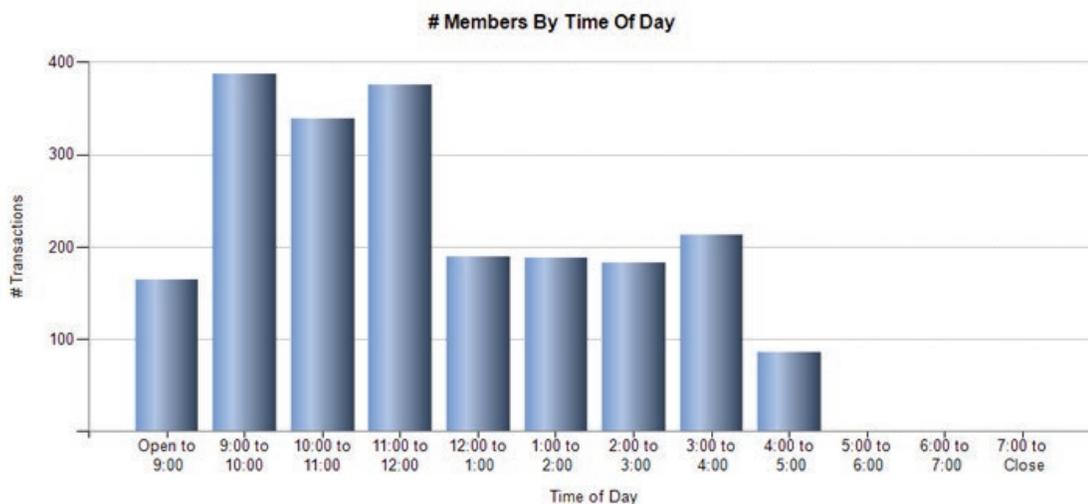
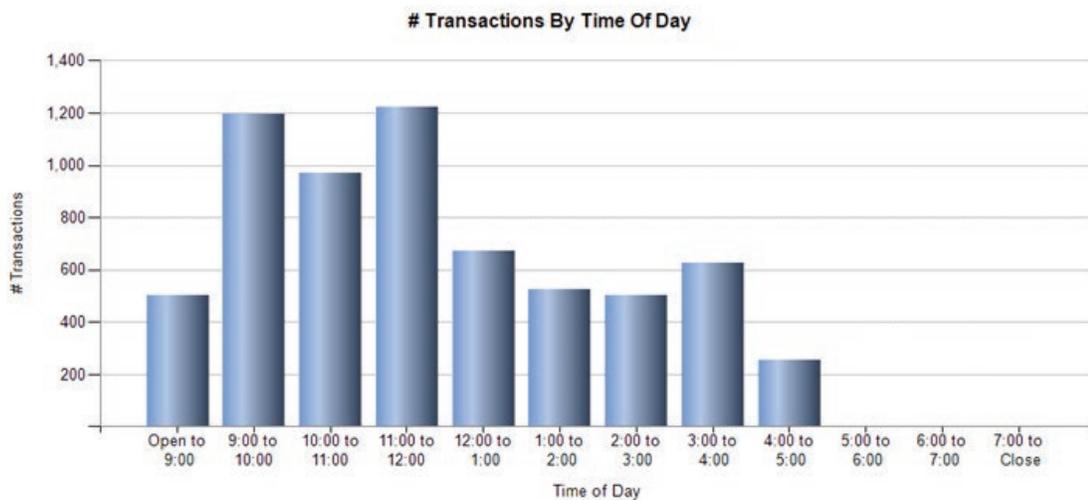
I'm reaching out today with a few quick points I discovered today about your teller line activity and flow. I'm not sure if you have a need or vision for studying your teller line activity (perhaps you already study it), but I hope this information could be helpful to you. Please forward to anyone on your staff who may find value from these facts as well.

There are several charts below that I pulled right out of CU\*BASE for March 2019. They, and the data behind them, show me the following information:

**Your peak afternoon hour on # members served is 9:00 - 10:00 AM.** A close second the later morning of 11:00 AM - 12:00 PM.

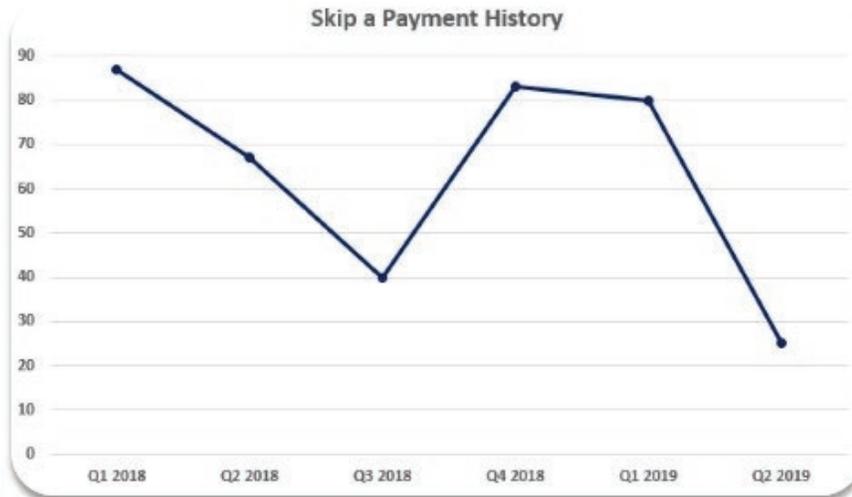
**Up to 55% of your teller transactions are arriving in the same 3 hours of the day - 9:00 AM through 12:00 PM.** For you, this is a relatively normal pattern historically

The two charts included are a breakdown of the entire March teller transaction volume and member traffic based on timestamps. These are totals for the month - You haven't done 1,200 transactions between 9:00 and 10:00 AM on a single day, rather over the course of the month the total volume you've seen in that hour (both branches) was 1,195 transactions. Take a look, and let me know if you have any questions,



## Skip-a-Pay Review

I spend a little time each day reviewing data and dashboards for our credit unions, and today I took a look at your credit union's Skip-a-Payment History using #817 - Skip-a-Payment Dashboard. I looked all the way back through January 2018 in an attempt to paint a fuller picture. Let me know if you're interested in walking through this tool sometime!



