



Your Strategic Partner for Life



cuStrategies

Sales and Service Culture Transformation Program

(One-Year Program)

**Provided by Celeste Cook
cuStrategies LLC**

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Meet Celeste Cook



Your Strategic Partner for Life



Meet Celeste Cook

Celeste is founder and President/CEO of cuStrategies LLC. As a credit union industry strategist and expert, Celeste provides strategic planning services, consulting services, and training programs to the credit union industry. She is a keynote and motivational speaker in addition to a consultant and trainer, and her dynamic and engaging speaking style have also made her a popular and sought-after speaker in the credit union industry.

Celeste has worked in the credit union industry for 20+ years and has been a professional speaker and trainer for more than 15 years. She previously worked for a \$1.6 billion credit union in Atlanta, Georgia, and worked as a consultant and trainer with Rex Johnson of Lending Solutions Consulting.

Celeste has helped credit unions across the nation transform their credit union into a dynamic sales and service culture increasing loan growth by up to 30 percent, increasing loans yields from 6.21 to 8.26 in consumer lending, and minimizing delinquencies and charge offs!

Where Strategy Meets the Bottom-Line

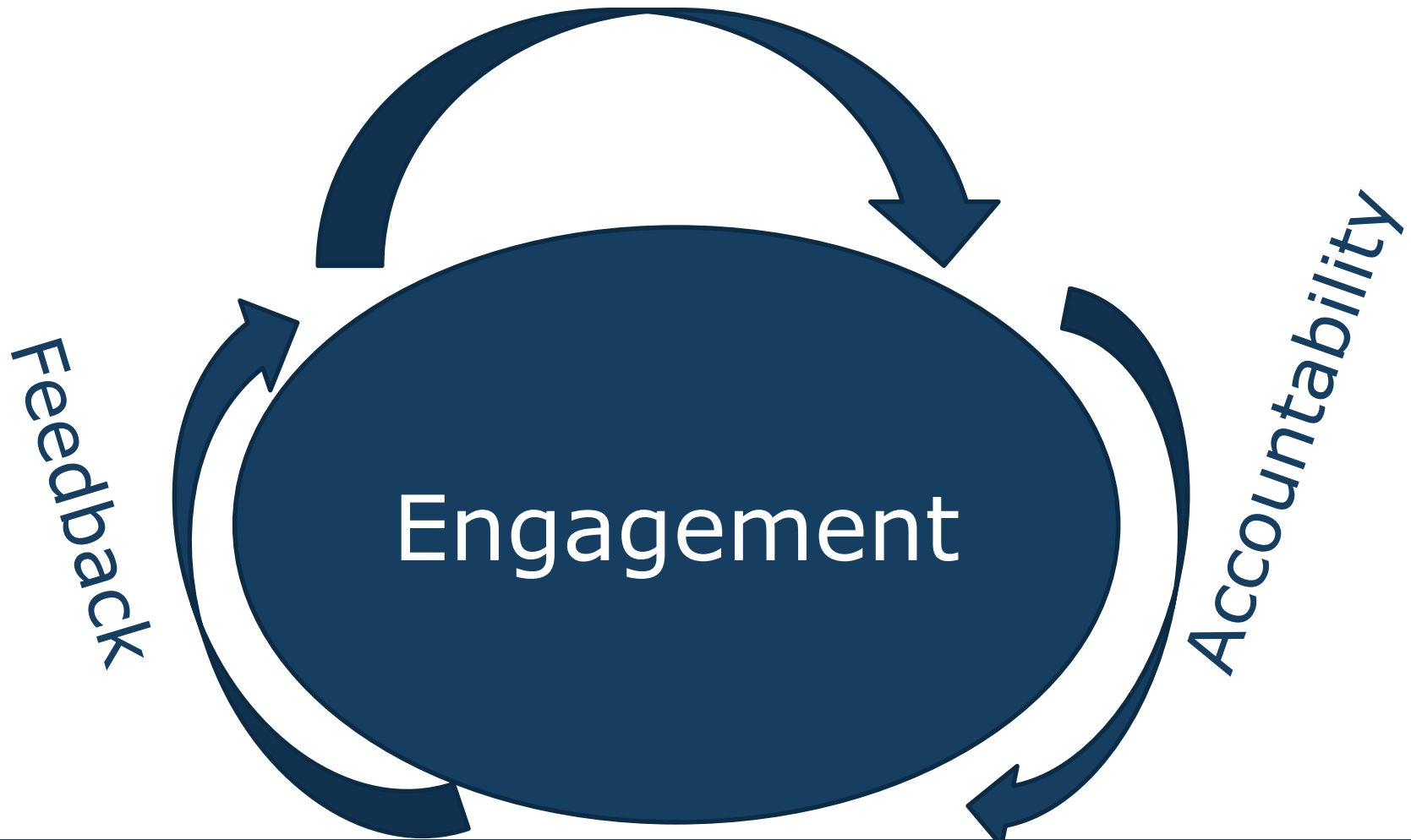
Proven
Strategies

Changed
Behavior

Optimal
Results

- Increased employee engagement
- Increased member loyalty
 - Increased loan growth
 - Increased loan yield
 - Increase ROA
 - Decreased delinquencies
 - Decreased charge offs

Expectations



Engagement

Accountability

Feedback

- To partner with credit unions across the nation (small, medium, and large) to:
 - Create a dynamic **sales and service cultural transformation** to ensure long-term sustainable growth
 - Transform employees into “**Service EXTRAordinaire Champions**” to **engage members** and help the credit union increase loan growth, profitability, and member retention
 - Train staff to **focus on what they can do**; not what they can’t do
 - **Increase cross sell opportunities** through integrated skills, techniques, and knowledge for staff that are **PROVEN to increase loans**, checking accounts with direct deposit and e-statements (PFI status), and bill pay (retention tool)
 - Train tellers and provide the tools to successfully make **loan referrals**

- To partner with credit unions across the nation (small, medium, and large) to:
 - Transform New Accounts and Loan Processors from order takers to **Financial Solution Partners**
