CU*SOUTH
A CREDIT UNION SERVICE ORGANIZATION

Planning 12 Months a Year

Setting Quarterly Themes for Your Board Meetings

Q1			Q2			Q3			Q4		
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	★			★			★			★	

Contents

September 28, 2010

Congratulations!

You have made the commitment to add four new tools to your annual planning calendar and your credit union's planning resume. On an annual basis you and your team are going to take the time to demonstrate your understanding and sell what you know about your member, your operations, your identity, and your current business plan directions to yourselves, your senior team, and to your Board.

Along the way you are going to focus on some new skills with your team. They include designing presentations, researching key databases, becoming familiar with data dashboard presentation tools, and brainstorming with presentation participants about the next move for you and your credit union. We hope that the efforts to create a focused presentation will help you begin using these same skills in your daily operations, regular team meetings, and other Board and review interactions. CU*BASE tools will get you started on your presentation and give your meeting a nice set of interactive and flexible tools to use, but we do not think that's the whole story – so spend some time evaluating what other data might be needed as well.

In the end, what could be more important than demonstrating your grasp of your key operational issues, the characteristics of your membership base, and the persona that your entire team projects throughout your local marketplace? You are *in the know*, and you keep your team and Board in the know. After just a few cycles of this process, everyone else will know it, too.

Setting Themes for Quarterly Board Meetings

The following section includes suggestions for themes you can use for each the Board meetings you designate as planning sessions each quarter. Turn to the next page for suggestions on how to use CU*BASE tools to prepare materials for each of the themes.

Q1			Q2			Q3			Q4		
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	★			★			★			★	

Meeting Date: ________________	Meeting Date:_________________	Meeting Date: ________________	Meeting Date:________________
Prep Deadline: ________________	Prep Deadline: ________________	Prep Deadline:________________	Prep Deadline: _______________

Know The Members	Know The Operations	Know Our Identity	Know The Business Plan
• Understanding member preferences of delivery channels • Understanding branch utilization • Understanding member demographics • Understanding account opening and closing trends	• Understanding fee income sources and pricing • Understanding loan volumes and sources • Understanding operating activities • Understanding staffing levels and structure	• Understanding marketing strategies and tactics • Understanding PR activities and opportunities • Understanding the competition • Understanding products and services strengths and advantages	• Understanding the budget and planning process • Understanding the next year’s business plan

Making Quarterly Presentations to Your Board

Knowing Our Members...
Knowing Our Operations...
Knowing Our Identity...
Knowing Our Plan

In this context, "knowing" refers to **gathering** information, **analyzing** information, **presenting** information, and **brainstorming** on information. This process creates a team voice and demonstrates *grasp* of the organization, from the baseline employee through senior management and the Board. This continuity should result in leadership being more readily understood by the marketplace, members, and third party commentators.

Preparing Your Presentation: Step by Step

Remember that this workbook is designed to help you prepare a *presentation* for your Board. These are just ideas to get you started, then the real work of preparation begins. And the better you prepare, the more lively the discussions will be and the more likely you are to get the feedback you need from this important focus group.

1. **Determine your scope**
   Obviously, the amount of material you can cover with your Board in a session will depend on how long the session will be. Scan the Preparation Worksheets in this booklet and decide whether you will have time to cover 2 topics...or 20.
2. **Set the agenda**
   Prepare to be over-prepared. Allow time for brainstorming...but also make sure you have something to do if there is dead silence!
3. **Divide up the work**
   *Get your Management Team and other players in a room and decide who will prepare which portions of the presentation. Will one person pull it all together into a single presentation, or is each person handling a portion of the meeting separately? What formats will everyone use? (Excel worksheets and graphs? CU*BASE live demos? Printed handouts?)*
4. **Lay out the prep timeline**
   Set clear deadlines for everyone to have their parts done. Include time for at least one practice session.
5. **Housekeeping**
   Book a room, send out invitations, order the food, etc.
6. **Prepare equipment**
   From what PC will the presentation be run? Does it have all the right software loaded? Projectors, lighting, power, etc.

   > *Suggestion:* Set up your Board room with a projector attached to a CU*BASE workstation and simply jump to the analysis tools, live and in real time. Prep is easier, staff and Board members get more familiar with using the tools, and most importantly, "what if" questions can be on the fly, **prompting more interactive, meaningful conversations** with your Board members.

7. **Practice**
   Plan a rehearsal to work out the bugs, check the equipment, and make sure everything will run smoothly. Plan for contingencies (what happens if the PC dies in the middle?) ;
8. **Have fun!**
   It's supposed to be an energizing time with your Board, so set the right tone!

Preparation Worksheets

The following sections contain ideas about CU*BASE tools or other analysis features you might use to help develop presentation materials to use during the quarterly Board meeting.

Conversation Starters

Many of the tools described in the following sections are intended as backdrops to start conversations with your teams. Try these questions to ask the group what they see as they review a dashboard:

- Does the data support a belief they have about how members act?
- Does the data dispel a belief about how members act?
- What should we do to motivate a group?
- Do we want more or less of a particular type of activity?
- Are we making progress on our goals?
- List three things that stand out based on this dashboard.

Know The Members (Q1)

If you or your board was seriously challenged to PROVE that you act based on "Knowing Your Membership," what would you do to show them that was the case?

Could you cite activities that you have completed with your Board that would verify your beliefs that you know your members? Could your Board cite reports, presentations, plans, and other actions that showed your grasp of the member data, activities, and interactions?

It will take some work and planning to show a resume of Knowing Your Members. Maybe you should get started today! The following information is intended to suggests some ways you might drill down into the data for a picture of your members and what they are doing with the credit union.

This Quarter's Focus:

- Understanding Member Preferences of Delivery Channels
- Understanding Branch Utilization
- Understanding Member Demographics
- Understanding Account Opening and Closing Trends

Suggested CU*BASE Tools	Notes/Assignments
Understanding Member Preferences Of Delivery Channels	
☐ MNMGMA #2 Transaction Count by Delivery Channel	☐ Briefly explain delivery channels and what they mean to the group. Throughout the presentation you will be referencing the concept of *user penetration* and the need to recognize small blocks of like-minded members. ☐ # of Members includes the users of this service or channel; members are represented multiple times thus the Totals exhibited are greater than your total member count. ☐ Be sure to compare trends by showing multiple months (change Month/ Year). ☐ Look for branch preferences by changing branch displayed; remember these are the member's origination branch, not the transaction branch. Good

Suggested CU*BASE Tools	Notes/Assignments
	time to explain the difference. ☐ Use the Conversation Starters (above) to ask the group what they see in this data.
☐ MNMGMA #1 Channel Activity by Member Age Group	☐ Discuss the ideas related to pools of members by age. ☐ Click on F11-Member Counts and show the potential for each group. How many members by pool do we have? Discuss the difference between active for this month, total members (MASTER) and then the total near-member (non-member) database you own and what you might wish to do with it. ☐ Hit F3-Backup. Good time to demonstrate the ability to change the age grouping, and query the group for any other age groupings they would like to see. ☐ Now reintroduce the concept of delivery channel and select some through the lookups. The system will display active members in each channel. Use the Master Type to discuss individuals versus Organizational or Business Members. ☐ Use the Conversation Starters (Page 6) to ask the group what they see in this data.
☐ MNMGMA #11 Sample Checking Account Activity	☐ Discuss the power of sampling member data to find the best and the worst actors in your membership base. ☐ Discuss the concept of knowing the top 10% or the top 100 members, as well as the bottom 10% or 100. ☐ Know the norms and research the extremes. This presentation is to get people thinking about how much, why, how, and the big question: Are we motivating members to do what we think we want? Are members acting in a way that hints at a new opportunity? Do we know what like members have in common and is there a way to use that to connect more quickly and more effectively? ☐ Remind the group that you are looking only at members with checking accounts in this display. Then key in on 3 to 5 of these activity sorts, and let the data sink in – repeat the Conversation Starter questions (Page 6) to the group. Do not forget to present branch and member type differences along the way.
☐ MNMGMA #12 Sample Transaction Activity by Delivery Channel	☐ Repeat the process used in the other sampling tool (MNMGMA #11) here, but remind the group that this is *all* members with activity. ☐ Contrast what you are trying to do with your members based Checking Account Member services versus Savings and Certificate Members. What would you expect to be different and why?

