Implementation of Technologies

Prioritizing with a Purpose



Pierre Cardenas MBA, NCCO President/CEO Innovators of Change



Innovative uses of technology are re-inventing life as we know it in virtually every industry.

METFLIX







Etc.

Technology Cycles – Still Early Cycle on Smartphones + Tablets, Now Wearables Coming on Strong, Faster than Typical 10-Year Cycle

Technology Cycles Have Tended to Last Ten Years

Mainframe Computing 1960s Mini Computing 1970s Personal Computing 1980s Desktop Internet Computing 1990s Mobile Internet Computing 2000s Wearable / Everywhere Computing 2014+













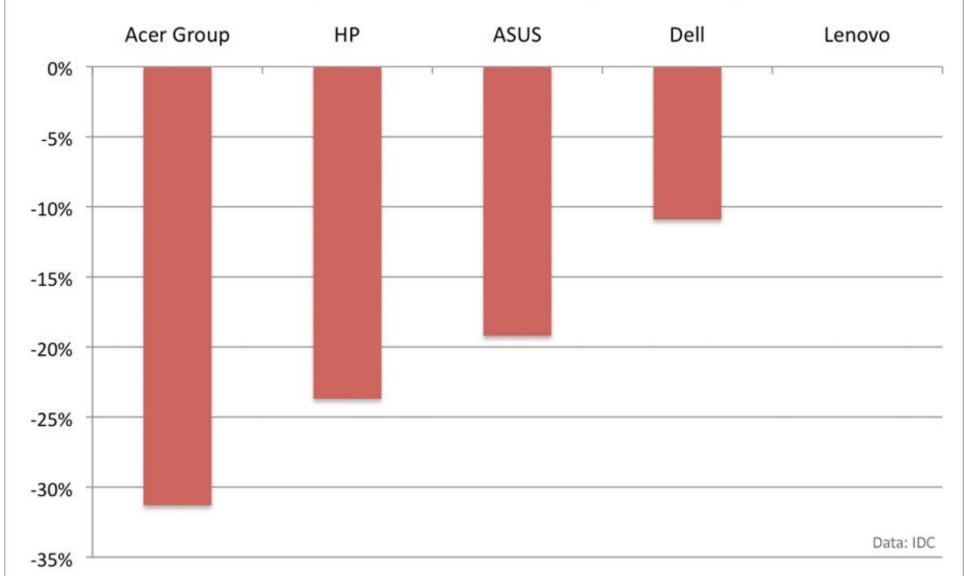
KPCB

49





Growth Of Worldwide PC Shipments For The Top 5 Vendors, Q1 2013 (Preliminary)



OUR CHALLENGE If you are willing to accept it?

REMOTE LENDING CHANNELS

- Call Center (Loans)
- Internet
- MOBILE/CHAT/TEXT
- Outbound

Products & Services

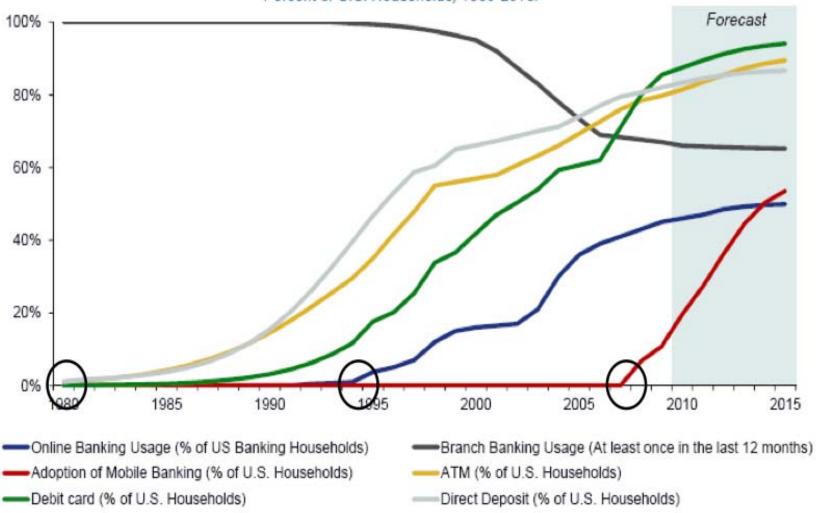
- Prequalification's
- Auto Loans
- Credit Cards
- Home Equity's
- Mortgage
- Personal loans
- RV/Boats/Motorcycles
- Problem resolution/Research
- Deposit & Account Support

• **RESOURCES**

- Operations
- System Capabilities
- Project Capacity
- IT
- Staffing Requirements
- Experienced staff
- Regulations

Consumer Distribution Channel Penetration





Note: Online banking includes PC banking

Source: Federal Reserve, FRB Boston, FRB Philadelphia, SRI Consulting, University of Michigan, Mintel, Celent, Bank of America, comScore, Nielsen Mobile, Wall Street Journal, Mercatus Analytics

Source: Mecatus, Mobile Banking Study, December 2009.