 - Train staff to **ask the right questions** and **offer the right solutions** instead of just responding to members' request
 - **Increase loan growth, profitability, and member retention** through an innovative **Credit Score Analysis (CSA) program** that helps members improve their credit score, lower monthly payments on loans with other financial institutions, and eliminate high-interest-rate credit card balances creating a win for the credit union and member

- To partner with credit unions across the nation (small, medium, and large) to:
 - Develop a strategic plan to **ensure managed growth for long-term sustainability** (Key Leadership Strategies Program)
 - **Develop** managers and supervisors **to become leaders** (not just managers) to **keep their teams motivated and engaged** to achieve the credit union goals (Leadership Development Program)
 - Develop managers and team leaders to **become effective coaches** (Coaching Up Program)
 - To provide the tools needed to manage and coach staff
 - Create sales and service initiatives and strategies to ensure credit union goals are achieved

- To partner with credit unions across the nation (small, medium, and large):
 - To provide onsite training
 - To provide “live” coaching in real life situations with staff to reinforce training
 - To establish benchmarks, goals, accountability tools, and reward and recognition programs
 - To provide additional consulting services based on the specific needs of the credit union
 - To provide the tools/forms for management and managers to effectively manage the change process/transformation to ensure long-term sustainability

- To partner with credit unions across the nation (small, medium, and large) to:
 - Implement key lending and marketing strategies to increase loan opportunities through existing and new members
 - Develop and train loan officers and processors to capture more quality profitable loans and make better loan decisions
 - Minimize delinquencies and charge offs through creative collection strategies, solutions, and partnerships
 - Create greater relevance and value for people and businesses in our communities (business development)
 - Develop a business development program to ensure long-term sustainability through partnerships
 - Become the credit union of choice in their communities by offering unique and innovative programs and services

People
Products
Pricing
Programs
Policies
Processes
Procedures

We partner with you to establish a holistic approach to long-term sustainable growth by focusing on the 7 P's that have a direct impact on the success of your credit union!