Understanding Branch Utilization

☐ MNMGMA #3 Transaction Activity by Branch	☐ Same tools – Month/Year, Deliver Channels, but all of your branches are displayed and the transaction counts are cumulative. ☐ Contrast how many people you have per branch versus the branch share of the activity. ☐ Good display to see all of the delivery channels in one place, and to give your members a WOW factor for how much members do with you on a monthly basis. ☐ Use one delivery channel or all five at once give the group an idea of the difference between highly automated transaction channels and the ones

Suggested CU*BASE Tools	Notes/Assignments
	where employee drives the activity with the member.

☐ MNMGMA #7 Where Your Members Branch	☐ Ask the group: how do we identify the mailing/contact list for which members used which a certain branch last month?
	☐ Brainstorm on how you might use that information. Do you have branch loyalty amongst your members for a particular branch/s? Do you promote it? Should you?
	☐ Then walk them through the data. The titles at the top of the screen will point out the member group perspective on each screen. Other branch designations refer to active shared branching outlets.
	☐ Good time to discuss your SB tactics or lack of them.
	☐ Make sure to note that National SB is not yet part of this dashboard. What would it mean if it were?
	☐ Take the participants through your branch networks by displaying the My CU Branches Used by My Members. Discuss the value of transaction counts and aggregate dollar data.
	☐ Drill down on a branch: Click on a branch name and click Select to display the detail file by member.
	    ☐ Discuss the tools included in Member Connect, and what you should and might do with the communication tools.
	    ☐ Discuss tactics, accountability, and the branch view of growing a credit union.
	    ☐ Use the Sort/Toggle button to point out the highest and lowest (there are 5 different views here).
	☐ Use F3-Backup drill down on totals: choose a branch in the list and click on Totals. Spend some time here, and point out the gender, balance concepts displayed.
	☐ Use the Conversation Starters (Page 6) to ask the group what they see in this data.

Understanding Member Demographics

☐ MNMGMA #8 Relationship Analysis	This option will require some teaching, and that is a good thing. It starts with the idea of difference between Member Legal Designations. ☐ Use MNCNFC #25. Display the screen and let your participants take in the data and columns. ☐ Now discuss the challenges of managing a credit union today with so many different kinds of members and the legal ramifications of offering new services and reasons to join the credit union. ☐ Talk about quickly teaching how to work with a Trust versus a Corporation versus an Individual. Then talk a bit about not only the challenges but your opportunity in being more precise and seen as an expert in the eyes of a participating member. Then return to MNMGMA #8. Quickly the group will see some common data sorts and selections they are familiar with from previous options: ☐ View allows you to select from you member and near-member database. Designation allows you to see the breakdown on different types of member. ☐ Select MI for individual and contrast that with an alternative like Trust. Note: Spend some time and research what groups are active in your credit

Suggested CU*BASE Tools	Notes/Assignments
	union. Many CU*BASE credit unions have not aggressively used this database tool – designations are both an analysis and operational aid. ☐ Discuss what the expansion of these kinds of legal designations for members means to your future. ☐ Discuss how you can defend your ability to offer more types of membership effectively through these tools. ☐ Be proactive and ready to walk the talk with the right labels, and have fingertip documentation for your staff. This is an enabling feature: it enables you to grow.
☐ MNMRKT #25 Tiered Svcs Monthly Comparison	This could be a day in itself – consider that with the group and brainstorm on how to use this option in every aspect of managing your credit union. Point out that the dashboard is: 1. **A centralized penetration analysis** with automated trending for the entire time you are on CU*BASE. It tracks progress on goals for increasing member product and service penetration. ☐ Discuss your credit union penetration awareness and tools you use daily, weekly, monthly, and annually to understand what and how much members are doing with the credit union. ☐ Is it clear to everyone? Can you improve it? What would the group like to know? 2. **A member relationship analysis** scorecard system that allows you a picture of how a member's total services, product use, and balance contributions add up. It *segments*, for lack of a better word, the levels of membership from customer to member to owner. ☐ Discuss with the group why a score card is valuable to managing a credit union. ☐ Discuss your member relationship tactics and what is available to you. ☐ Gauge how aware the group is of your program and ask them for the reasons it's valuable. ☐ List the top 3 to 5 motivators in your program or a program you would like to set up. 3. **A dashboard for automated communication** and direct contact strategies, with easily recognized member demographics like age and gender. ☐ This dashboard, in unison with Member Connect, can generate data files for all kinds of contact strategies. So the whole A.S.A.P. (Ask, See, Act , Profit) process is directly tied into this option. ☐ Good place to talk with the Board about the management style of A.S.A.P. – so that the balance of the discussion can have a proactive focus-group feel as to "what do you see we can *act* on?" So after selling the value, time to get to work... ☐ Bring up the Dashboard and select the months you want to trend for the Board brainstorming/presentation. Three formats come to mind if you have been on the system long enough: 1. Annually comparing the last four years. 2. Quarterly for the last four quarters of the current month.

Suggested CU*BASE Tools	Notes/Assignments

3. The last four months.

- ☐ The key thing to stress the first time you do this is the flexibility to brainstorm over different timelines. But for this presentation use the longest timeline to get the best view of changes in your member penetration.

We'll start with the **Penetration Concepts**. On the initial "Summary of Members Scored" screen:

- ☐ Review the concepts and performance of your membership in relationship to the "average Products per Member" and the "average Services per Member" figures on this summary screen.
- ☐ Draw the group's attention to the correlation between the lowest and highest tiers and how PPM and SPM increase or decrease. Talk a bit about these measurements and how they are calculated and used by the CU.

Then move on to meat of the Penetration Analysis presentation. The remaining screens in this dashboard are separated into goals related to how you hope member will use your products and services:

Goal One: Primary Financial Institution
Goal Two: Analyzing Member Savings
Goal Three: Analyzing Member Loans
Goal Four: Analyzing Member Self-Service Products
Goal Five: Analyzing Member-Elected Deposits

For all of the items listed under each Goal, you can see the standard Trend display and two Comparative Relationship Breakdowns (to see these, drill down by clicking on the lookup button in front of an individual item on any of the Goal screens).

