

Credit Union Analytics User Group

Virtual Meetup: July 28th, 2020

How To Win With Enterprise Analytics

We will be starting shortly!

The recording and deck will be emailed to you.

- Please add questions to the Q&A box.
- Feel free to introduce yourself, your role, your CU in the CHAT box.

If you would like to receive future
invitations, register here:

<https://go.callahan.com/AnalyticsCommunity.html>

Hosted by:



+ a b | e a u
Credit Union User Group

Agenda

Introduction & Community Updates

How To Win With Enterprise Analytics

Q&A



Introduction & Community Updates

Charlotte Taft | Sr. Director of Business Intelligence

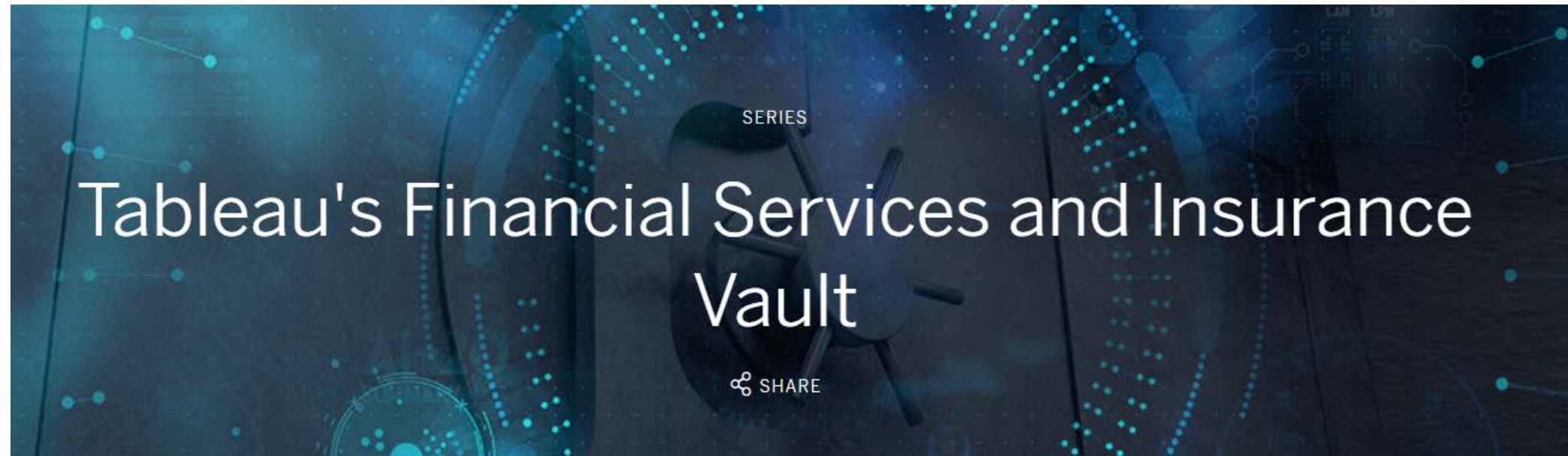
Callahan & Associates | Washington, DC | ctaft@callahan.com



Today's Registered Attendees

DBA Tableau Developer Enterprise Sales Executive Director of ERM
IT Auditor Director Treasury Technology HR Systems Program Manager IT Analyst VP / Support Services Systems Developer
Capital Markets - Analyst SVP Indirect and Consumer Lending Network & Systems Manager Compensation Analyst Account Manager
Sr. Data Integration Engineer Director, Disparities and Data Analytics BI & Analytics Enablement Lead CMO Data Visualization Engineer Developer
Information Systems Programming Professional SVP - Innovation & IT Business Intelligence Specialist SDBI Marketing Manager
IT/Compliance HRMS Specialist CIO/CTO Data Manager VP of Finance IT Director BI Director Financial Analyst
Data Architect
Business Analyst Business Intelligence Analyst Data Junkie BI Engineer Data Analyst
Director of Strategic Analytics and Business Process Reengineering VP Analytics/BI Data COO BI Manager
Marketing Analyst Director, EDMS VP of Business Intelligence Controller
IT Manager CEO CFO Product Manager Analyst VP of IT VP - Marketing Intelligence & Strategy Operations Analyst
VP of PMO Marketing Analytics Manager Finance Manager
Impact and Reporting Manager VP of Innovation Management Office Manager, Data Management Member Insights Analyst
BI Developer CLO Data Scientist Digital Analytics Manager Chief Strategic Officer Deposit Products
CDO Manager of Data Services Tableau Architect Customer Insights Strategy Analyst