### Here's what I found when looking around

- Q1 in both 2018 and 2019 seem to hold the highest number of skip-a-pays, with over 80 payments skipped each of these quarters.
  - This is something I would have guessed at with the time falling just after the holidays.
  - **Do you happen to market your skip a payment programs more during January and February?**
- December was the exception in 2018, and held the highest number of skip-a-pays with 51 payments skipped. **Should we expect the same to happen in 2019? What kind of plan do you have in place for these skipped payments, and the members who are most likely to skip?**
- The lowest volume appears to be happening in Q2 and Q3, as far away from the holiday season as possible. **Do you offer a summer skip-a-pay program? How do you let your members know this program is available?**
- 2019 appears to have a lower volume of skipped payments so far, and is on track to have less total skipped payments for this calendar year than last year. **Were you expecting this?** This may impact your overall fee income for the 2019 year.
- Most of the **266 members skipping payments appear to be between 40 and 59 years of age**, and have more than one active loan with your credit union.
  - Over 80% of these members appear to have a checking account as well. **These members appear to be highly engaged with the credit union - how do these members compare to your average Credit Union member with a loan?**

I'd be curious to know what sets these 266 members apart from the rest of the **4,730 members** with a loan at your Credit Union. Why did these 226 members skip a payment, and the other 4,000+ not skip a payment? How many of these members have a qualifying loan that missed an opportunity? How can we better reach them in the future? Please let me know if you have any questions or concerns regarding the data or the dashboard that I used here.

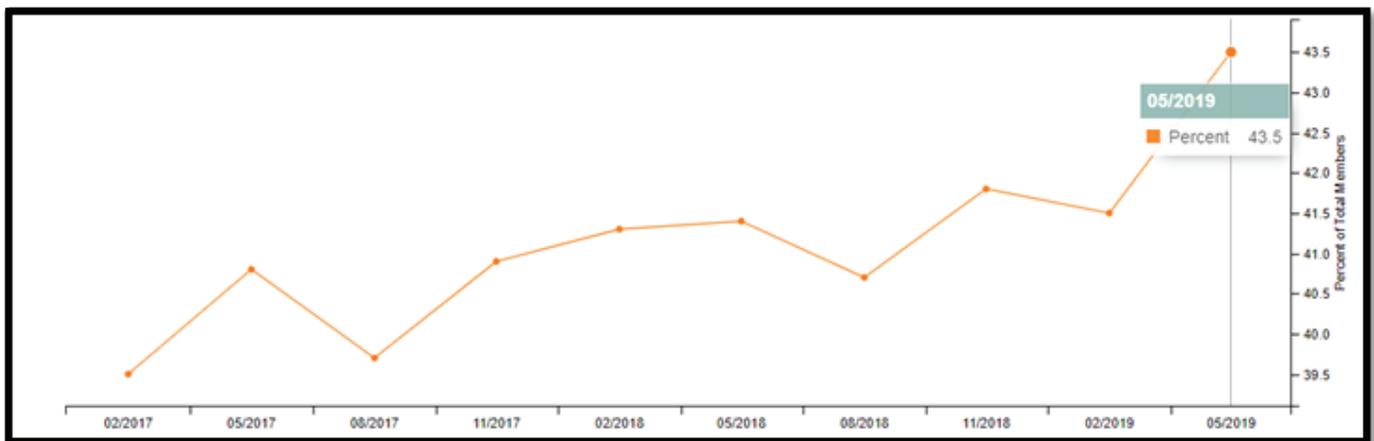
## Trends on PFI Indicators

Today I pulled some information and graphs for your tiered scoring product and service usage data, and I want to share my findings with you in hopes you'd also find the info valuable. Please forward along to anyone on your staff you may find use from this summary.

In short - There's good trends seen on a few of the features or services that are often seen as indicators that your credit union is your member's primary financial institution. I'm interested in your opinions on what you see when you analyze this from other angles right now. Below are the factors I chose to look at today:

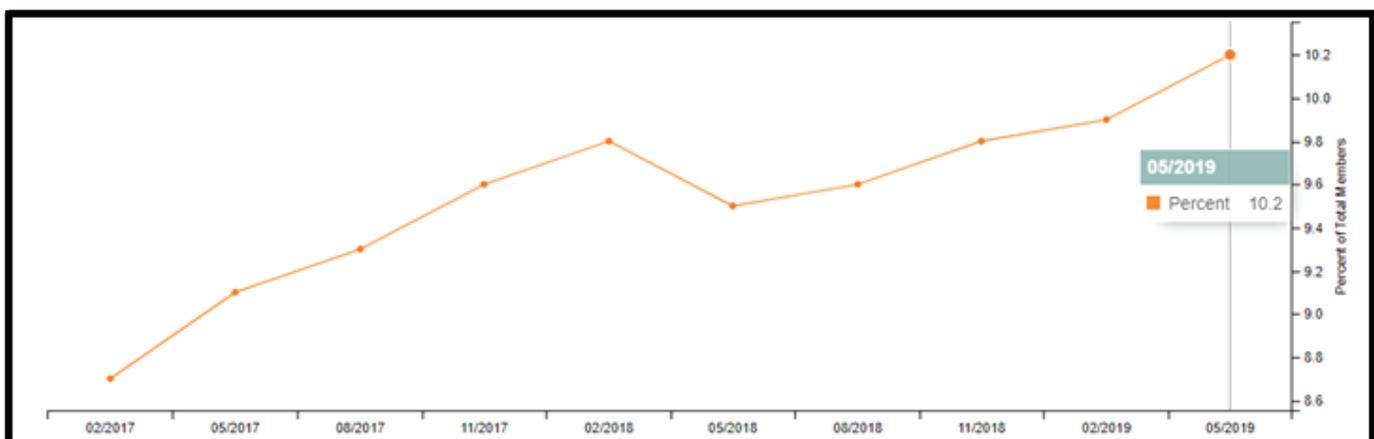
### % Members with ACH Deposits >= \$200 - Quarterly Trend