- ☐ The Trend display cites the number of members who scored for the product or service, the % of your total membership.
  - ☐ Use this display to discuss how each line represents the need to declare a plan for penetration improvements, the opportunity for realistic growth,
  - ☐ What are the outer limits? What does the trend say about our performance and the ability to truly see the effective audience of members using this product or service?
- ☐ Drill down to the first of the Comparative breakdowns:
  - ☐ What are the items spread over the four levels of relationship tracking? Does it indicate a clear signal to one end of the spectrum or not? (For example, if heavily weighted to your "Platinum" Tier 4, does this indicate that participating in this level is a signal of the "best" members?)
  - ☐ Note the members at each level, their %, and balance relationships. Are any of these groups significant based on their lending or savings relationships? Should you know these members and what tactics should you use?
  - ☐ Remember to contrast the concept on which you are drilling down (such as Active PC Banking Members) and the effect on Loan or Savings

Suggested CU*BASE Tools	Notes/Assignments
	balances. Are big savers always small borrowers? Is there a correlation? What does it mean when the Platinum (4th) Tier has a lower percentage of the savings or lending balances than a Silver (2nd) Tier? Highlight both the intuitive and the counterintuitive trends and have the group discuss why. ☐ Use F11- Demographics to see the second Comparative breakdown: ☐ The screen now displays the gender, age, and email penetration with each level. Are any of these groups significant based on their lending or savings relationships? Should you know these members and what tactics should you use? ☐ Your credit union may or may not have gender goals, age goals, etc. But if you do, how does this display confirm or not confirm where you hope to be going? If you have none, should you? ☐ Today email addresses are gold – what does your penetration of email addresses in relationship to the drill-down concept say about your ability to talk to this demographic? What should you do next? Brainstorm on targeting this group to increase your email address collection. ☐ Now is the time to talk about automated communication capabilities and what this screen should prompt in everyone's thinking: a. Prompt the group to select different member perspectives from the screen (for example, Platinum PC Banking Members who are Male and average 51 years in age versus Silver PC Banking Members who are Female and average 46 years in age) b. Have the group consider a short message that you might send to the group they selected – write it down, brainstorm on all kinds of messages. c. Demo how easy it is to select a group, export a file, and link that file to Member Connect contact tactics. d. Consider what this might mean to the frequency, the directness, and the approach to targeted sales and follow-up programs.
☐ MNMRKT #22 Membership Analysis Inquiry	*Remember to click "Continue" (or press Enter) to see the entire series of screens.* ☐ This analysis comes from an automation of the Membership Analysis Report. Once a month CU*BASE runs and stores the data from this report, giving your team the ability to view snapshots of different months and years. One easy way to learn about this process is to run the report (MNMRKT #21) and study all of the information available. ☐ Take the time to review the different data presented when selecting Active Member, New Member, or Closed Member statuses. Here are some simple things you can see, comparing two months side by side: ☐ New members added month 1, month 2: How did we do in comparison? ☐ Closed members in month 1, month 2: How did we do in comparison? ☐ All Active members as of month end 1, month end 2: What was the net change. ☐ For all three conditions, the system will then give some additional presentations by Gender and Age (press Enter to see these screens) ☐ One important concept to cover here is the ideas related to Member Calculations versus Totaling Individuals/Businesses who make up your

Suggested CU*BASE Tools	Notes/Assignments
	membership: ☐ When selecting the Membership tab you will get the actual number of unique membership numbers you have assigned to individuals (represented by SSN) or businesses (represented by TIN). For example, you might have 15,000 memberships that have been assigned to/opened by 13,500 people/businesses. You then have a ratio of 1.11 memberships to individuals/businesses. ☐ Remember CU*BASE does not discriminate here about the status of the membership in presenting member count. Many credit unions do have their own special rules when counting members. Here are some examples: ▪ Members in Good Standing (their primary savings has a balance equal to or greater $x to qualify). ▪ Members are counted excluding active members who have a written-off loan. ▪ Members are counted based only on the primary owner, or members are counted including both the primary and the joint owner should both have par balances deposited. ☐ This is a good time to discuss how you count members. It is very likely that you need to explain how "apples to apples" is not always the way a credit union talks when stating stats.

Understanding Account Opening and Closing Trends

☐ MNMGMA #17 Open/Active/Closed Members by Age Group	☐ One of the most powerful tools on the system for understanding the the coming and going of members. This option allows you to correlate concepts like: ☐ What are the trends for the types of members we attract by age and gender? You select 5 years, and the system uses your current MASTER file (active members) and current MSHIST file (close members) so the data is always there. When you brainstorm with a group you can change the age breakdowns, allowing for small slices of age groups if you would like (such as 5 groups looking at people in their thirties). ☐ How many memberships have we opened in the selected years? Is it consistent from year to year or are there spikes or valleys to discuss? Can you tell the story, and does everyone agree? ☐ Of the population of members who joined in the selected years, how many are still active members today? How is our member retention and does it make sense? It is not always about the member's satisfaction, it can be about being in more than one business at a time (classic memberships vs. indirect memberships, merged/acquired members vs. organic retail members, etc.) ☐ So what is the retention rate? Take the group up to the big picture by selecting F15 or F17 for summary stats that include Net Loss, Retention %, and more. ☐ How many memberships have been closed during the selected years? Is it consistent from year to year or are there spikes or valleys to discuss? Can you tell the story, and does everyone agree? ☐ Do not forget the graphs: select either the View Age Distribution or the View

Suggested CU*BASE Tools	Notes/Assignments
	Group Trends button and give the group a set of pictures that might be worth a thousand words.

Know The Operations (Q2)

This Quarter's Focus:

- Understanding Fee Income Sources and Pricing
- Understanding Loan Volumes and Sources
- Understanding Operating Activities
- Understanding Staffing Levels and Structure

If your Board was challenged to PROVE that they acted based on your leadership "Knowing Your Operation"—and keeping them in the know as well—what would you do to show the challenger that was the case?

Could you cite activities that you have completed with your Board that would verify your beliefs that you know your operations? Could your Board cite reports, presentations, plans, and other actions that showed your grasp of the member data, activities, and interactions?

It will take some work and planning to show a resume of Knowing Your Operations. Maybe you should get started today! The following information is intended to suggests some ways you might drill down into the data for a picture of your operational activities and what they might mean or suggest about the credit union.

Suggested CU*BASE Tools	Notes/Assignments
Understanding Fee Income Sources and Pricing	
☐ MNCNFD #11 Fee Income/Waiver Analysis	This tool is the perfect gateway for discussing a lot of important topics with the group. Here are few that come to mind: ☐ How can we adopt a service charge mentality and make sure our culture is at ease with the idea that members *will pay for value* when recognized and positioned as such? ☐ What is the value of having a stated price for services rendered? When do we charge and why? ☐ What is the value of fee/service charge waivers? When do they apply? ☐ How can an *a la carte* menu of services better suit a diverse audience than a one size "everything's included" model? Discuss relationship pricing ideas, discuss the idea that members sometimes act like customers, sometimes like members, and sometimes like owners. What is the difference to your plan? The tool's primary goal is to contrast two different periods and show the opportunities to either earn some revenue by collecting the fee or earn some goodwill by waiving the fee. Some things for the group: ☐ Get a general sense of the income opportunities and the trends; get a relational view of the impact by viewing the graphs. ☐ Understand that management has a dashboard to keep track of staff compliance to your plan and the effect of marketing designs on income. ☐ Translate the difference between transaction counts and the real dollars this activity represents. Toggle between # and amounts. ☐ Review a list of the waiver reasons (F11 Waivers) to see what constitutes a good reason to recognize a member relationship or trait that offsets the need to charge a fee. What are the financial costs related to waivers? One good tangent to consider when discussing this tool is explain how Marketing Clubs and Tiered Service program automate waivers: ☐ Consider a quick visit to MNCNFD option 1 (Tiered Service Level Config) and 4 (Marketing Club Config). Show how your policies can be scripted so fee collection and waivers are consistent and have a low impact on the

Suggested CU*BASE Tools	Notes/Assignments
	employees and transaction times. ☐ Then review MNCNFD options 15 through 19 (over-the-counter fee configurations) for more examples of automated waiver concepts.