Tableau Financial Services Trainings



Free August Webinars:

- [Data Management](#)
- [Introduction to Tableau Desktop: Bank Loans](#)
- [COVID-19 Analytics for Financial Services](#)
- [Introduction to Tableau Prep](#)
- [Tableau Server Management](#)
- And many more!

[Link: Tableau Financial Services Vault](#)

[Link: Tableau for Finance on Tableau Public](#)

What's The Latest: Non-Interest Income

Everyone wants to know more than the 5300 can tell us...

Callahan has a new collaborative tool for analyzing and tracking NII general ledgers.

Upload your data and view your Peers' data, which breaks out **fee income and operating income** into more granular data points, including:

- NSF/overdraft fees
- Mortgage origination fees
- Wire fees
- CUSO earnings
- Interchange income
- Fee refunds

- **Visualize and track historical trends** in a growing list of different, non-publicly reported metrics (starting with NII).
- **Benchmark trends against peers**, allowing for a comparative analysis of what is working, what isn't, and where adjustments can be made.

Tracking these individual sub-streams is more enlightening than the category totals provided by the 5300 Call Report. Compared to interest income – which is impacted heavily by macroeconomic factors beyond a single institution's control – credit unions have more strategic control over their non-interest income streams. Once your data is uploaded, you'll be able to:

For more information, please visit the **Upload Data** section of the top menu of Callahan Peer-to-Peer. If you have any questions, feel free reach out to analystsupport@callahan.com and one of our analysts will assist you.

Format

Fields

Header Pane

default

Font: [dropdown]

Alignment: [dropdown]

Numbers: [dropdown]

Shading: [dropdown]

Totals

Font: [dropdown]