1995

Bank of America



2012 85%

The reduction in average # of visits per customer per year to a branch

visit us online at cuna.org

But branches aren't going to disappear entirely.

"We will never have a branch-free banking industry, it's just that they're going to be more concentrated and less present in non-urban markets," Bush said.

Biggest bank closers

Bank	Branches clo	osed Branches of	pened Net decrease
Bank of America	256	12	244
Wells Fargo	80	19	61
Royal Bank of Scotlan	d 66	7	59
PNC	82	32	50
M&T Bank	51	3	48
Capital One	41	2	39

Source: SNL Financial 50

Branch Foot Traffic Rule of Thumb 80%+ monetary transaction – Same old, same old-

Asking a question you already know

see if the person will lie.

Tellers Most Endangered CU Position, Execs Say

August 17, 2011

- In 10 years, most credit unions will no longer use tellers to conduct routine member transactions such as deposits and withdrawals, according to two executives who are involved in the move to so-called "teller-less" branches.
- "In 10 years, I believe the financial institution with a teller line is going to be the anomaly. The branches without tellers will be the norm," Colvin said, adding that the "compelling" economic case for moving away from models where "tellers are trapped behind the counter" would eventually trump popular misconceptions and concerns about removing tellers.

Confronting the Revenue Growth Challenge: Restoring profitability through both expense control and greater share of wallet.

- The Lever to Pull in the Short Term is Expense Control
- Results from a BAI Research series covered many areas of Operations, Retail Channels & Marketing, Product Mgmt, Risk and Regulatory Compliance, Sales & Svc, Technology & Payments
 - SURVEY SHOWED TWO MAIN AREAS OF EXPENSE REDUCTION
 - 1. Back Office Operations
 - 2. Branch Network Reduction or Redesign

Trying to reduce expenses in operations is going to be tough due to regulatory and compliance costs as 79% of survey responders said they will have to spend \$\$ here

&...

Fraud and security was also high on the list and second to that of compliance

CONTROL EXPENSES

Expense ratio of 3% is too high (Op Exp / Avg Assets)

- Number of Branches
- Number of Employees
- Quality & Productivity of Employees
- Efficiency, Accuracy & Speed of the process

Remote Delivery Channel Migration

You are going to pay for Technology









Whether your members use it or not!

Credit Unions Struggle With Twitter, One In Five Abandon Accounts February 27, 2012

- Credit Unions on Twitter struggle to attract followers even after being active over two years as 1 in 5 just give up entirely.
 - (Study by The Financial Brand analyzing 350 "activated" credit union Twitter accounts.)
- Total # of credit unions in this study: 350 (5% of all U.S. credit unions) Assets over \$1 billion: 66 \$500M \$1B in assets: 53 \$200M \$500M in assets: 62 \$100M \$200M in assets: 59 Assets less than \$100M: 108

If you leave your account open long enough, you will inevitably hit 300+ followers, even if you never tweet.

CU Management Aug 2013 CitizensFirst CU \$382Million/29,800 members, 1 emp – 130 twitter, 2590 FB. Univ of New Orleans \$26Million/4,600 members, 2 emps – 45 twitter, 1,144 FB

What do you have now and how do you do it?

The lever to pull in the short term is expense control. Results from a BAI Research series, which covered the areas of operations, retail distribution channels, retail marketing and product management, risk and regulatory compliance, sales and service effectiveness and technology and payments, indicates that banks are planning expense reductions in two main areas: back-office operations and branch network reduction or redesign.

Teller Ops
Branch Operations
Loan Ops
Loan Processing & Packaging
Loan Review
Loan Closing
Speed of delivery
Mortgage Loans
Home Equity Loans
Credit Cards
Approvals & Denials
Signatures
Title Work
Verifications

Follow up



Online Banking

 \checkmark

Mobile Banking



Remote Deposit Capture



Mobile Applications



Online membership



Electronic Signature



Mobile Centric Strategy











Mobile Deposit Capability Driving Consumer Decisions Credit Union Journal | Monday, January 16, 2012

- Four in 10 consumers with an interest in mobile banking say that the ability to make deposits via their smart phones is the top factor in selecting or switching banks..
- There is no doubt that mobile is changing how we bank, as the latest data finds purchases made on smartphones and tablets hit \$5.3B in 2011, up 83% from the prior year.
- Research conducted by Tower projects a 50% increase in mobile banking users by 2013
- ICBA survey found that while only 14% of community banks offer mobile payment services today, another 47% plan to offer it within the next 2Ys.