☐ MNMGMT #12 Check Processing Stats Dashboard	This option provides another good presentation of the "follow the money" idea. Processing Checks is not as simple as it used to be, when you had checks presented, checks cleared, and checks returned. Today the process includes items presented, items cleared, items cleared against OD transfer balances, items cleared against negative (Courtesy Pay) balances, items cleared against overnight deposits, items cleared against morning over-the-counter activity, and, finally, items returned.
	☐ These additional stages are a good thing to discuss with your board as an example of the automation and the value created in doing your best for the member.
	☐ Can you think of other services today where automation has allowed a lot more flexibility in helping the member close the deal or complete the transaction?
	
	The tool's primary goal is to create a database for recording the historical activities related to clearing member and corporate checks. Some of the features that can create some interesting debates or analysis:
	☐ The ability to compare days from a rolling list of 365 days worth of activity. Spend some time and get a sense of your credit union's averages per day, the biggest days of the month or week, and some interesting exceptions to the rules. Show grasp of the data – by knowing the rules of thumb you are better able to identify situations that are off the charts and respond more quickly to potential issues.
	☐ The ability to look at both Member and CU Corporate checks presented for clearing. Make the point that you are watching the CU Corporate checks on a daily basis for bookkeeping efficiencies and as an automated indicator of potential issues with the CU checking account more regularly than once-a-month reconciliations (see Corporate Check Exceptions; note that these are logged in the general ledger as well).
	☐ The ability to see the stages in processing Member Presented checks:
	    ☐ How many checks do our members try to clear a day?
	    ☐ How many checks clear on the first try based on the balance available?
	    ☐ How many checks clear using the member's ANR (Courtesy Pay) limit? What is the income from these items?
	    ☐ How many checks fail on the first pass? (In most cases these are held in suspense overnight waiting to see if the member will deposit funds before the cutoff for returns.)
	    ☐ How many checks clear when represented prior to our return cutoff? What is the income from these checks? Make sure you highlight the fact that in this case the member's check is cleared so there is no fee with a retailer or external party. The automation here is a service and saves the member money and earns goodwill by giving the member a bit more time and options for making good on the check.
	    ☐ How many checks were returned? Hopefully this is a small percentage of the total batch processed for the day – make that point. In most

Suggested CU*BASE Tools	Notes/Assignments
	cases all of the income prior to returns made is credit union income and not split with a processor like a returned item. ☐ The ability to review Overdraft Transfer activity and the income generated by this member foundation service. Most likely this was the first program your credit union offered to help members clear more checks without major fees or public embarrassment in an automated fashion. Make the point that it is different than Courtesy Pay. IMPORTANT NOTE: While this may seem to be drilling down pretty far in the weeds, there is a bigger purpose here. Your Board needs to see that you are efficient (automation), consistent (automation), and that you have secured and designed your processes so that you can easily identify trends, respond to issues, and watch out for the member's best interest (return as few items as possible) and watch out for the credit union's best interest (follow the money and maximize the revenue). Let the Board know that these are the standards that you try and build into every operation at the credit union when possible. Set the stage for being seen as a good operator.
Understanding Loan Volumes and Sources	
☐ MNLOAN #8 Loan App Activity Tracking > F17-Activity Tracking ▪ See the Factory ▪ See the Big Picture ▪ Drill Down for Insight	Often Board members do not have any personal or real-world examples to which they can compare your operations. They think lending is a business all its own. In reality, on one level completing a loan is just like any other manufacturing business – it can be tracked like a factory, like an assembly line. The process starts with attracting applications and goes through the factory on the way to either a completed loan or a denied/cancelled opportunity. Once again, you wish to show how effectively you have designed your processes, your ability to stay on top of the activities and the stakeholder's issues, and pushing for the efficiencies that create a great member experience and widen the bottom line. Using the loan factory and this option as an example is a good place to start. ☐ Take a few minutes and discuss the teamwork represented in the first screen: ☐ The ability to see all the members working with the credit union towards a loan ☐ The ability to pick up and close the deal as a team member ☐ The ability to see the priorities waiting for answer ☐ The efficiencies of automated decisions: highlight that the queue is capable of working with online banking and third parties as well ☐ The sense of time being important, the ability to help find and help members who have recently received a loan or been denied for a loan. ☐ Your factory is an open book and inter-credit union communication is the key to everyone being member-focused. No need to drill down and show how, just plant the vision in the minds of the Board on the attention to service, details, and getting the job done. Now move to the big picture with **F17-Activity Tracking**. Let's look at the numbers:

Suggested CU*BASE Tools	Notes/Assignments
	☐ This tool is designed to use a consistent template for analyzing aggregate numbers related to your lending opportunity and the results. It allows for selecting a time period to be analyzed for comparisons and drill-down. It will default to a rolling month, but you may wish to look at a calendar month, calendar quarter, or even drill down to a week. ☐ The tool then just slices and dices a very simple idea: How many applications came through the factory for the designated time? Are they still pending a final outcome, been booked as a loan, or were they denied/cancelled? ☐ Once again you can point out the attention to time or "aging of opportunity." Your team wants the opportunities to be turned around as quickly as possible. ☐ Now is a great time to talk about expectations for your lending (goals, averages, highs, and lows, etc.). When you look at this screen can you judge the month you are having? Something like this: ▪ "Based on the time of year we expect XXX applications." ▪ "Based on the quality of the average loan application we process, we expect a booking rate of XX%, a decline rate of XX%, and constant pending status equal to XX%." ▪ "Analyzing the # of applications we process in comparison to the $ volumes of the applications, we expect..." ▪ "Throughout the average month, we expect an XXXXX..." *(a steady flow, the first half of the month to be majority of the opportunity, the second half of the month to be the majority of the opportunity, etc.)* ▪ "As leaders we keep an eye on the numbers and adjust when things seem to be off track, consistent with what any good sales management team would do!" ☐ So once you have the group nodding their head and understanding this template, show them how you can drill down to the specific numbers using the function keys on the left: ☐ (F8-Category) What are your expectations when you think about servicing categories? Closed end vs. LOC vs. RE vs. Auto Lending opportunities. ☐ (F9-UW Code) What are your expectations when you analyze your messaging categories? (approved, or approved with counter offer, or member walk-aways, etc.) ☐ (F10-Interview & F11-Udnerwriter) What are your expectations whey you think about your staff throughput? Are they busy? If not, what are you doing to increase the activity? Are they loaded down? If so, are you thinking about expanding capabilities? Is everything functioning about right? What are the numbers that make you feel comfortable? ☐ (F12-Delivery Channel) Where is the opportunity coming from when it's not across the desk or phone from one of our staff members?
☐ MNLOAN #8 Loan App Activity Tracking > F17-Activity Tracking > F14-Stats ▪ Review the history	☐ One level down in the same tool is the ability to trend monthly totals using monthly snapshots gathered by the system. When you first come into the screen the data displayed is dependent on the Selection Criteria (F11). Take the option and think about the presentation points you wish to make. ☐ Are you talking about the entire credit union lending factory results or

<table>
<tr><th>Suggested CU*BASE Tools</th><th>Notes/Assignments</th></tr>
<tr><td>

- Celebrate the wins
- Quickly evaluate the trends

</td><td>

one branch at a time?