Your Strategic Partner for Life

Partnering with You to Map Out A Holistic Leadership Vision... Leading and Supporting Relentless Growth

Credit
Union
(Vision)

Talented
People

The Right
Metrics

Sales and
Service
Culture

Marketing
Your
Brand

Salaries
and
Incentives

Member-
ship
Growth

Business
Develop-
ment

Removing
Barriers
for
Growth

Training
and
Develop-
ment

Loan
Growth

Partner-
ships

Map Out Your Strategies For Growth and Profitability!

A holistic approach to driving growth and retention! Aligning Strategies to Achieve Your Vision!



- Create your competitive advantage
- Build an organization with committed and enthusiastic employees
- Connect marketing strategy and execution [at every touch point and delivery channel]
- Create learning opportunities for all managers and staff
- Implement strategies to resist the “rubber band syndrome” that often pulls people back into old routines

Source: Leading for Growth,
Ray Davis and Alan Schrader

- Rise above the day-to-day battlefield to [help staff understand and develop] a strategic perspective of your [credit union] and where it is going
- Remain agile [and forward-moving]
- Build and lead a **sales and service culture** that generates **relentless growth** [easier said than done]

Source: Leading for Growth,
Ray Davis and Alan Schrader

Break Down the Barriers

“A culture of resistance eats strategy for breakfast. Building relationships [from the top down] is the essential component of a culture”

Source: Peter Drucker

cuStrategies will partner with you to create a culture that engages all staff from the top down to elevate the credit union to the next level!

Leadership and Coaching Programs

- **Days TBD unless specified below**
- Strategic Planning
- Key Leadership Strategies Program (1-Day Program)
- Leadership Development Program (2-Day Program)
- Coaching Up Program (1-Day Program)
- **1/2 day one-on-one coaching per mgr.**

Service EXTRAordinaire Program

- **One-Day Program for frontline/all staff**
- Focus on members' needs
- Engage in the right conversation
- Ask the right questions
- Offer the right solutions
- How to overcome objections
- **Coaching with tellers (1/2-day per branch)**

Credit Scoring and Analysis (CSA) Lending Program

- **Three-Day Program for front line staff**
- How to engage members and build the right relationships
- Understand how to conduct a credit score analysis in 5 minutes
- Understand how to calculate credit scores
- Identify loan opportunities
- Assess risk without using the credit score
- Conduct a CSA Action Plan
- **One-on-one coaching per loan officer, loan processor, new accounts staff, and Call Center Staff**

cuStrategies will partner with you to create a culture that engages all staff from the top down to ensure relentless loan growth, profitability, and retention for long-term sustainability!

Business Development Consulting & Training

- **One-Week Program or as needed**
- Assessment of Business Development Structure
- Establish SMART Goals
- Develop a plan of action to capture new members and new loans
- How to open doors with potential companies
- How to overcome objections
- Conducting Credit Score Management Seminars
- **Onsite Coaching: "Live" calls and visits**

Collections Training Program

- **One-Day Program**
- Establish procedures for outbound calls
- Outbound calling strategies to ensure return calls
- Review of credit reports to determine solutions to ensure on-time payments
- Asking the right questions to engage in the right conversation to ensure payment

Outbound Calling Program (Call Center/Branch)

- **One-Day Program**
- Call Center Staff Training
- Branch staff training
- Scripts for outbound calling
- Indirect Outbound Calling Program
- Focus on existing members
- Loan referral follow up calls
- **Onsite coaching of staff (2 hrs. per staff)**

cuStrategies will partner with you to create a culture that engages all staff from the top down to ensure relentless loan growth, profitability, and retention for long-term sustainability!

Added-Value Services

More Services



Credit Union Assessment & Consulting

- People
- Products
- Pricing
- Programs
- Policies
- Processes
- Procedures
- Marketing Material
- Website
- Goals
- Incentives

Employee Programs

- Mystery Shop Program: Pre- and post-mystery shop calls to create benchmarks and measure success of training
- Recognition and reward Programs
- Sales initiatives and strategies
- Employee Referral Program
- Member Referral Program

Partnering to Serve!