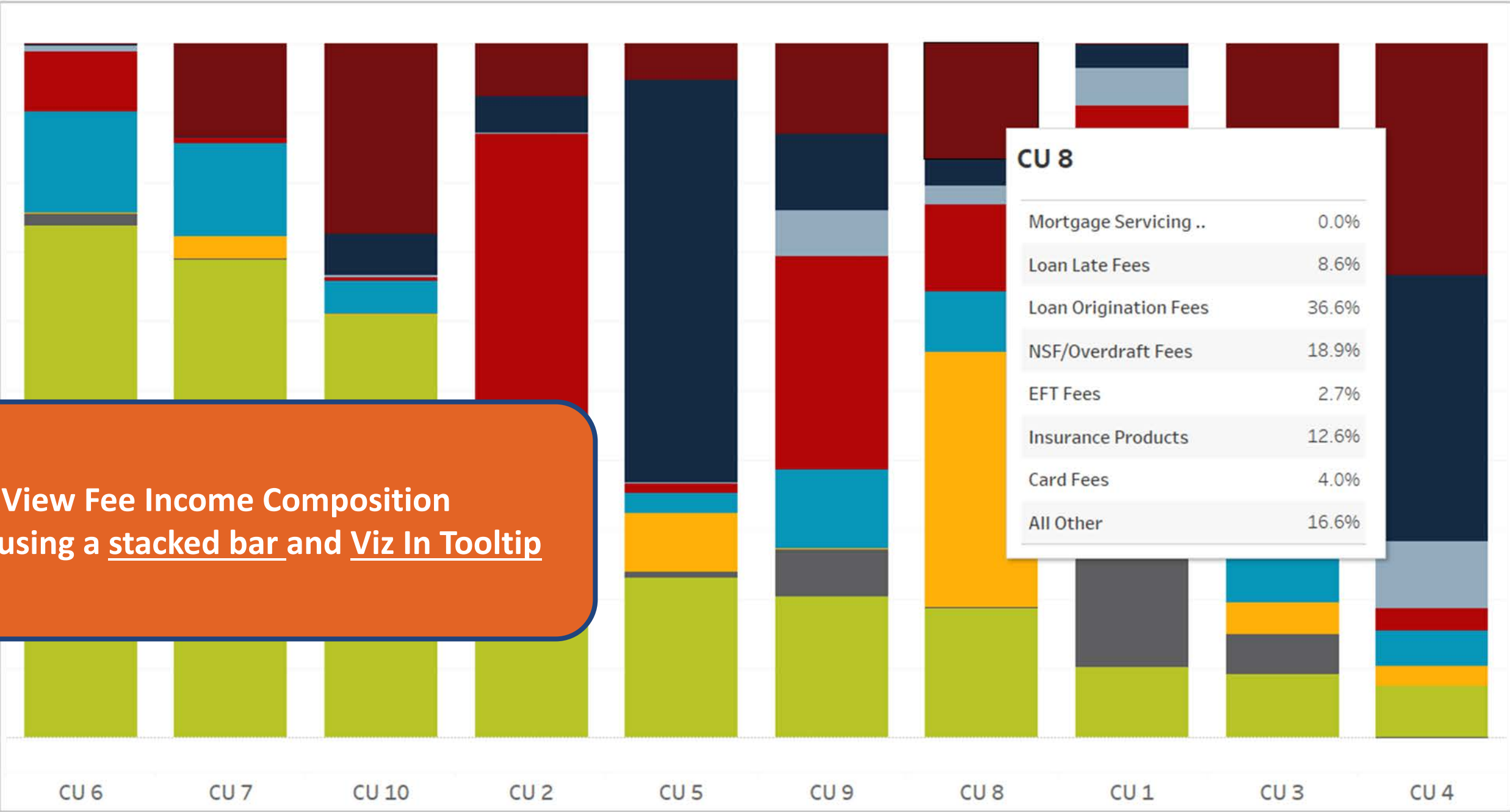
Alignment: [dropdown]

Label: Total

Fee Income Composition Comparison

Data as of 12/31/19

- All Other
- Card Fees
- EFT Fees
- Insurance Products
- Loan Late Fees
- Loan Origination Fees
- Mortgage Servicing F..
- NSF/Overdraft Fees



CU 8

Mortgage Servicing ..	0.0%
Loan Late Fees	8.6%
Loan Origination Fees	36.6%
NSF/Overdraft Fees	18.9%
EFT Fees	2.7%
Insurance Products	12.6%
Card Fees	4.0%
All Other	16.6%

For Example: View Fee Income Composition Comparison, using a stacked bar and Viz In Tooltip

Interested in speaking?

Interested in hosting?

Interesting in planning?

Got ideas you want covered?



WE WANT YOU!
FOR THE CUTUG!

Contact Us

Charlotte Taft | ctaft@callahan.com

Leadership Group Calls

Credit Union Analytics Community Leadership Team Planning Call

- Wednesday 8/12/20
- 3:30-4:30 PM ET

Tableau Leadership Team 2020-2021 Planning Call

Thursday 8/20 3:30-4:30PM ET

- [Register for a Leadership Group](#)
- Or - email ctaft@callahan.com

Power BI Leadership Team 2020-2021 Planning Call

Thursday 8/27 3:30-4:30PM ET

Don't Miss An Update

Sign up using the below link to get email updates
– you can select which updates you'd like to receive:

[Analytics Community Email Sign-Up](#)

- [Tableau Community page](#)
- [Power BI community page](#)

United Federal Credit Union

St. Joseph, MI | \$2.95B

Name	United	CUs Over \$10B	CUs \$1B-\$10B	CUs \$500M-\$1B	CUs \$250M-\$500M	CUs Under 250M	All CUs in U.S.
Assets	\$2,952,034,045	\$28,212,125,782	\$2,489,857,057	\$696,664,567	\$350,520,188	\$47,728,684	\$312,237,105
Loans	\$2,468,238,730	\$18,721,901,403	\$1,771,242,590	\$479,502,302	\$234,418,620	\$28,013,401	\$212,673,614
Shares	\$2,285,127,892	\$22,358,181,901	\$2,101,128,959	\$594,771,969	\$303,690,566	\$41,467,887	\$262,326,844
Net Worth	\$313,248,254	\$2,964,303,876	\$272,036,202	\$76,876,447	\$39,117,652	\$5,744,205	\$34,395,381
Members	177,906	1,910,779	167,286	54,134	30,262	4,805	23,128
FTEs	709	4,042	426	160	89	13	60
Return on Assets	0.90%	0.48%	0.61%	0.41%	0.43%	0.41%	0.53%
Operating Expense Ratio	3.53%	2.76%	2.98%	3.59%	3.76%	3.75%	3.16%
12-Month Asset Growth	3.35%	14.28%	9.80%	7.05%	6.31%	4.00%	9.25%
12-month Loan Growth	-1.59%	8.85%	7.93%	5.14%	4.92%	2.79%	6.96%
12-Month Member Growth	1.43%	8.50%	4.85%	2.49%	1.74%	-0.10%	4.00%
# Credit Unions	1	11	335	258	358	4345	5307