Banc investment daily

QR Codes = Scan & Be Scanned to Get Stuff...

SCAN

Quick Scan w/ Smartphone For Info on Nutrition / Product / Price...



BE SCANNED

Smartphone-Generated Codes For Boarding Pass / Ticket / Payment / Rewards...







7 New Mobile Technologies That Stand to Shake Up Payments

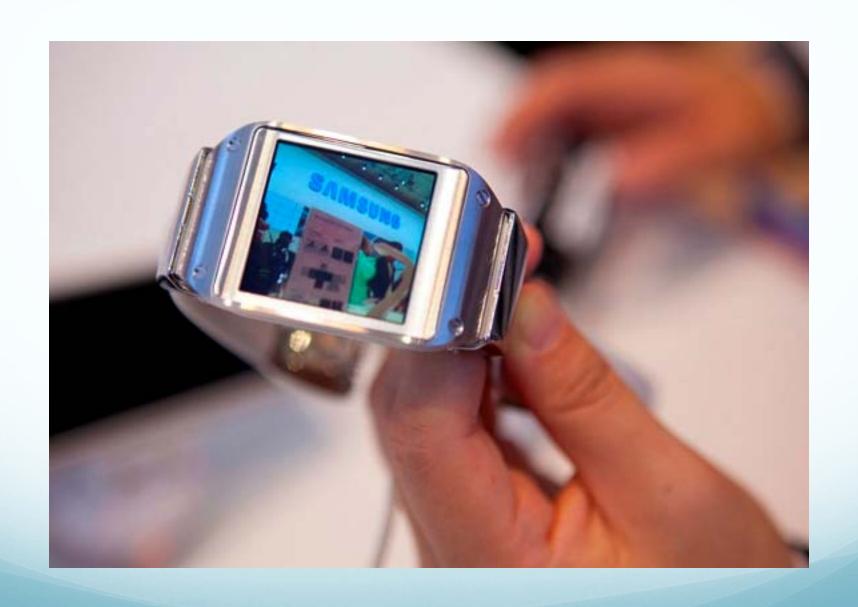
Mobile person-to-person payments are about to get a lot faster.



FISERVE EXPANDING POPMONEY INSTANT PAYMENTS SERVICE













Remote deposit capture



Mobile Deposit

Can't make it to the bank? *No problem!*Use your smart phone to deposit checks from anywhere!

Member FDIC

Click here for more information!

Mobile Wallet: Coming Soon to a Credit Union Near You

Gina Ragusa 2 October 2013



Currently 15 credit unions plan to offer CU Wallet to members.

One Nevada Credit Union (\$681 million, Las Vegas, NV)

CommunityAmerica Credit Union (\$1.8 billion, Lenexa, KS).

Workers Credit Union (\$978 million, Central, MA)

Washington State Employees' Credit Union (\$1.8 billion, Olympia, WA)

Kinecta Federal Credit Union (\$3.2 billion, Los Angeles, CA)

Quorum Federal Credit Union (\$796 million, Purchase, NY)

Affinity Federal Credit Union (\$2.3 billion, NJ)

Trends in Mobile Banking environment

- What is a Mobile banking environment?
 - A little history 3 eras
 - Era 1- WAP and mobile web sites
 - Era 2 Native apps
 - Era 3 Unified offerings
 - Era 3
 - More than mobile home banking
 - More than phones
 - Incorporates a whole mobile presence
 - Services from multiple vendors
 - Social media

UNIFIED MOBILE OFFERING

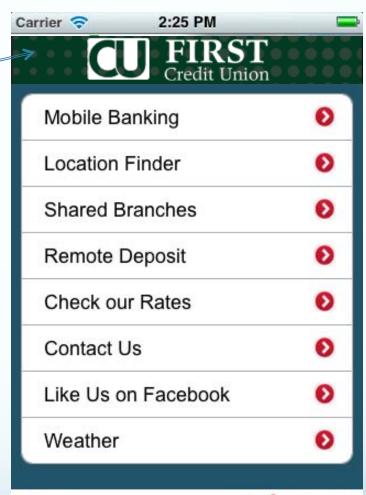
Cross platform availability that gives the financial institution the ability to unite all mobile enabled content into a single application ready for publication as a downloadable app to the carrier markets (iPhone, iPod, iPad, AppStore, Android Smart phones and tablets)