UP to 43.5% last month from 39.5% about 2 years ago- Perhaps staff are doing an even better job enticing and cross-selling checking accounts and direct deposit to new members? Or maybe current members are seeing more reasons to bring their direct deposits to their CU account lately. Either way, a good sign that more members are seeing the value of bringing deposits to their credit union accounts!



### % Members Enrolled in Bill Pay Service - Quarterly Trend

Slow but steady growth trend - Up to 10.2% last month from 8.7% about two years ago - We're looking at another "sticky" feature that is growing in utilization across your membership.



If you were looking further, I might suggest also reviewing some of the trends related to aggregate checking account balance, deposits, and withdrawals trends. If you have any questions on these numbers, please send them my way.

# Analytics Booth Peer Comparison

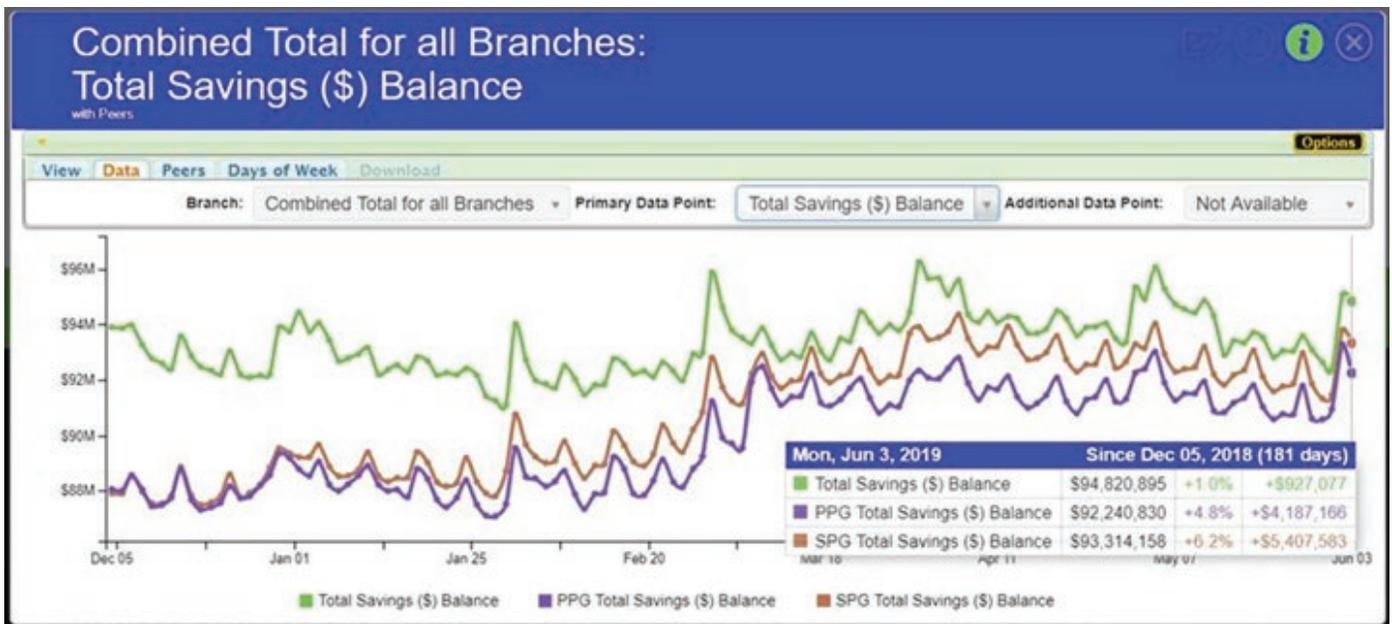
Each day I pick a credit union or two and dive into their data, see what quick facts I can find.

Today I decided to use a new feature of Analytics Booth called the Peer Comparison groups. These groups and the accompanying charting functions provide the ability to compare your operational trends to that of peer credit unions. Take a look at this chart below. Your own balance trendline is the top green line, followed by your secondary peer group - the brown line currently representing the average of 7 different peer credit unions, and finally the bottom purple line is representing your primary peer group, the average of 3 credit unions.

The peer groups are completely configurable, you can even pick which credit unions you want included in your peer groups.

A quick review of this chart and we can see your share balances are slightly above the average of your peers, but your operational ebbs and flows over the last 180 days are very similar! Looking at 180-day growth rates your peer groups seem to be closing the gap, I wonder what strategies they are using to increase share balances?

If I can assist with any of your data strategies please do not hesitate to reach out to me. Have a great day!



## Losing the Love

I spend a little time each day in a different credit union exploring different data points. Today, I explored the behaviors of your members that have recently closed their memberships, and your still open memberships displaying these same behaviors. Here are some quick interesting facts I was able to find using the Losing the Love (#132) and New/Closed/All Memberships (#553) dashboards in CU\*BASE:

### Quick Info:

- 2,044 members have closed their members since June 2018
  - Only 67 of these memberships were marked deceased (3.3%)
- After removing deceased members, over 70% of members showed signs of leaving the credit union before they took off through decreases in their balance.
  - 1,525 decreased their balance by 50% 5(+) times in the months before closing their membership.
- One of the largest jumps in balance decrease we saw was a member who decreased their balance by 90%
  - from \$27,968 to \$29 within a month, and held on to that \$29 balance for another 3 months before closing.
- **There are currently over 4,000 members displaying these same behavior patterns right now** – just in their asset balances with the credit union.
- One such member has gone from 180,000 with the credit union to under 50,000 since July of 2018.