Data as of 3/31/2020



How To Win With Enterprise Analytics

Eduardo Santos

Vice President, Enterprise Analytics

United Federal Credit Union



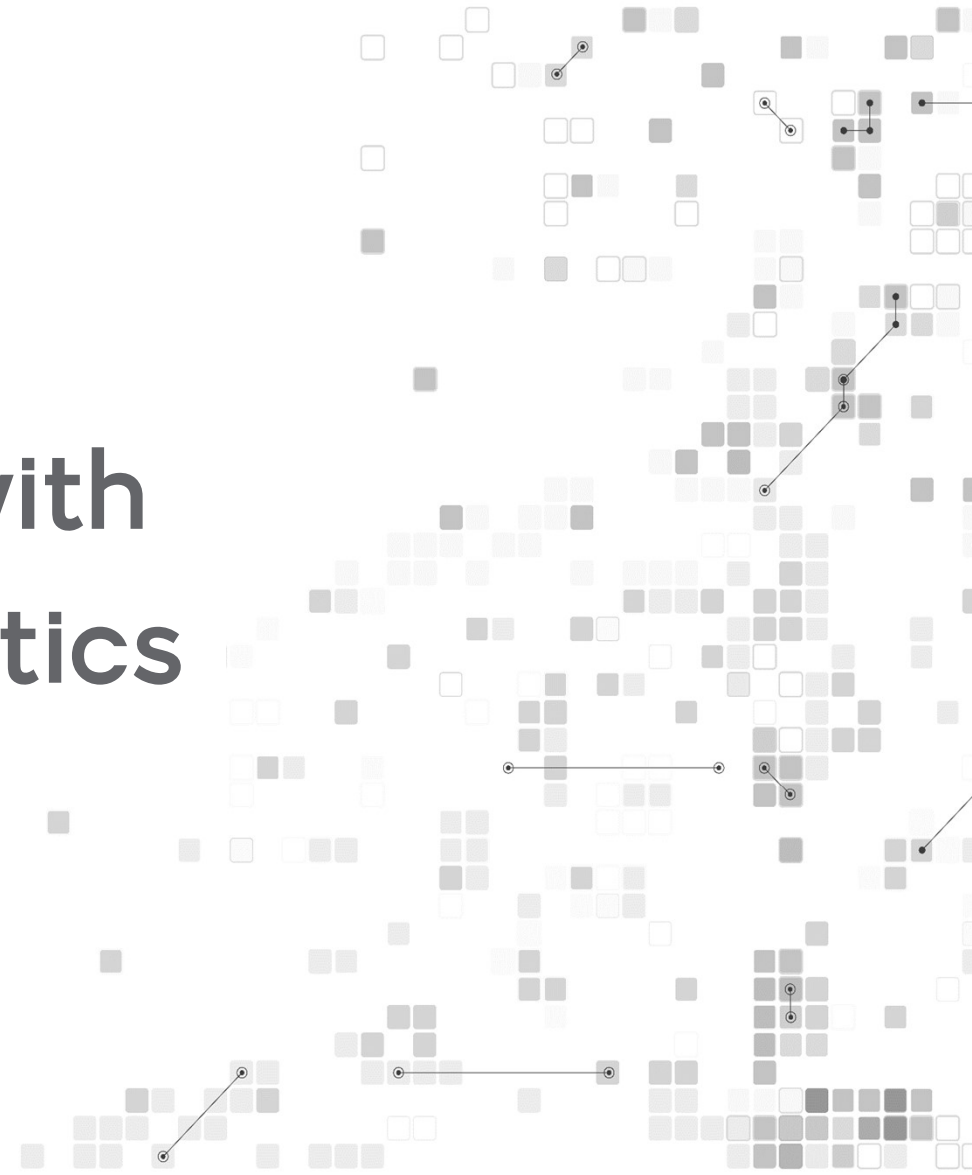


Getting ahead with Enterprise Analytics

Eduardo Santos, Ph. D.