Features:

- UniFI Mobile Admin (UMA) Gives your institution the ability to easily update and customize your mobile offering and platform. UMA also provides extensive analytics and reporting.
- Support iPhone, iPad, Android, and Mobile CSS.
- In-app advertising and branded marketing campaigns
- ATM/Branch Locator
- Funds Transfer
- Balance Inquiries
- Remote Deposit Capture

Branding presence
throughout the
Application Experience

Rotating Ads with URL links to offers and applications





Configurable Home Screen

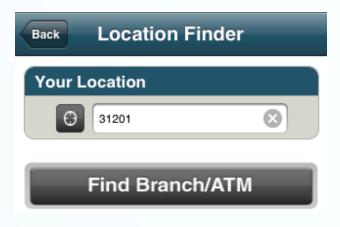
Mobile Banking, Remote Deposit, Social Media, Location Finders and everything in between

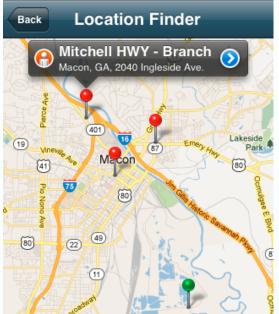
Easily Change -

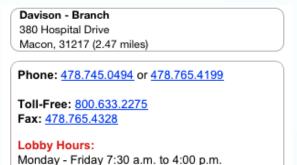
Fonts, Colors, Behavior

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Location Finders







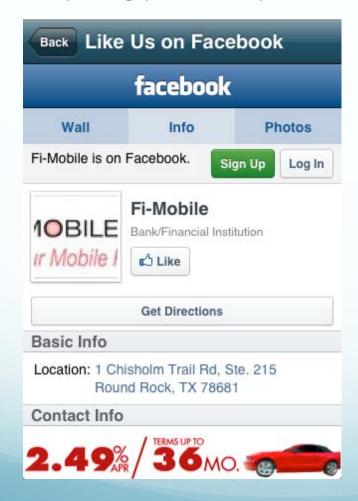
Take advantage of local hardware like GPS to help members find your branches with directions and location info

Include shared branches when they are out of your area

Integrated to location services offerings

Social Media and Web Content

Everything you want your members to see in a single location





Analytics, Reporting and Tracking

Detailed information to effectively serve your members -Location, Device, Visit Length





START THINIING AND WORKING TOWARDS MOBILE

Mobile

Video: Mobile Imaging Software Moves Beyond Remote Deposit Capture Which Solutions Have You Explored?



Mobile Photo Bill Pay

Mobile Photo Balance Transfer

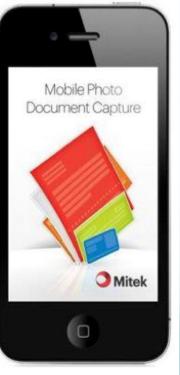


ACH Enrollment*

Mitek

Mobile Photo ACH Enrollment

Mobile Photo
Document Capture
(for Loan & Deposit
Applications)

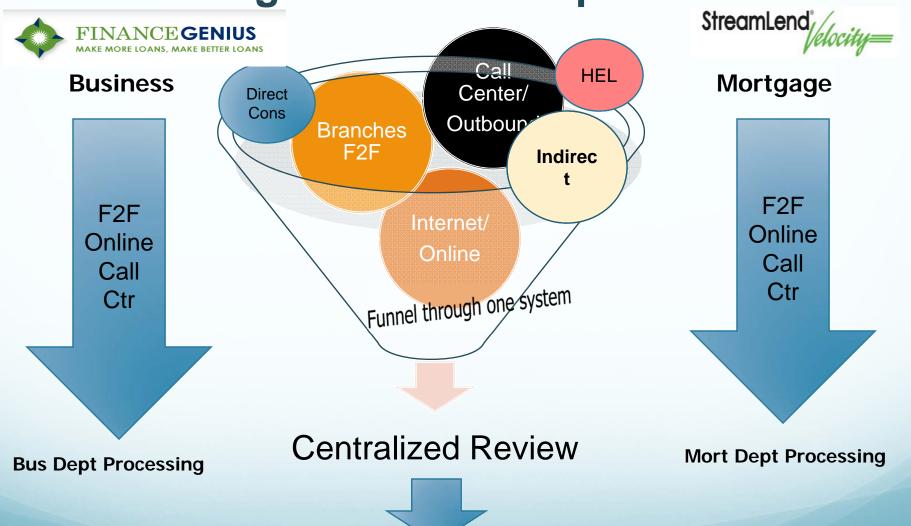


Video and Source: miteksystems.com

Lending Session for 22-29 year olds



Integrate and Centralize your "Consumer" lending channels and products





Centralized processing and closing







Home . Locations . Contact Us . Help . Sign In

Enter keyword(s)