Are you reaching out to your members who are showing signs of leaving the credit union?

## Membership Churn Last Month

I spend a little time each day looking for quick numbers to analyze on va Membership Churn Last Month

I spend a little time each day looking for quick numbers to analyze on various topics across CU\*BASE credit unions and I want to share a few that I discovered today about the types of members you gained last month as well as a little bit of about the ones who left you last month.

I focused on just the memberships that are for individuals, no organizational memberships. January saw a net gain of 8 individual memberships (14 new and 6 closed), with few deeper insights as well:

- Your credit union was **most popular with women last month** – 70% of new members were women (10/14)
- **Members leaving were much younger than average.** Several claimed your location is not convenient.
  - Average age for closed members was 30 years. (Your entire membership averages 45 years old)
  - Top reason for closing the membership was 'Location Not Convenient' (2 members)
- New members were **looking for deposit products more often than loans** in January
  - 20% (3 members) got a loan – total new loan \$\$ roughly 46,000
  - 40-50% (6-8 members) got an additional deposit account – total new deposit \$\$ roughly 136,000

These are some statements that we have to remember to qualify with the fact that this is only a 1-month period. They are valuable to track month-to-month if this is the type of thing you want to keep a close eye on.

Otherwise I might suggest taking a look at the entire year of 2018 as a way to get a foundational look at what a year of membership churn might be to your overall member base. I got all this information from one specific tool in CU\*BASE – New/Closed/All Membership Analysis (Tool #553).

If you have any questions for me, please reach out. Have a wonderful day!

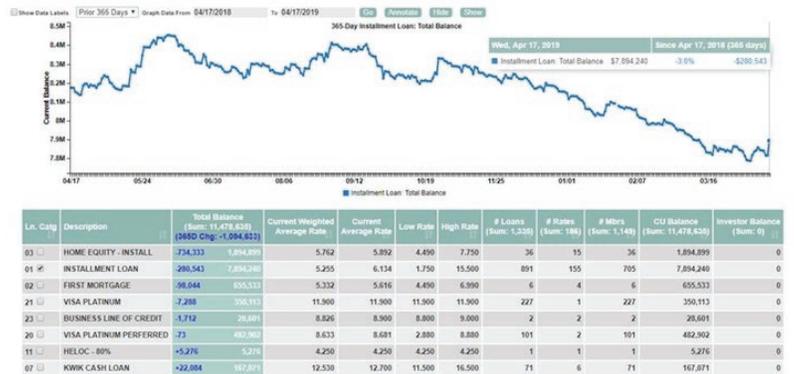
# Thomas' Top Pick

## Revolutionize Your Operations

Have you ever considered what data might change the way you do business? Do you have any 'wish list' items you've been holding on to, saying to yourself you'd take on a specific project if only you could find the data, knew what members to contact, or when the right tool becomes available? You may not realize it, but many credit unions, projects, and campaign ideas might be just a single phone call away from turning a "some day" into TODAY!

I'm with CU\*Answer's Asterisk Intelligence team, we specialize in data driven strategies. Every day we are diving into credit union's data, trending operations, and processing data into insights. Our toolsets are constantly being added to or enhanced, and we're working with credit unions every day not only on project fulfillment, but also training, education, and consulting. Today I spent a few minutes reviewing some of your data, below I spot light a few of my findings. If you would ever like to discuss your data strategies with me please let me know.

**Screen capture from Analytics Booth - Web Based Operational Trending Software**  
(Showing 365 day balance changes in your loan portfolio)



**CU\*BASE Tool #976 - Where Your Members Borrow**  
(Displaying top financial institutions your members are doing business with)

Where Your Members Borrow

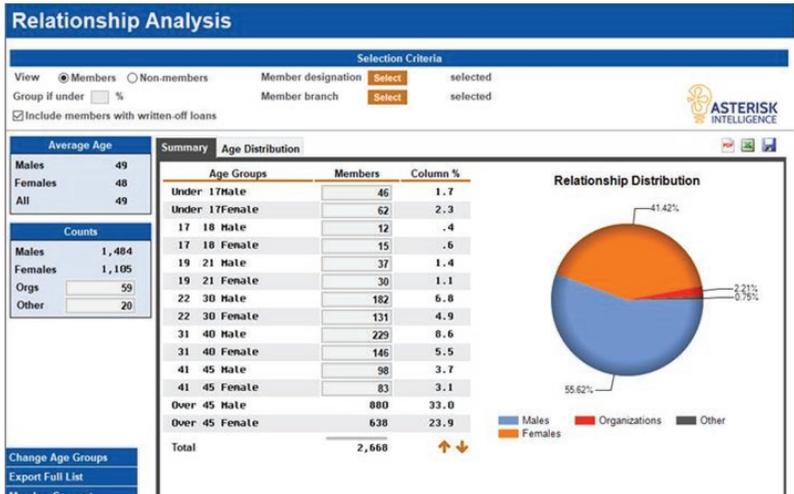
Loan request from: Jan 01, 2019 | [MMDDYYYY] | Member type:  Member  Non-member