- **S**ee the future: envision and communicate a compelling picture of the future
- **E**ngage and develop others: Recruit and select [and train] the right people for the right job
- **R**einvent continuously: Possess a never-ending focus on improvement
- **V**alue results and relationships: Generate positive, measurable results, and cultivate great relationships with those you [and partner with]
- **E**mbody the values: Live consistently with your stated values

Source: Great Leaders Grow, Ken Blanchard

- Minimum of four one-week onsite visits within a 12-month period
- Schedule is designed based on imminent needs of credit union
- Training programs can be customized to fit the needs of the credit union
- Additional consulting and training can be provided as requested by the credit union

Credit Union Success Stories

- Experienced **16 percent loan growth in one year** as a result of the program
- Increased monthly loan volume from an average of \$10 million per month to \$21 million the first month after implementing the One-Year Sales and Service Transformation Program
- Direct loan volume increased from \$6 million to \$14 million in January of one year compared to the previous January
- Sustained over \$20 million in monthly loan volume over a 12-month period

Dover FCU was awarded the 2015 Credit Union Journal Best Practices Award using cuStrategies' programs and strategies

- *"The ensuing results have been extraordinary thus far.*
- *Rzewnicki said in the first six months of 2015, Dover FCU generated \$61.5 million in total loan volume, virtually equaling the total figure from 2014.*
- *"We had our two biggest months in the history of our credit union with June closing at \$17 million and July at \$13 million, resulting in a total of \$74 million with five months of opportunity still remaining in 2015," he exclaimed. (By the end of October, that figure has climbed to \$105 million)*
- *Indeed, Dover FCU had slated a 16% increase in loan growth for 2015 – but they have already witnessed a 23% increase so far this year, suggesting they could achieve a 30% gain for the full calendar year.*
- *However, the "vast majority" of the new business this year came in the form of auto loans."*

Source: Article to be posted in the CU Journal Publication, Nov. 2015 Issue

- Increased direct loan volume the first month of integration of cuStrategies' One-Year Program from \$4.5± million to \$9±million
- Increased direct loan volume from an average of \$4 million per month to an average of \$8 million per month since the inception of cuStrategies' programs (January 2016 – April 2016)
- Continuing to sustain indirect loan volume (70% of auto loans came from Indirect)

- *"As of November 30, 2014 total year-to-date loan growth for 2014 is 30%. That is following last year's loan growth of 33%. Pretty cool stuff!"*
- *"My average loan yield has increased to 7.42% from year end 12/31/13 of 7.07%"*
- *"Auto and unsecured delinquency has remained unchanged"*
- **Note: No indirect loans**

Provided by Susan Rodriguez, CEO, Baker FCU 12.02.14

- *"Celeste's training was invaluable," said Carolina Postal President/CEO Joy Watts. "If not for her CSA Program, lending strategies, and training of our staff, we would not have gone into this area as aggressively as we could. We certainly would not have helped as many members as we have. All of which, coincidentally, helped our bottom line. It's a win-win-win for everyone."*
- *Carolina Postal's loans in 2012 totaled slightly more than \$10 million. Following cuStrategies' CSA training in 2013 loans exceeded \$15 million — a 33% increase over 2012. In fact, the two months immediately following the two-day CSA training, Carolina Postal experienced a 53% increase in loan dollars (January and February 2013). Loans for 2014 are more than \$8.9 million, as numbers proceed to increase because of the CU's continued CSA marketing efforts.*
- *Along with the loan growth, CPCU minimized its delinquency ratio for consumer loans — decreasing to .67% in 2013 from 1.98% in 2012. Its current ratio is .36%. The total marketing cost for the program was \$14,458, showing a net profit of \$46,662 and an ROI of 323%"*

Source: CU Journal e-Publication, November 2014 Issue.

<http://www.cujournal.com/news/leveraging-csa-training-to-boost-lending-33-1023515-1.html?zkPrintable=true>. 11.27.14

"By the way, we are causing a shock wave through our lending department as they try to keep up with the mini-apps. Our business development team has been hugely successful bringing back mini-apps from business partner events—
109 in just one day at one Benefits Fair."