Search

Online Banking

En Español

Overview

Sign In

Enroll Now

What You Need To Enroll

What You Can Do

Mobile Banking

Mobile Web

Mobile Applications

Online Banking Demo

Online Banking User Guide

Online Banking Credit Card **Test Drive**

SafePass

Online Banking Guarantee

Service Agreement

Read Reviews

Frequently Asked Questions

Information for California. Change state



Mobile Applications

Download the Mobile Banking App for iPhone, Blackberry or Android.



You can download our free Mobile Banking Applications designed just for your phone, including iPhone™, Blackberry® and Android. No matter where you are, you'll have access to your accounts with the added convenience of our applications.1

Download application

1. Select device

- O Blackberry
- Android G1
- OiPhone
- Other

2. Enter mobile number

Get Application





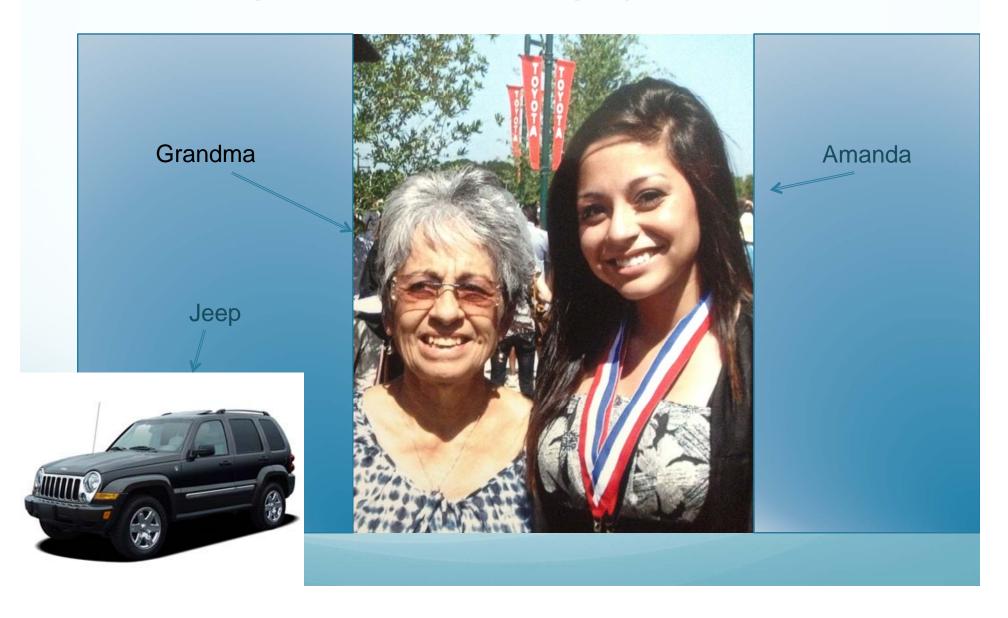
Common Purpose. Uncommon Commitment.



- Research
- Compare
- Apply



GRANDMA'S JEEP



You would not send your employee into battle with a pitch fork?



If you knew the actual cost to handle a loan at your CU?

You might have been able to pay for a new system twice!



You are not scalable without it!

Simplify the process but MAKE IT QUICK & EASY!



Verifications, Proof of ?,Inspections, first born, blood type & URINE SAMPLE PLEASE Getting other CU members and EMPLOYEES!

Immediate approvals



OPTIMIZE TECHNOLOGY



mortgageb@t*

No one takes online technology farther...