Display top: 00 | Omit credit scores < 0000 | Loan type: ALL

Creditors: Unique SSN: 173 | Total present balance: 13,946,024

Creditor	Type	Count	Original Balance	Present Balance
CAPITAL ONE	Export	145	2,465,633	1,722,052
FEDLOAN	Export	64	274,733	125,135
DPT ED/NAVJ	Export	48	343,836	365,752
CHASE CARD	Export	35	262,146	336,489
CITI	Export	30	120,696	83,994
CREDITONEBANK	Export	26	179,122	67,324
DEPTEDNELNET	Export	15	151,794	42,548
GRNTE DIR LH	Export	15	17,060	12,537
DISCOVERBANK	Export	15	83,601	67,560
ALLY FINCL	Export	15	37,150	37,712
4FRONT CU	Export	14	152,492	82,942
NAVJENT	Export	13	375,714	206,969
USD0E/GLELST	Export	13	162,655	111,657
AMEX	Export	12	151,306	110,273
FNB OHARR	Export	12	254,598	291,251
FNB OHARR	Export	11	122,610	27,691
FNB OHARR	Export	10	81,386	32,230

**CU\*BASE tool #752 Relationship Analysis**  
(Displaying Member Age and Gender Distribution)



# How Your Members Transact

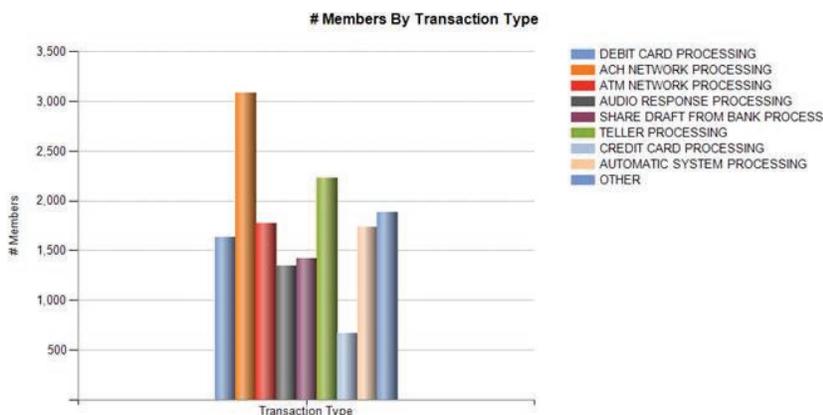
I spend a little time each day looking over a different credit union's data. Today, I took a look around your credit union's #867 - Transaction Count by Delivery Channel dashboard, to see how your members interact and perform transactions with your credit union.

I studied the past 3 months' data in this dashboard and found the following:

- **The most popular transaction type at your credit union?** Debit card transactions, with over 116,000 debit card transactions performed between February 1 and April 30, 2019.
  - Also interesting, the number of debit card transactions has steadily been increasing over the last 3 months - **have you noticed any growth in your debit card portfolio?**
  - The vast majority of these members are also more engaged in self-services, are more likely to be opted into CU marketing contact, and are more likely to have a valid email address on file.
- While debit card transactions outweighed the number of all other transactions for the three months, **ACH transactions impacted more members during each of the 3 months**, with well over 3,000 members impacted by ACH transactions each month.
  - Most of the members with ACH transactions during these months have an active loan; in fact, **there are almost 2x as many active loan accounts for these members as there are active checking accounts.**
- Teller transactions also appear to be fairly popular with your members - **have you taken a deeper look into which members are using your teller line, and for what transactions?**
- **Credit Card transactions appeared to be the loser of the list** - with both the lowest number of transactions and members using these transactions each month over the last quarter. **Have you tried reaching out to your active credit card holders to increase their usage? Have you noticed a dip in your credit card portfolio at all?**

I'd be curious to know how you try to engage those debit cardholders, as they appear to already be fairly engaged with the credit union. Maybe encouraging some of these members to take advantage of your credit card program could help to increase the number of members not only with a credit card, but those using it each month.

Below is a small snapshot of what your transaction type volume looked like over your membership during April 2019, just in case you're curious as to the other types of transactions we can quickly evaluate using this dashboard:



Please let me know if you have any questions, concerns, or would like to schedule some time to walk through the information found in this tool!

## Where Your Members Branch

I'd like to share a few things I learned about your credit union's branch flow and the members who are visiting. I wonder if you ever use the Where Your Members Branch tool? It's helpful for more than just checking out your member's shared branching habits, but there's an option to flip it to look at your own branch traffic. Since you of course have the one branch, this tool actually becomes a total look at your credit union and I find that very helpful!

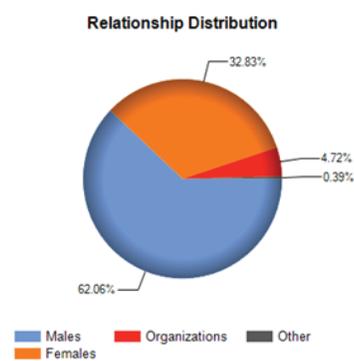
Here's a few of the top things I noticed:

- Share withdrawals are a high-frequency item - Members who do share withdrawals are either frequent flyer visitors, or your teller handling a higher number of these transactions per visit. (2.6 per member average)
  - This initially surprised me because it beats checking withdrawals on frequency!
  - When I dug in a bit further I found these are just two separate populations with potentially philosophical differences on how they access and use their money.
- Member with at least 1 share withdrawal = 26% are active debit card users
- Members with at least 1 checking withdrawal = 55% are active debit card users.
- \$100,000 of all loan payments in February came to you via the branch.
  - \$67,675 for closed-end loans
  - \$35,219 for open-end loans
- Members using the branch are definitely net savers - to the tune of 2 dollars in savings for every 1 dollar in loan balances (in aggregate for the group).
  - \$20.8 M in savings balances
  - \$9.1 M in loan balances
  - Most importantly, this is a ratio that is actually right on par for the membership overall. There are no net relationship differences in this group who visits you in the branch compared to other members who don't visit the branch.