VP of Enterprise Analytics

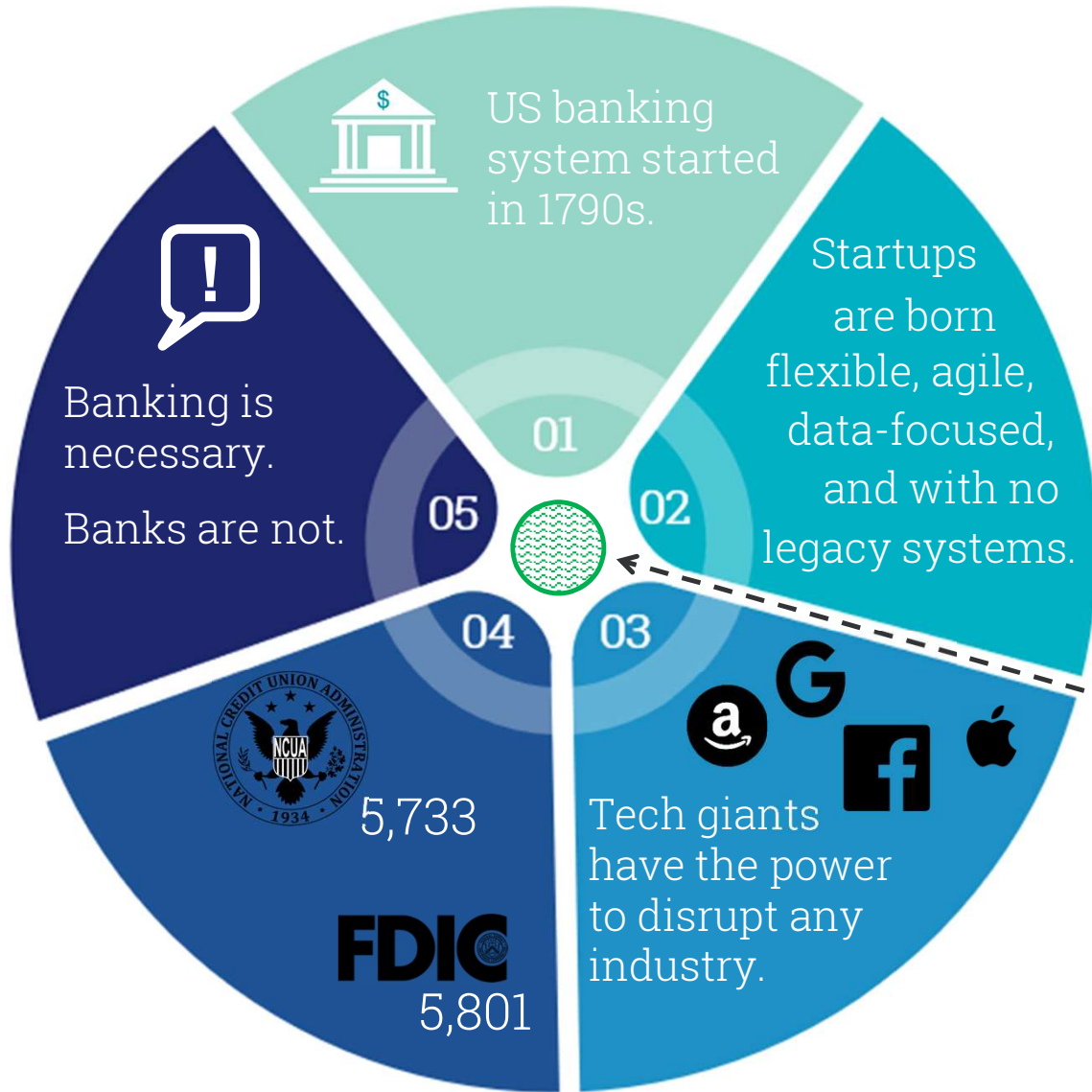
@ esantos@unitedfcu.com

[in linkedin.com/in/-jesantos/](https://www.linkedin.com/in/-jesantos/)





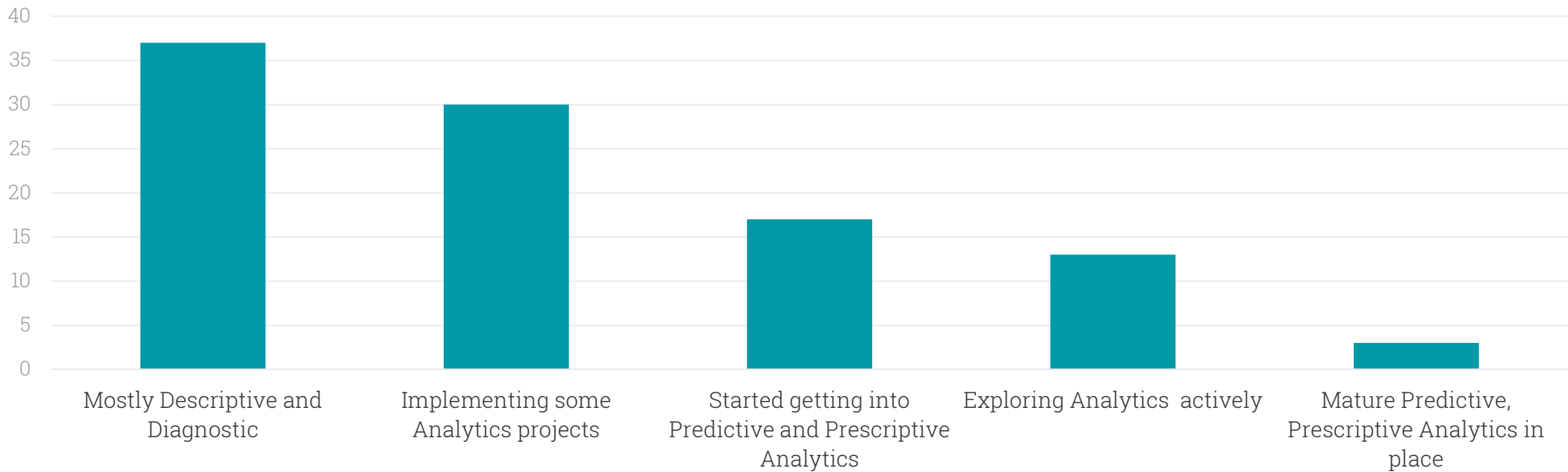
Current State of Affairs



Our playing field.