 $\mathbf{Z} \mathbf{o} \mathbf{o} \mathbf{t}^{\circ}$

















Two applications ne seamless solution.

ustry's first multi-channel account opening and loan origination platform.



has been acquired by



The undersigned acted as exclusive financial advisor to











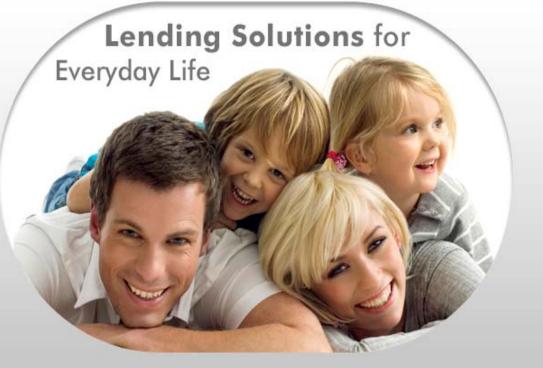
CUDL







Merchants / Businesses











Opportunities

Solar

Furniture

Lifestyle

Home Improvement\
Education

Trade School

HVAC

Oil Burners

Funeral

Cosmetic Surgery

Dental Surgery

Boat, RV, "Toys"

Loan Origination Solutions Retail Lending





by CU DIRECT

rateGenius



o o o o financegenius

Open Lending®

STOP the Perversion Process

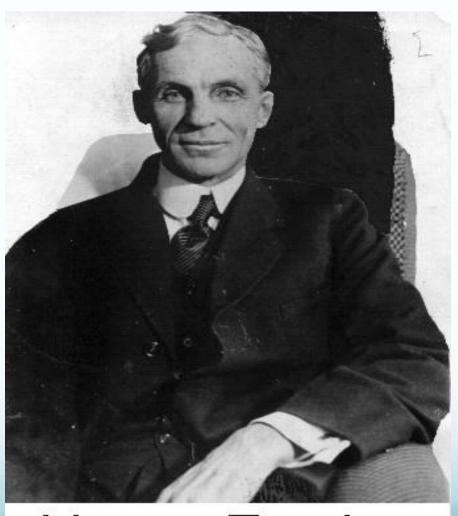


LEADERS LIMIT PROGRESS



LACK OF EMPOWERMENT STOPS PROGRESS IN ITS TRACKS!

Streamlined Process



Henry Ford

ASSEMBLEY LINE PROCESS

CRADEL TO GRAVE SYSTEM PROCESSING

YOU ONLY TOUCH IT ONCE EVERYONE BECOMES AN EXPERT BUILT FOR SPEED & EFFICIENCY OPTIMIZES REMOTE DELIVERY & F2F ENVIORNMENTS



APPLICATION

EVALUATION

UNDERWRITING

SALES

PROCESSING

FULLFILMENT/ FUNDING

Loan process must be efficient & streamlined (Big or small)

1 Billion (GECU) vs. 500 mill (Amplify) vs. 48 mill (SW Financial CU)

Learn to do more with less

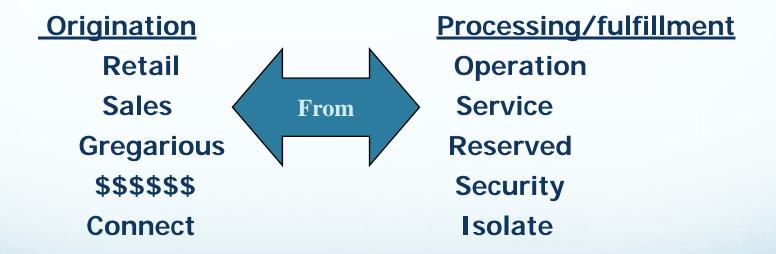
As volumes go up can staffing stay down?

TODAY REGARDLESS OF SIZE YOU HAVE TO BE EFFICIENT!!

Principle - Henry Ford assembly line process!

Took a lengthy and complicated process and broke it down to its individual parts.

Break down the process but for sure separate:



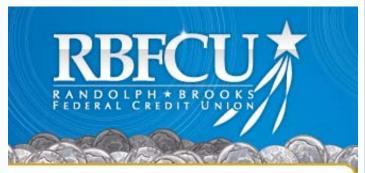
Make the hand-off take place when the sale becomes a closing

Taking it to the next level

No more loan officers at the branches

Branches focus on monetary transactions ONLY!