As a side note, I was initially surprised by the first-glance appearance that men are drastically more likely to visit the branch than women. But, when I checked out the overall gender distribution across your membership I found this is actually also a normal distribution for you:

Here's a quick look at the table with the branch information I used, for you records. This is a screenshot of the PDF version that can be exported:

Board Executive Summary									
Prepared on   March 1, 2019									
Where My Members Branch - Totals									
February 2019									
Tran Desc	Mbrs	# Trx	Trx/Mbr	Aggr Trx Amount	# of Men	# of Women	# of Other	Savings Bal	Loan Bal
SHARE DEPOSITS	288	444	1.5	565,107	175	109	4	3,053,911	977,748
SHARE WITHDRAW	464	1,199	2.6	560,081	310	148	2	6,078,991	1,973,159
LOAN PAYMENTS	71	113	1.6	67,675	45	26	0	110,560	1,004,453
SHARE DRAFT DE	418	771	1.8	768,974	255	140	23	4,193,382	2,522,571
SHARE DRAFT WI	382	832	2.2	377,323	262	107	13	6,149,195	2,249,785
OPEN CREDIT PA	102	137	1.3	35,219	71	29	2	1,189,332	393,520
OPEN CREDIT DI	6	6	1.0	570	5	1	0	9,748	31,735
IRA DEPOSITS	1	1	1.0	30,000	1	0	0	38,738	0
<b>Totals:</b>	<b>1,184</b>	<b>3,503</b>	<b>3.0</b>	<b>2,404,948</b>	<b>1,124</b>	<b>560</b>	<b>44</b>	<b>20,823,857</b>	<b>9,152,971</b>



## Year over Year Fee Income

Each day I try to take a few minutes and dive into a credit unions data to see if I can encounter any insights to share. Today I decided to review your year over year fee income for February.

A year ago, your fee programs generated \$87,205 in revenue as compared to the \$77,554 from February 2019, a 11% decline. A closer review of these changes shows the bulk of this decline was in your Non-Return Fees. Thinking back do you recall making any operational adjustments which would have resulted in this? Was this change by design?

I also noticed that your minimum balance service charges are getting waived over 95% of the time, both in 2018 as well as in 2019. I reviewed these fee configurations and I see that you have waivers in place to exclude any member with a loan, as well as any member with aggregate deposit balances of \$100.00.

In February the deposit balance waiver was applied 5,105 times (\$10,210 potential) and the loan balance waiver was applied 2,073 times (\$4,146 potential). This fee program was last maintained in October 2013.

CU\*BASE has many tools available for tracking these, and many other operational insights. This fee information, for example, is available in CU\*BASE tool #369 and is updated monthly. As early as April 1st we can log in and see how March performed.

If I can ever be of any assistance with any of your data strategies please let me know, I'd be happy to chat.

Description	Code	Feb 2018				Feb 2019			
		Opp	Charged	Waived	%	Opp	Charged	Waived	%
ACCOUNT SERVICE CHARGES	ASC	25,155	23,415	1,740	6.9	24,265	22,465	1,800	7.4
DORMANCY FEES	DORMF	660	620	39	5.9	540	496	43	7.9
MINIMUM BALANCE SERVICE CHARGES	MBSC	18,219	832	17,387	95.4	17,762	748	17,014	95.7
PRINTED CHECK FEES	PCF	930	430	500	53.7	905	365	540	59.6
PRINTED MONEY ORDER FEES	PMOF	355	285	70	19.7	305	280	25	8.1
STARTER CHECK FEES	SCF	134	132	2	1.4	119	96	23	19.3
SHARE DRAFT NON-RETURN FEES	SDNRF	53,585	53,025	560	1.0	45,605	45,605	0	
STOP PAYMENT FEES	STPPY	560	525	35	6.2	280	280	0	
TRANSACTION HISTORY PRINT	THP	60	5	55	91.6	90	2	88	97.7
WIRE TRANSFER FEE VARIANCES	WIREX	630	560	70	11.1	490	455	35	7.1
STATEMENT STYLE FEE	STL	3,840	2,796	1,044	27.1	3,597	2,562	1,035	28.7
OVERDRAFT TRANSFER FEE	ODT	4,580	4,580	0		4,200	4,200	0	
<b>Totals</b>		<b>108,708</b>	<b>87,205</b>	<b>21,502</b>		<b>98,158</b>	<b>77,554</b>	<b>20,603</b>	

# Credit Score History Analysis

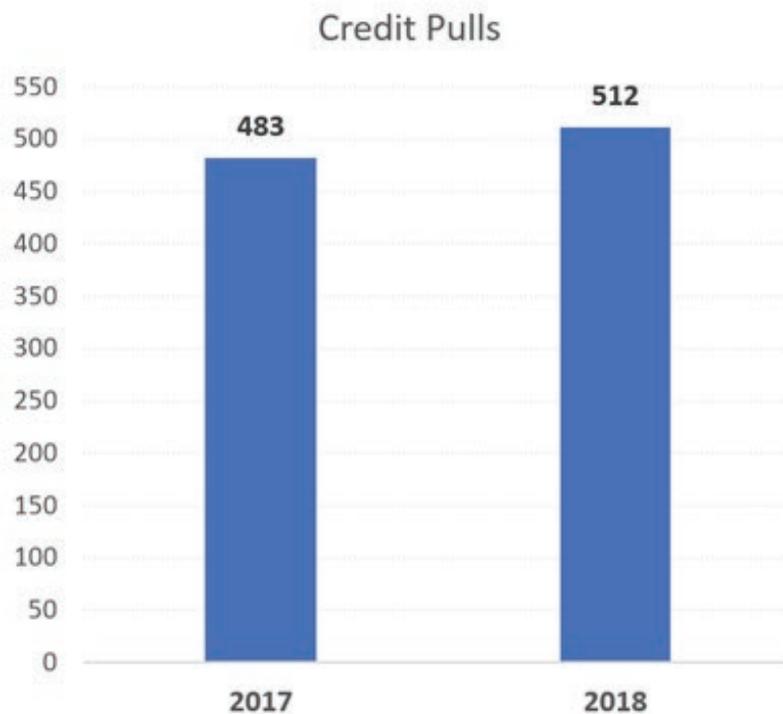
I'm reaching out to share a few quick facts I discovered about the credit pulls you do on members within a given year. Just a few things that are sometimes interesting to dig further into, or perhaps track over time as a trend.