- ☐ Over what time frame are you looking for trends? Just this year? Over a full year? Over more than a year?
- ☐ Would you like to look at every month? Just a single month? Or change it up and look at quarters?
- ☐ Using this display in different ways allows you to relate specific trends to your credit union to the group. Do you have a lending season (spring versus summer) that is more favorable? Do your members seem to borrow more early in the quarter or late? Do your lending activities follow some kind of consumer pattern (holiday purchases, vacation season, tax filings, etc.)?
- ☐ Look for the natural rhythm in the statistics and then see if you can amplify or nullify the trends with different tactical plans. Are you able to be a game changer with your tactics? Get the group into the mindset of both understanding and innovating your loan performance!

☐ Start with a full year (such as March 2009 to March 2010) and press Enter. There are 3 important concepts to stress right away:

- ☐ Sales is a numbers game and your have built your lending factory to process loan applications. What do the numbers say about your opportunity? Set the stage from this point forward to know the numbers and improve. Use the graph.
- ☐ Are the numbers trending based on expectations (cycles)? From one period to the next, are loan opportunities going up or down? Use the graph.
- ☐ Once you do the work, you hope the dollars pay off. So the second most important number will be the amount of money in total you have had the opportunity to lend. Use the graph.
- ☐ A healthy loan portfolio is one with the right amount of risk *(trending interest rates – see interest rate analysis tools MNRPTD options #4 Loan Interest Analysis and #5 Loan Application Analysis)* in combination with the number of loans *(MNLOAN #8 Work/View Application Status and MNRPTD #6 Loan Pipeline Analysis)* and the balance of disbursements *(MNPRTE #3 New/Refinanced Loan History)*. There are lots of ways to look at this activity, so dig in and make your case.

☐ Once you can see the big picture of an entire year, (such as March 2009 through March 2010), drill down on a month or two for the rest. Now you can break down the three components of success in processing loan applications:

- ☐ How many loans did you close out of the total opportunity? Book loans by % and by $. What hit the balance sheet? Remember this is loans created; disbursements may differ and for good reasons. Both numbers are important – creating new loans, and getting the money out to the members.
- ☐ How many loans did you deny or have the member walk away from? Take the time to make the distinction. Your denials can be tweaked by loan policy and marketing – what is your targeted denied %? How did

</td></tr>
</table>

Suggested CU*BASE Tools	Notes/Assignments
	you stack up this month? Over the last year? ☐ It might be most telling to do a good analysis on member walk-aways (loans approved, but the member did not move forward with the deal). These loan application numbers should show up in your denied trends through having the loan department close the opportunity once it is clear that the application is not going the credit union's way. Have a good long talk about what it means to do the work and not get the deal. Sales are not just a referral and a good argument why it has to go all the way to closing the deal! ☐ How many loans were left in the pending status at the end of the month? By % and by $. If the lending team is working the queues then this number is a good indicator of the next month's activity. After a while a good lending leader will have a sense for how much opportunity needs to carry forward from one month to the next to set up the next month's lending performance to be a good month. Is the pipeline what we need to sustain good performance from month to month? Remember, **the big points here are to show GRASP, MANAGEMENT, AWARENESS, and the INSIGHT to adjust and lead.** You are the sales manager and your factory needs to be managed for being both effective in driving volume and efficient in closing the RIGHT deal. Can you show the team from these displays that you have your finger on the pulse day to day, week to week, etc.?
☐ MNMGMA #6 Where Your Members Borrow	☐ When a member grants you the right to run a credit report in hopes of getting a loan, the credit union purchases an opportunity to sell and close the deal. That opportunity can either be a one-time shot, or it can be the opening of a doorway to maximize the investment. It is your choice! ☐ Good lenders will push the interviewer/underwriter to cross-sell all of the opportunities on a credit report. They do this by not only working the member's direct request for a loan, but also seeing what other loans a member might be interested in, based on loans they already have with your competitors. ☐ But what does the lending factory or the credit union do beyond that one-on-one cross sales? You need a tactic to make sure you maximize your investment in the credit report – you need corporate cross-selling activities. CU*South recommends three tries for every try your employee might make face to face. ☐ When you come into this display the computer has already done some impressive work. It will read the last 90 days worth of credit reports on file and trend them by the lending institution for your review. What do you see? Opportunity is knocking. ☐ You can see both member and non-member opportunity to cross sell – who should you contact? ☐ You can decide to talk about only your top 10, 15, 22 (Display Top) competitors – who should you compete with? ☐ You can decide to look for a certain kind of opportunity (installment loans, mortgage loans, revolving loans) – what should you sell and who is in the market potentially?

Suggested CU*BASE Tools	Notes/Assignments
	☐ How should you sort the screen for the group's discussion? Take a look at the Order drop-down box. ☐ Once again the graphs are there to give the picture, and to be easily downloaded into other documents to make your point. ☐ Once you have done a little brainstorming on the opportunity and how easy it is to see what you might do, the group needs a good idea of how you can go into action – set the stage to act! Drill down on one of the competitors portfolios by clicking on the blue spy glass. You now have a database ready for action: ☐ A call campaign window. ☐ A Member Connect file ready to export for emails, online banking messages, mailing labels, statement inserts, and telemarketing tracking. ☐ Take the team through some sale campaigns, talk about how to evaluate an opportunity, brainstorm on some "what ifs" and what would we say to certain groups. Show that you can take this data and turn it into loans on the balance sheet. Maximize every lending contact and investment in a credit report.
Understanding Operating Activities	
☐ MNGELE #9 Smart Operator: Daily Ops Log	One good indicator of smooth operations is that the management team can easily identify key activities, trend their completion, and look for hints about how to innovate and improve execution. "Are you smart operators?" is a question that every board and third-party commentator will be trying to answer. This option is a great indicator or tool to let others see how you can dip into your operations for the numbers. ☐ Show the group that you have a running 90+ days of activity for all major automated posting activities. ☐ Click on the Process drop down and give the group a sense of what those automated posting activities represent. ☐ Select a single process (such as ACHPOST) and press Enter – note the difference between receiving and posting third-party vendor files (e.g. ACH or Checking files). Spend some time to show your grasp of these activities and how important vendor due diligence is. ☐ When the screen refreshes run the group through the trends reflected in the flow of the day to day, process times, the amounts of the debits and credits. ☐ Drill down on one day and let the group take in the details. While processes will only include the base information (i.e., user, time to post, program name), some like share draft posting will allow you to drill down even further to the previously mentioned MNMGMT #12 Check Processing Stats Dashboard. ☐ In most cases this will be too far down in the weeds for your Board, but make the point that it is easy for your team to keep the trains running on time based on their ability to go down in the weeds with details and trends available. Give an example: Should the accounting department notice that member accounts are out of balance in an extreme way, one thing to do is check to see if all processes were competed today. If the