UFCU Analytics Maturity – Jan. 2019

How Are Organizations Using Analytics



*Source: Crowe Horwath LLP Study

Satisfaction Score Overview

Survey Responses between June 16, 2020 and July 15, 2020

4.82

Weighted Overall Satisfaction Score

4.82
2020 Goal

4.82
Year to Date

1.7K

Number of Respondents

11.5K
Year to Date



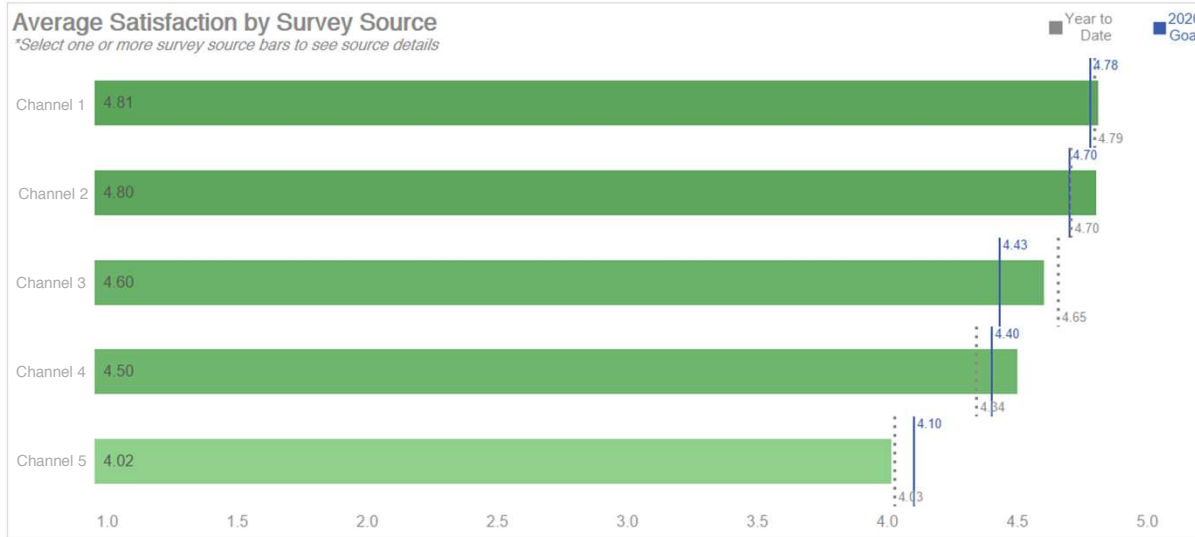
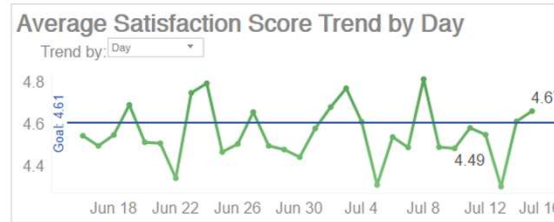
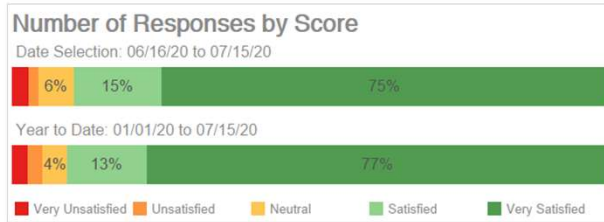
Filters