- Phone stations or computer kiosks or video conferencing stations are set up at all your branches.
 - Anything other than a transaction are taken to the remote station
 - All loan applications are handled in a centralized environment
 - Your sales people focus on the relationship
 - Your operations people focus on getting it done right



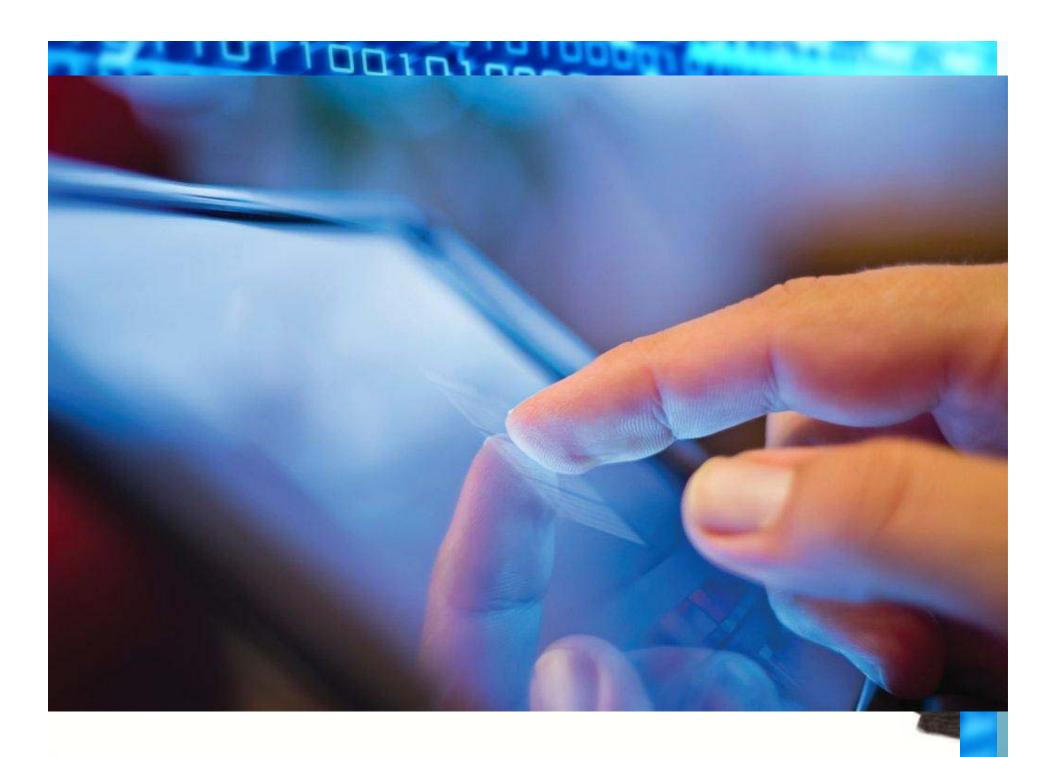






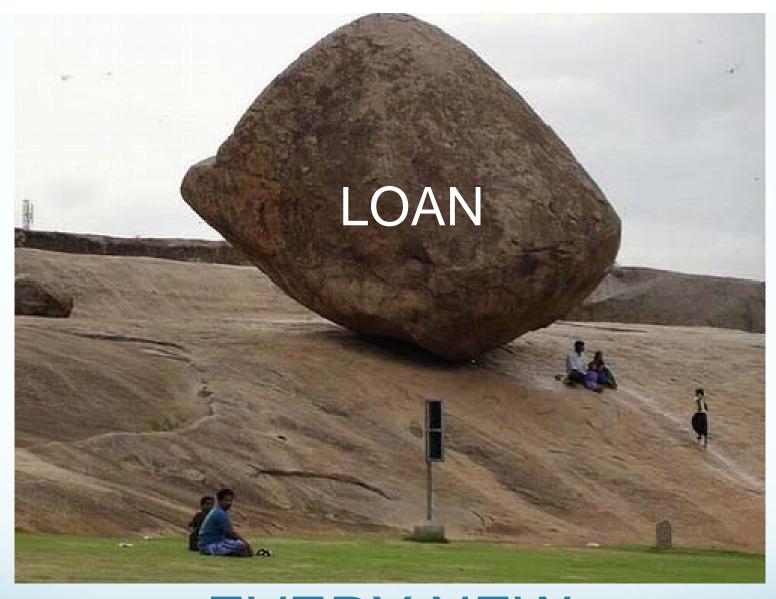






Online Only Products & PRICING

- Online Specific Products
 - Online Savings
 - Online Checking
 - Online Money Market
- Online Lending
 - Channel Pricing 25bps disc for applying on line
 - Apply with your Mobile Phone
- Easy Access, Easy Process
- User Friendly
 - Efficiency, Accuracy & Speed of the process



EVERY NEW ACCOUNT

WE HAVE LOST OUR COMPETITIVE ADVANTAGE



Apply for a CAR TITLE LOAN and get your CASH within one hour while you keep and drive your car.