Credit pulls in 2018 for any person was **512 credit pulls**

- 206 (40%) had an improved score compared to a previous pull in 2018
- 193 (38%) had a worsened score compared to a previous pull in 2018
- 58 (11%) were unchanged compared to a previous pull in 2018
- 55 (11%) only pulled their credit once in 2018 so nothing to compare

Comparatively, credit pulls in 2017 for any person totaled **483 credit pulls**

- 226 (47%) had an improved score compared to a previous pull in 2017
- 158 (33%) had a worsened score compared to a previous pull in 2017
- 57 (12%) were unchanged compared to a previous pull in 2017
- 42 (8%) only pulled their credit once in 2017 so nothing to compare



Some relatively minor changes seen across these two years, but sometimes information like this sometimes prompts more questions than answers – like, what was application and booked loan volume in the same time period? In my opinion,

Let me know if you have any questions or if you'd like to look into it a bit more yourself with other time periods or factors. This data can be found within the Analysis feature of Tool 319 Credit Score History Analysis in CU\*BASE.

## Christmas Clubs in Review

I have done a quick review of your Christmas Club product and discovered a few facts of interest that I'd like to pass along. This is a fun product to study and I believe there could be some strategic marketing plays here.

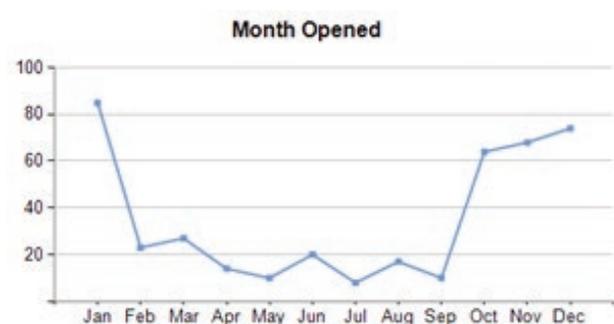
The Christmas Club product:

- 1) Is particularly popular with women (59%) and the GenX or Baby Boomer generations (average age 58)
- 2) Is most likely to be paired with at least one other additional share product and checking account
  - a. 2.7 share products/member
  - b. 78% of members have a checking
- 3) Saw a slow start in deposits this year, but caught up last month and is now right on par.
  - a. Compared to last year's same period balances in GL 902.00
- 4) Watch for a mid-year focus from men in June
  - a. See the trend below on when men take action to open this product, compared to women

MEN – 295 total accounts



WOMEN – 420 total accounts



To take a step back out and give some context, all this is related to **749 accounts** with a collective **\$825,457** balance as of today (2/21). The number of accounts represent 15% of all the non-IRA 'additional share' accounts.

One relatively minor but potential opportunity I might add is a small group of 9 members who had to move \$100+ out of their Christmas Club so far this month. They wanted it badly enough to pay you a fee for taking funds out - These might be candidates for reviewing the account and reaching out to offer a personal loan if it seems some emergency expenses have come up.

I am interested to hear your perspective on this if you have the time - If you have ever evaluated a product in this manner, or if there are alternate directions to take based on what we see here. Thanks and have a great day!

### Fee Refunds by Employee

I am reaching out as part of our Asterisk intelligence initiative to promote data that we have discovered about your credit union. I spent some time today reviewing the Fee Refunds History by Employee dashboard (Tool #370) and found some interesting data to share with you.

- In December 2018, there were a total of 51 transactions where members were credited offsetting an income GL account. This was for a total of 43 members which means there are some members who received multiple refunds. The grand total refunded was \$1,875.90.
  - The largest dollar amount represented was the transaction description of REFUND NSF FEE. There was \$1,462.00 dollars refunded to members with this transaction description.
  - The average amount refunded to members by employee (for the 8 employees that performed a refund...) is \$234 for December 2018.
  - Of the members that received a refund in December 2018, the majority of these member were in the 30 – 39 age range (23.3%) followed by the 20 – 29 age range (20.9%) and the 40 – 49 age range (20.9%). Have you taken a look at the type of member that your credit union has provided fee refunds to before? Is there any consistency across time periods?
- In November 2018, there were a total of 60 transactions where members were credited offsetting an income GL account. This was for a total of 51 members. The grand total refunded was \$5,586.86. This is approximately 297% higher than the activity that occurred in December 2018.
  - The main difference that I have found when comparing November 2018 activity and December 2018 activity is \$2,847.86 in refunds to the 131.00 GL account (Miscellaneous Fees). These transactions all use a description of Charge Off Account.
  - I took a deeper dive into a couple of the accounts that were listed with this transaction description in November 2018 and noticed that the checking accounts are still opened. So it does not appear that your team is using the Charge Off Savings/Checking Accounts (Tool #201) option in CU\*BASE because this option not only performs the account adjustment but also closes the account all in one process. We also introduced the ability for credit union to perform a one-time reporting of the charged off savings/checking account to the credit bureau. We have heard from quite a few credit unions that they have had great success with recoveries for members who had balances charged/written off by using this feature.

If you have a desire to learn more about how I have identified this data, let me know and we will set up a time to chat.

# Lending Opportunity Scorecard

Earlier today I created a Lending Opportunity Scorecard for your credit union, I thought I'd share some of the findings with you. The scorecard is both attached to this email, as well as available below as an image.

Currently 24% of your membership holds an active and non-written off loan with you, a total of 1,240 members holding 2,428 loan records. CU\*BASE holds credit information on 65% of your membership, which is over 3,300 members. Of these members we have credit information on, 53% of these members have credit score which exceed 720. Reviewing ACH deposit activity, we can see 45% of your membership received at least \$1000 in total ACH deposits in April 2019, this is typically a good measuring stick indicating being the primary financial institution for the member.