Suggested CU*BASE Tools	Notes/Assignments
	accounting department notices that the central account is missing some transactions it can verify whether a process was missed during the month. If the phone center starts to get some calls about missing direct deposits, one place to check would be the Smart Operator logs. Make this real for the group.
☐ MNMISC #9 ARU/Online Banking Summary Stats	☐ In this day and age of web services and online activity, a credit union has a virtual operation to consider in a big way. Trending that activity can be accomplished by using this report *(soon to be available as a dashboard presentation, targeted for 1st Qtr 2011)*. ☐ This will have to be a printed presentation or you can work the key numbers into a PowerPoint presentation. It starts by selecting the time frames you wish to analyze, such as the last four years starting with the current month. ☐ Take a look at the report, you will find some interesting stats to get the group talking. Some of our favorites are: ▪ Average logins in a day ▪ Most logins by a single member ▪ Time break downs for members using ARU, etc. ☐ While you have the group on this topic, spend some time on other activities that are relevant to your online business. Should you expand your online options (maintenance, bill pay, mobile, etc.)? What can you learn from MNMISC #10 Member PIN/Password Change History or #11 New Member Online Banking Use Report? How can you change the online experience for your members and lower your cost? Challenge the group and yourselves.
Understanding Staffing Levels and Structure	
☐ MNHTLA #1-3 Teller Activity by Time of Day, Day of Week, and Day of Month	*Are we busy? What is happening in branch 1 versus branch 2? What does a teller do in this era of online banking? What do we know about how many transactions a member does a day across a teller line? Do days of the week matter? What about time of the day: are we staffed correctly?* Once again, you will be challenged on whether you have GRASP of your operation – show the group you have the tools and know-how: ☐ Take the time to discuss your set of tools in general and how you use data to confirm and search for new ideas about your branches and teller staffing. List the different views of the data that are available on the MNHTLA menu. ☐ Discuss statistical rules of thumb for staffing and branch comparison. Talk about driving activity with acknowledgement of milestones, team wins, etc. A little positive competitiveness between the branches can spur team pride and innovation. ☐ Select a menu option and drill down on the possibilities (such as MNHTLA # 3 Teller Activity by Day of Month). Some key information will jump off the screen right away. How do you use it? ☐ Take the time to discuss what # of members, # of tellers, and the calculations for transactions per member and per teller mean. What are you looking for? Have you trended the data for an extended period of time (CU*BASE keeps a year) or are you just getting started? What is unique about each branch as you select different branches at the top of the screen?

Suggested CU*BASE Tools	Notes/Assignments
	☐ Notice when you select a branch with the Day of the Month analysis you get an additional option. A Go! button lets you drill down on a selected day of the month (maybe a record day for members, transaction, first Friday, last day of the month, etc.). ☐ When you drill down you will get a Time of Day analysis for the selected day. Same view, but now by time. What do you see, and how were you staffed? ☐ One thing to note is the comparison between the number of members served on the first screen (Day of the Month) and this screen (Time of the Day). In most cases you will notice that the number of members is greater in the time of day display. This is because the system is counting unique members per selection (day or time) and members may have done business in more than one time slice in a day. The same could be said for the number of unique members using a teller line in a month, versus a week, versus a day – members come back for more! What does that mean to your operations? ☐ Once again you have to consider the big picture versus the weeds – and a little of this information goes a long way. Stay focused on your management responses to the data, your management tactics in using the data, and the gains you plan to make from the awareness of the data – this is about showing that you and your board "Know the Operations."
☐ MNHTLA #5 Teller Activity Analysis Report	☐ Now that you have some idea about what time and day of the month members are doing their business at the teller line, how about some ideas about the mix of transactions at the line? This option will fill the bill and allow month-to-month and branch-to-branch comparisons. You might be surprised how the group will respond.
☐ MNHTLA #6 Shared Branch Activity Analysis OR MNMGMA #7 Where Your Members Branch	☐ We know *when*, and we know a little about *what*, but what can we say about who these members are that are using the branches? Well there is an option for that, too. Where Your Members Branch is a dual analysis depending on how your operation is configured: ☐ It will analyze just your members at your branches (F14 Members M/B) or it will analyze how your members and other credit union members use the Xtend Shared Branching network. ☐ *This option takes some time to understand, so make sure to read the help carefully.* Points to make in your presentation: ☐ We can identify by name the members who use our different branches. We can export those member names for marketing and sales campaigns. We can see the same summary stats on what our members do at other branches very easily. We can contrast weekdays to weekends. ☐ Spend some time with the group brainstorming on how you might use this data to change your member activities. Explain a bit about your different ways to analyze branch affiliation and activity (member asset branch, member activity branch, member most used branch, branch re-assignment capabilities, etc.). What are your goals for branches and how members identify with them? Do you have compensation plans based on branch utilization? Do you think your branch strategy is

Suggested CU*BASE Tools	Notes/Assignments
	reliant on a branch identity brand or a background to your overall brand tactics?
☐ MNMGMA #3 Transaction Activity by Branch AND ☐ MNMGMA #2 Trans Count by Delivery Channel	☐ For a quick analysis of what member branch assignments mean to your numbers, use this option. It will allow you to slice and dice different member activities and see how they affect the overall branch transaction counts. ☐ Explain the Delivery Channel concept to the group and discuss how many ways a member can initiate a transaction with the credit union. Select none at all and get all transactions. Select them one at a time to see a breakdown by branch (e.g., ACH), or select more than one up to five to see a grouping (e.g., ACH, ATM, DEBIT, Teller, and online banking). The graph will be by branch totals. ☐ After going through option #3, move up to option #2 (Trans Count by Delivery Channel), and see all of the delivery channels in one view. (Notice the “insignificant transaction” feature to limit the groupings and what is showed. This will allow the graph to be more legible for the group and give a clearer picture.) ☐ Once again discuss how your credit union might use the information such as Transactions per Member.

Know Our Identity (Q3)

Most teams spend very little time with their Boards trying to get a consensus on their marketplace identity. What are you trying to accomplish in creating an identity for the CU? How does that relate to what your competition seems to be pushing?

One way to gain this consensus is for the Board and key stakeholders to perform a *practical review* of the external communications that are supposed to be supporting the big picture. This is more than just talking about some nice concepts. Push for some tactical work, for evidence of identity-building assets, and for brainstorming that will lead to some, *"Our baby is ugly...we should do something!"* kind of thinking.

This Quarter's Focus:

- Understanding Marketing Strategies and Tactics
- Understanding PR Activities and Opportunities
- Understanding the Competition
- Understanding Products and Services Strengths and Advantages

Suggested Projects	Notes/Assignments
☐ A Baker's Dozen: 13 Key Ingredients in our Web Presence	☐ Come up with your own "baker's dozen" - 13 key areas that should be on a financial institution's website, the big things a Board of Directors should take away when analyzing a financial institution's web page. ☐ Review your website against this list: How do you stack up? What's missing? What do you do better than your competition? Worse? What *action* steps are prompted by this analysis?
☐ Complete a Financial Institution Scorecard ***(See Page 26 for a sample of this ScoreCard.)***	☐ Ask Board members to complete a "Website Member Service Goals ScoreCard" to analyze several websites: your own, plus one or two selected competitor websites. ☐ Have your Management Team and/or other employees complete the same ScoreCard for the same websites. ☐ Compare and contrast the findings. How do the Board member's insights differ from each other? How do they differ from your staff? What *action* steps are prompted by this analysis?
☐ What's For Sale on our Website?	☐ Define a list of the top 5 things your credit union currently sells on your web site. Show these pages to the Board along with how a demonstration of your website's navigation. ☐ List 5-10 concepts you think a website should sell (products, ease of use, do something now, refer a friend, etc.) and get the Board's consensus on the list and how you will attack them on your website.
☐ Get a Member's Top-of-Mind Reaction to Your Brand ***(See Page 28 for a sample of this ScoreCard.)***	☐ Have Board members complete a "Community Awareness Goals ScoreCard" to try and discern a member's top-of-mind reaction to your brand in the community. In other words, when a consumer in the community hears "ABC Credit Union," what does the Board want the member to think? ☐ How do your credit union's printed, website, marketing, and other brand identity tools support those goals? What *action* steps are prompted by this analysis?

Sample Score Cards

See Pages 26 and 28 for a couple of ScoreCards you might use (or make up your own!)

Know The Business Plan (Q4)

This Quarter's Focus:
- Understanding the Budget and Planning Process
- Understanding the Next Year's Business Plan

Many credit unions fail to put their best foot forward in their corporate records (business plans, Board minutes, planning sessions minutes, etc.) and end up having to write management responses to what they *should* have done. (Shoulda, coulda, woulda always puts you behind the 8-ball.)