TITLE LOANS



Fast & Easy

- Valid I.D.
- Proof of Residency
- Proof of Income
- Arizona Title & Vehice

Drive Away With Cash Today!

Open Late 7 Days



888-LOANZME | CHECKS

Limited Time Offe

New loons only, 30 day loon, \$1,009 due at repays \$1,000; Finance Charge; \$90.00; APR: 120.45% on 1 (Qualified cashones), 18te loans provided by Buckey Tuoon, where provided by Buckey Chark Cashing sued under the authority of A.R.S. \$44-251 et see, Not look the look amount determined by condition of the set of the loon amount determined by condition of the set.



AUTO TITLE LOANS

- Up To \$25,000 in Minutes
- We'll Loan Half of Vehicle Value in Cash Today
- · Get the Cash, Keep Your Car

APPLY TODAY!

PR SPER

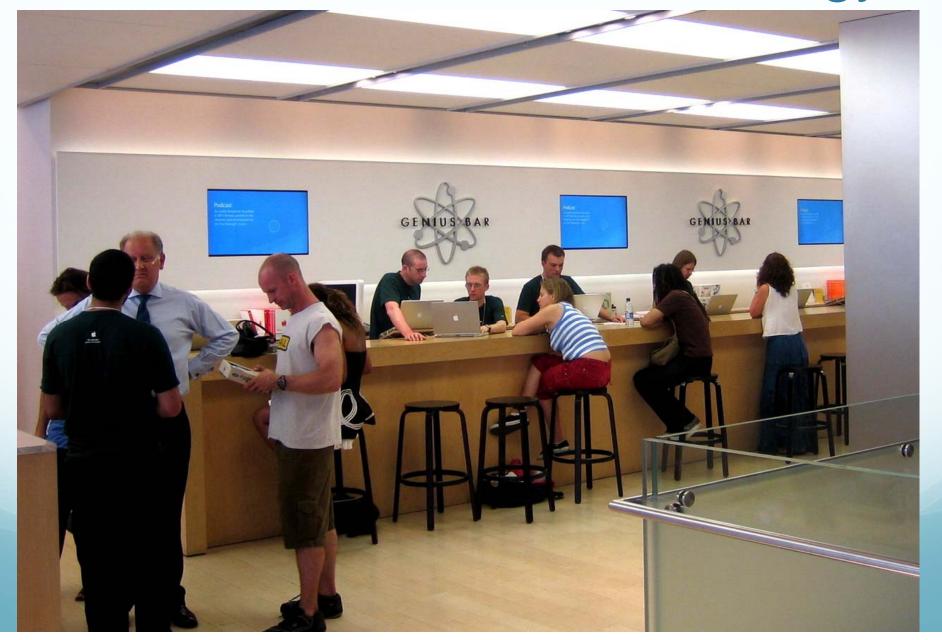
INVEST. BORROW. PROSPER.

BRANCHES ARE NOT GOING AWAY!

- THEY ARE STILL THE KEY DISTRIBUTION CHANNEL, PREFERRED BY 68% OF CONSUMERS AND SMALL BUSINESS.
- MODEL IS GOING TO CHANGE & CHANGING ALREADY!
- DESIGNED DIFFERENTLY NOT FOCUSED ON MONETARY TRANSACTIONS!
- SMALLER AND FIT INTO TYPICAL RETAIL FOOTPRINTS
 - Less need for large branches with drive-ups)
- BRANCH MANAGERS WILL NEED IMPROVED MARKET MANAGEMENT SKILLS
- THERE WILL BE GREATER NEED AND UTILIZATION OF HIGHER QUALITY, BETTER INFORMED INDIVIDUALS WHO CAN HANDLE SERVICE, SALES AND TRANSACTIONS
- TIGHTER CROSS-CHANNEL INTEGRATION WITH HUB BRANCHES & CALL CENTERS ESPECIALLY FOR EXPERT SUPPORT AND MEMBER ADVISORY FUNCTIONS.
- VIDEO CONFERENCING WILL BE A MAJOR WAY OF COMMUNICATING WITH MEMBERS AT THE BRANCH

RETENTION STRATEGY WITH HEAVY EMPHASIS ON TEACHING THE MEMBERS TO USE AND LEVERAGE THE NEW TECHNOLOGY BEING OFFERED TODAY

Retention and service strategy



Young Professionals





usaa.com

DELIV

IENCE

ANY QUESTIONS?



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