67% of your credit scores are over 1 year old, so if you conduct any type of loan pre-qualifications marketing, or just targeted marketing in general you may wish to be a bit cautious as for many members enough time has passed for financial positions to change.

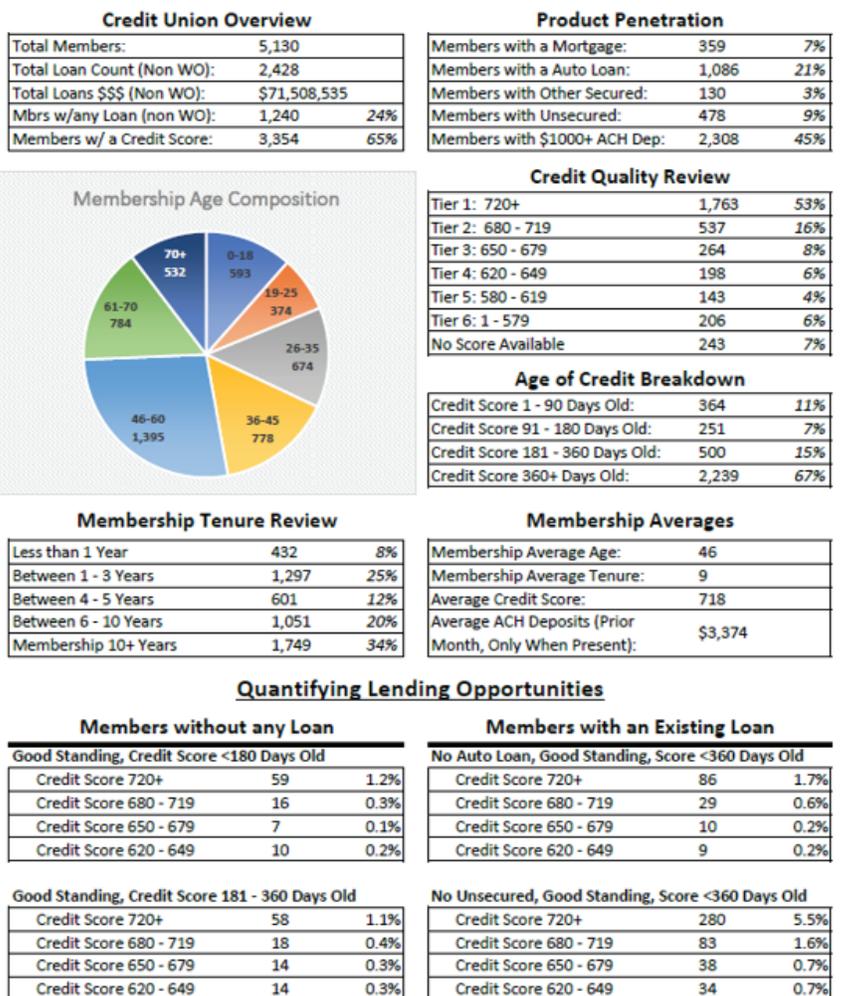
We can see your average member is 46 years old, maintains a credit score of 718, has been with the credit union for 9 years and if they receive ACH deposits, they are getting nearly \$3,400 deposited each month. In my opinion this is a pretty strong profile compared to other credit unions I have built this report for.

The bottom part of this document quantifies lending opportunities I have identified, potential audiences who may be primed to increase their engagement with you.

If you are ever looking to get more value out of your member data, or if you or your team would like to review some of the data mining tools and resources available within CU\*BASE please let me know. I would be happy to schedule a call to learn more about your objectives, and provide recommendations of tools and resources we have available which may help you get there.

## Membership Lending Scorecard

Data Current as of: 5/14/2019



Looking to do more with your Data?  
Contact us at: ai@cuanswers.com



## Products and Services per Member

Today I'm reaching out to share some information I found when looking through your #697 – Products and Services Per Member dashboard. This dashboard, based on information configured for tiered services, can be filtered down by membership open date to show account opening cross sales skills as well as some of the journey a new member takes within the coming months/year since opening their membership.

Here's some of the information I found when looking at memberships opened in December 2018 and then in July 2018:

### • December 2018:

- For the members that qualified (a total of 36/38 opened memberships in the studied month), members average 3 services and 4 products per member.
  - The most products a member has within the first 60 days of opening their membership is 12, while the highest numbers of services a member holds within the first 60 days is 10.
- Roughly 33 % of these new members saw a growth in services within these 60 days
- 11% of these new memberships saw a decline in services within these 60 days
- None of these new memberships saw any growth in products within the first 30 or 60 days

### • From July 2018:

- 94% (63/67) of these memberships are still open and were displayed in the dashboard
- The average number of products held by these members just over 6 months out from opening is 2 products, while the average number of services after this time is 19.
- The largest jump in product growth appears to happen within the first 60 days of opening, as we saw the largest growth in products per member between August and September of 2018
  - Alternatively, the average PPM growth between July 2018 and now appears to be stagnant
- The largest jump in growth of services per member appears to happen just after 90 days, with a 28% growth in SPM during this time
  - The average SPM growth between July 2018 and now appears to be an increase of 1 service per member

I'm wondering if this lines up with what your staff have found to be true, or if your credit union is currently tracking this type of information for your members currently. It could also be neat to track how many of these members have been contacted by the Member Reach program (or how many have a valid email address on file and are opted into contact) to see if this influences any of these factors.

If you're curious to know about your current Tiered Service Configurations, you can review the #853 – Tiered Service Levels Program Config. Screen, or ask us for help. Thanks, and have a great day!



ASTERISK INTELLIGENCE

# DATA FACT