*Shared by Glenn Kirk, EVP Marketing & Business Development
Summit Credit Union*

Business Development Event



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- Number of CSAs conducted: 827
- Number of loan opportunities captured due to CSAs: 574

With an average loan balance of \$10,000 with a loan yield = \$5.74 million in direct loans

Provided by PSCU

- Approximately 90 loan opportunities captured in two days during training class*
- Approximately 80 loan opportunities captured in 3 days through Teller Recapture Program**

Example of potential revenue:

Average loan amount: $\$10,000 \times 90 = \$900,000$

Average loan yield: $7\% \times 900,000 = \$63,000$

*Provided by Mobiloil Credit Union

**Provided by FAA Credit Union

Employee Engagement Success Stories

- **We turned “another” unsecured request into a “SECURED” Solution!!!** This member initially applied for a personal loan and was on Eric’s DENIALS for January....**Eric worked his denials**; called the member **and after asking the member WHAT she is DRIVING** – he went a step further - even though he is not as familiar with the COMAKER loan he offered the loan and mailed the documents to the member...
- Maddie was able to finish the loan at the Charlotte office...

Source: cuStrategies Credit Union Client

The day after your class I came back to the credit union and a member came in to apply for a \$2500.00 signature loan. **Before we began the process I asked him “How would you also like to lower your monthly auto payment’?”.** He asked how I could do that so I explained the process and once I pulled his credit I realized that I could save him MEGA money. **I lowered his car note by \$125.00 a month that will save him around \$6400.00 in interest!** Also, I was able to do the loan for \$2800.00 not \$2500.00 (He had a CAPONE..haha..that the limit was \$300 and the balance was \$299, so we paid that off!) by securing it with his other car! Thanks for everything!

Michael Rucker

Loan Officer, Mississippi Postal Employees FCU

Train staff to look for loan opportunities!!!

I had a member that brought a Birthday Letter in to have a CSA done yesterday and I was able to go over his credit report and see things that we could do to help both him and his wife. I was able to uncover \$30,000 in unsecured debt. The only other things they were paying on were their vehicles. However after doing some digging I was able to find that both vehicles were barely used and had balances way lower than what they were worth. The vehicle financed here for \$6,000 was worth \$30,000 and their other vehicle financed at USAA was financed for \$16,000 but worth \$26,500.

Katie, Mabiloil FCU

*So I was able to offer and make the plan to consolidate all of their unsecured debt into their vehicles. Most of their cards were anywhere from 8% to 28%. They are beyond thrilled and both hugged me for the money I will be saving them. They were unable to sign last night due to being after 5:00 and the underwriters were gone. Their auto loans with us will both be at 3.25% and **we will gain \$55,000 in loans and \$49,000 in new money** when they sign at 3:00 today. Just wanted to share that the Birthday Letter brought us a great opportunity and I took advantage of it and was able to help a really nice couple that I know will continue to come to me in the future.*

Katie, Mabiloil FCU

Employee Success Story (Provided by PSCU)



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Mr. "Member" came in on Tuesday to look into a credit card so he could do a balance transfer to consolidate some of his other credit cards. We started the app and I noticed he had a lot more debt than what we could consolidate on 1 CC. He had an existing Toyota loan with us and a GMC loan at [other financial institution]. There wasn't any equity in the GMC but there was over 12K equity in the Toyota loan. So talking to him we would be able to do a lot with that and at a lower rate. He took it home and talked to his wife and they came back in today. We ended up moving the loan from [other financial institution] (26,566.20), refinancing the Toyota (21,599) & getting a CC w/ 7500.00 limit (did a 6100.00 Bal trans). With what we paid off if they would have kept paying on it they would have paid \$12,222.38 in interest, and with what they are now paying they are only going to pay \$3842.49 in interest!!!!!! Total savings of \$8379.89 in just interest alone!!!! This is saving them so much in interest not counting the \$300 a month that we are saving them. We took cards and loans at 13.24%-17.08% and turned it into 2.94%-6.99%!!!! THIS IS WHY I LOVE MY JOB!!!!



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Thank You!!!

Celeste Cook, CEO/Founder

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