A business plan informs the marketplace, your members, your regulators, and your team members about who you are, where you are going, and what you want the world to know about your organization. If you don't put your best foot forward with a business plan, what can you expect from these stakeholders?

A Format for Your Next Business Plan

Section	Message and Intent	
Theme	This is critical as it sets the tone for the entire business plan and what you want to accomplish	☐ Come up with a slogan, a jingle, a narrative that succinctly represents what you hope to accomplish, and what it would mean for the organization — a rallying cry, a sound bite that gets people on board
Introduction	This section should communicate *grasp* of your current situation	☐ When people read your plan, they need to easily identify with your ability to understand who, what, and where the organization is about, and the challenges and opportunities you face: *you get it, and they know it* ☐ List 5 current issues the CU faces that must be addressed in your next business plan
Content Part 1	This section should include short-term responses and investments to *survive* negative trends	☐ This is about survival: your ability to live to fight another day ☐ List 5 negative trends to highlight in your next business plan, each with a proposed tactic to *offset* that trend
Content Part 2	This section should include long-term responses and investments to *reverse* negative trends	☐ This is about sustainability: your belief in a long future for the credit union ☐ List 5 negative trends to highlight in your next business plan, each with a proposed tactic to *eliminate* that trend
Content Part 3	This section should include short- and long-term plans to *accentuate positive trends*	☐ This is about harvesting the maximum return from your strengths ☐ List 5 positive trends to highlight in your next business plan, each with a proposed tactic to *amplify* that trend
Content Part 4	This section should include information about evolving your firm and your asset qualities for your membership	☐ This is about building a business, built to last ☐ List 5 areas where the CU needs investment ☐ Then outline 5 potential projects to *improve the asset quality* of the organization
Conclusion	This section should communicate your confidence in your plan and your faith in the team's ability to respond to contingencies in the future	☐ This is about garnering the support for your efforts and your abilities ☐ List 5 reasons your team is suited for the challenge, that you are confident you can execute your plan, and that you are committed to holding yourselves accountable to a plan

Financial Institution ScoreCards

(For the "Know Our Identity (Q3)" Presentation – see Page 24)

ScoreCard 1: Website Member Service Goals

CU*ANSWERS
A Credit Union Service Organization

ScoreCard: Website Member Service Goals

What constitutes a good website is a complex issue, and can be very subjective. Each ScoreCard addresses one aspect of what makes a good website. There are marketing, general aesthetic of the site, subjective usability and successful conversion rates goals. There is also a big technical component, including web standards (W3C), user accessibility (Section 508) , search engine ranking (SEO), page load times (UX) and security concerns. Every website should have goals in each area. There should be goals for both your primary audience and secondary audiences.

This ScoreCard focuses on Member Service Goals on your website.

How to use this ScoreCard

Put yourself in a member's or non-member's shoes. Forget everything you know about credit unions. Focus on providing the information a member wants. Focus on the common tasks that a member or non-member would want when using the website.

Rate each item on a scale of 1-5. 1 means the task or objective is hard to find, do or is not successful. 5 is the task or goal immediately apparent or successful.

What an average member thinks: I want to get to my money, fast.

1. ScoreCard Information

Website: ____________________

Date: ____________________

Reviewer: ____________________

2. Tasks and Objectives of this ScoreCard

Rate how easy it is to complete or how successful each task or objective is.

	Task or Objective	Score
1	Find the online banking sign in?	
2	Apply for a loan?	
3	Find loan rates?	
4	Apply to be a member?	
5	Find out if you qualify to be a member?	
6	Find the nearest branch?	
7	Find the telephone number to call the branch? Contact information.	
8	Find the current sale/promotion?	
9	Does the site appear to be updated regularly? How old is the current news? Does it look stale?	
10	Find the nearest ATM Location?	
11	Find the website with a search engine?	
	Total	

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3. List the Top 5 Things this Website is Promoting

List each product or service that this website is currently promoting. Also consider, is there an obvious **call to action button** or link available.

	Product or Service	Call to Action Available
1		
2		
3		
4		
5		

4. Cool/Neat/Interesting Things this Site Has That I Wish My Site Had

List any items that are neat or interesting on this website. Only list items that are useful or address a specific need, not gee-whiz gimmicks. Include the URL where possible.

____

____

____

____

____

5. Other Comments and Observations

List any additional comments or observations about the website, marketing. Include any supplementary information about how you scored this website, if appropriate.

____

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ScoreCard 2: Community Awareness Goals

CU*ANSWERS
A Credit Union Service Organization

ScoreCard: Community Awareness Goals

What constitutes a good brand is a complex issue, and can be very subjective. The American Marketing Association (AMA) defines a brand as a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers.

Therefore it makes sense to understand that branding is not about getting your target market to choose you over the competition, but it is about getting your prospects to see you as the only one that provides a solution to their problem.

The objectives that a good brand will achieve include:

- Delivers the message clearly
- Confirms your credibility
- Connects your target prospects emotionally
- Motivates the buyer
- Concretes User Loyalty

To succeed in branding you must understand the needs and wants of your customers and prospects. You do this by integrating your brand strategies through your credit union at every point of public contact.

Your brand resides within the hearts and minds of members and prospects. It is the sum total of their experiences and perceptions, some of which you can influence, and some that you cannot.

A strong brand is invaluable as the battle for members intensifies. It's important to spend time investing in researching, defining, and building your brand. After all, your brand is the source of a promise to your member. It's a foundational piece in your marketing communication and one you do not want to be without.

This ScoreCard addresses several areas of what a member's top of mind reaction is to the credit union's brand in the Community. In other words, what does a member or potential member think about when they hear "ABC Credit Union". What is the goal for your brand and is it supported by your print, media, web, and facilities and most important staff?

How to use this ScoreCard

Put yourself in a member's or non-member's shoes. Forget everything you know about credit unions. Focus on providing their emotion or reaction to a credit union brand.

Answer each question or rate each item on a scale of 1-5. 1 means the task or objective is not clear, or is not successful. 5 is the task or goal is immediately apparent or successful.

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1. ScoreCard Information

Credit Union Reviewed: ____________________

Date: ____________________

Reviewer: ____________________

2. Brand Information

What is the Brand or Image? ____________________

____

____

Is there a recognizable logo: ____________________

What the slogan or tagline? ____________________

____

What reaction or emotion do you think they are seeking?

____

____

What is the reaction or emotion you think they are getting?

____

____

What is the competitive advantage? ____________________

____

____

What is the target market? ____________________

3. Tasks and Objectives of this ScoreCard

Rate how successful each task or objective is.

	Task or Objective	Score
1	Review the website – Does it support the goal?	
2	Review printed material (i.e. brochures, ads, newsletters) – do they support the goal?	
3	Review lobby video, television ad or website – does it support the goal?	
4	Look at the facility – does it support the goal?	
5	Does the credit union's community involvement supports the goal?	
6	How consistent is the brand in all of the above?	
7	Are marketing efforts directed at the target market?	
8	Is the competitive advantage clear in the marketing initiatives?	
	Total	

~cuanswers/scorecards/

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4. List the Top 5 Things Would You Add or Change in the Branding Efforts

List specific areas or items that would enhance the branding goals and a best guess for any expense that may be incurred.

	Target	Budget Est.
1		
2		
3		
4		
5		

5. Other Comments and Observations

List any additional comments or observations about branding. Include any supplementary information or examples, if appropriate.

____

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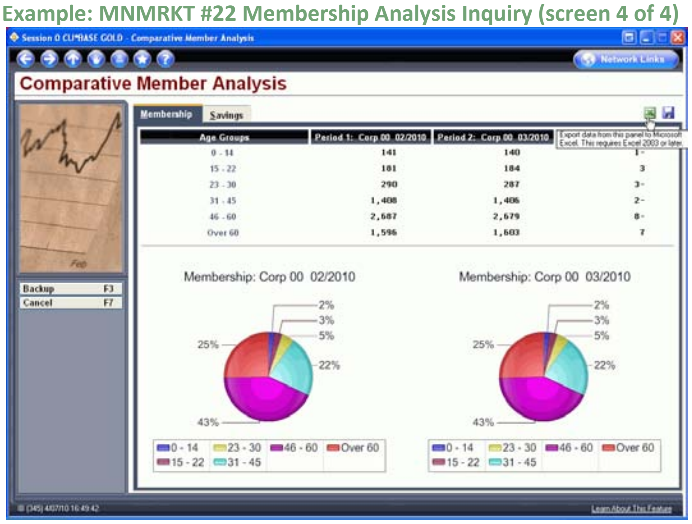
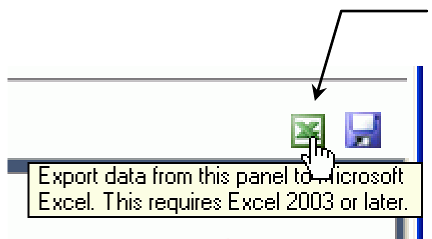
Perk Things Up with Some Graphics

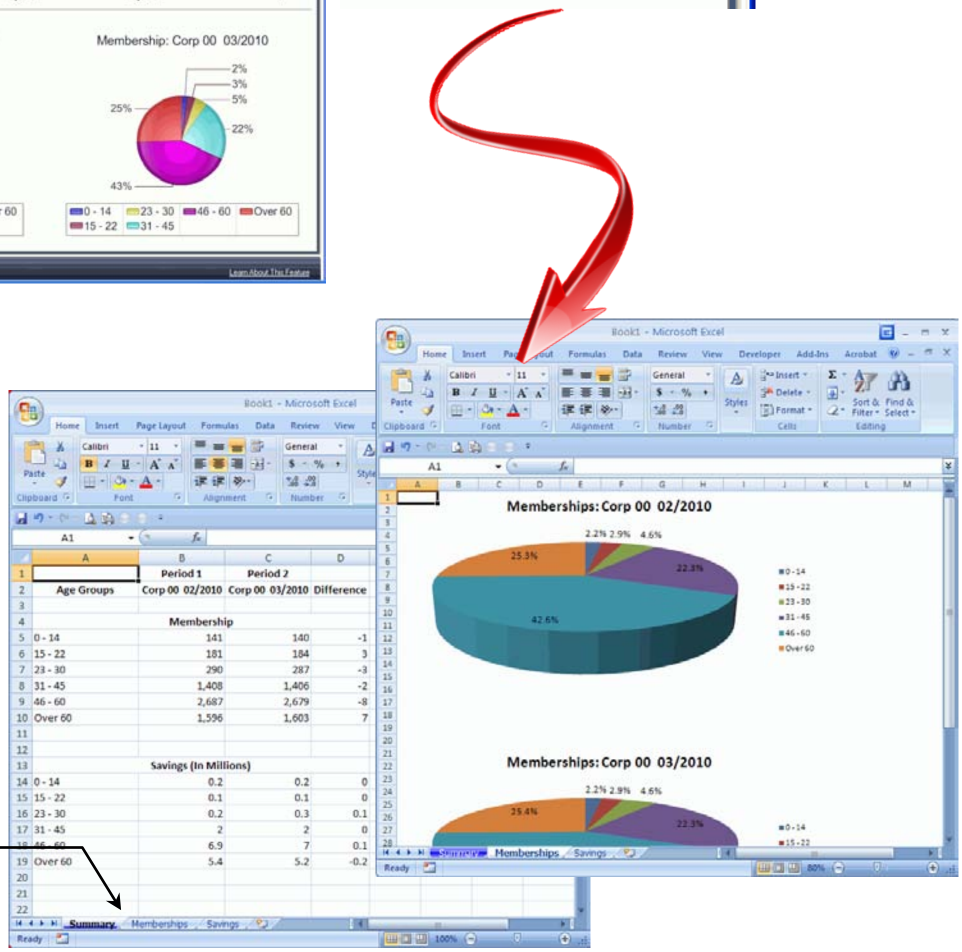
Boards love graphs. Nothing gets people talking like an interesting factoid presented graphically. CU*BASE makes this so easy; with the click of a button you can whip out graphs for regular use for management review, Board reporting, and special presentations like these quarterly planning sessions. Use this powerful tool, available from any CU*BASE option where graphs are displayed, and show your Board a new style of printed output that signals your team's expertise and grasp of the data.

Example: MNMRKT #22 Membership Analysis Inquiry (screen 4 of 4)





Just click this button to reproduce these same graphs in Microsoft Excel (2003 or later)...



...Excel will be launched and one or more worksheets will be created automatically, formatted and ready for your final touches and for printing.

Learn more about exporting data from CU*BASE tools:
http://www.cuanswers.com/doc/gold/gold.htm#Downloads.htm

Rules for Brainstorming

Google the term "**brainstorming rules**" and you'll find over a million hits. Here are some of our favorite tips:

From Wikipedia, http://en.wikipedia.org/wiki/Brainstorming

Brainstorming is a group creativity technique designed to generate a large number of ideas for the solution of a problem. Ground rules:

1. Focus on quantity
2. Withhold criticism
3. Welcome unusual ideas
4. Combine and improve ideas

By Lyndsay Swinton, Owner, Management for the Rest of Us, www.mftrou.com

"7 Brainstorming Rules & Techniques To Get More From Group Problem Solving"

1. No idea too stupid
2. Watch the clock
3. Record your progress
4. Quantity not quality
5. Use both sides of your brain
6. Encourage the right mindset and have fun
7. Let no good idea go unheard

By: Vadim Kotelnikov, Inventor and Founder, Ten3 Business e-Coach, 1000advices.com

"10 Brainstorming Rules"

1. Set directions
2. Involve everyone
3. Encourage cross-fertilization
4. Encourage outside-the-box thinking
5. Don't overlook the obvious
6. Suspend judgment
7. Don't fear repetitions
8. Don't stop and discuss
9. Record and display each idea
10. Apply the 80/20 rule and change hats to select the best ideas

As published in *BusinessWeek*, www.businessweek.com

"Eight Rules To Brilliant Brainstorming"

1. Use brainstorming to combine and extend ideas, not just harvest them
2. Don't bother to brainstorm if people live in fear
3. Do individual brainstorming before and after group sessions
4. Brainstorming sessions are worthless unless ideas lead to action
5. Brainstorming requires skill and experience both to do—and especially—to facilitate
6. A good brainstorming session is competitive—in the right way
7. Brainstorming sessions can be used for more than just generating ideas
8. Follow the rules, or don't call it a brainstorm

Learning From Your Peers

To add an external stimulus into your Board conversations, try learning from a credit union peer. Start with the CU*BASE **Tiered Service Peer Analysis** (MNMGMB #17 or MNMRKT #26). This tool helps you evaluate how your members stack up against your peers when it comes to your relationship management goals. More than just seeing how people are using the CU*BASE Tiered Services software, this process will allow you to benchmark performance and find a group of potential partners for best-practice innovation.