Response Date Range
Last 30 days

Survey Source
(Multiple values)

Region
(All)

Branch
(All)



Member Comments

Date	Score	Comments
7/15/2020	5	promptly serviced me
7/15/2020	5	Very nice, good subject knowledge, and very helpful. F...
7/15/2020	5	Christine is also so pleasant and cheerful. It's a pleasure to go int...
7/15/2020	5	Yes! You don't keep your customers long in rendering ser...
7/15/2020	5	courteous, professional worker....explained each step c...
7/15/2020	5	Friendly and willing to help find a solution.
7/14/2020	5	i always feel protected be with you forever
7/14/2020	4	Overall I just love banking with United Federal...
7/14/2020	5	it easy
7/14/2020	5	easy and convenient
7/14/2020	5	Processed a loan for an RV. Handled the title work by gettin...
7/14/2020	5	Always so helpful and pleasant!
7/14/2020	5	atm worked great no issues received my money as needed.
7/14/2020	5	You were able to straighten out the problem I had with mobile d...
7/14/2020	5	Very friendly service.
7/14/2020	5	helpful and personable!
7/14/2020	5	the customer service rep, Brittany Smith went out of her w...
7/14/2020	5	She answered all of our questions and immediately proc...
7/14/2020	5	the drive through was very fast,





How do we move forward?

Why data? Why now?

- Why should your organization invest in data and analytics?
- Is your data strategy focused on projects and budget only?
- What is the role of data in your organization's value proposition?
- What new opportunities does data generate for your organization?

The Elements of a Successful Analytics Function

- 1 Commitment
- 2 Data
- 3 Purpose
- 4 People
- 5 Adoption
- 6 Fluency

Focus on the strategy



No data initiatives

- Data is centralized
- Ad-hoc requests
- Rearview mirror

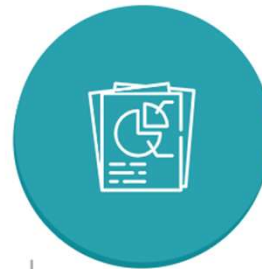
01



Focus on projects

- Projects & Budget
- Focus on goals
- Narrowed scope

02



Data supports the strategy

- Data strategy
- D&A success
- Broad reach

03



Data is the strategy

- Data as a value creator
- Data culture
- New capabilities

04

Focus on the strategy

<p>1. Always on Uses data and analytics as an “always on” set of capabilities that doesn’t require a specific set of predefined business capabilities.</p>	<p>2. D&A hub Uses data and requires a measurable return for a business; generally centers around business cost, time and quality optimization.</p>	<p>3. Integrated value chain Creates a completely integrated information value chain, with data and analytics used throughout the chain.</p>
<p>4. D&A as a service Collects as much customer data as possible within legal boundaries to use for cross-selling, upselling and deep-selling.</p>	<p>5. 360-degree view Uses data to create a solid understanding of customer needs with context for better selling opportunities.</p>	<p>6. Personal analytics Shares data with customers that enables them to improve their lives versus for the benefit of the enterprise to create loyalty.</p>
<p>7. Self-service Uses data and analytics as a tool to support customers, enabling customer service to become self-service and the business to focus on innovation.</p>	<p>8. Feedback Uses data and analytics to enable new business models such as predictive asset maintenance.</p>	<p>9. D&A products Uses data and analytics to drive new business, making data a product in and of itself. Success is measured by the percentage of revenue attributed to data.</p>
<p>10. Compliance Aims to use data for compliance reporting and to minimize related costs.</p>	<p>11. Risk mitigation Uses data to mitigate risks and select business opportunities based on investment/return.</p>	<p>12. Risk leadership Uses data to more accurately assess risks versus companies not using data, enabling new business opportunities.</p>
<p>13. Do nothing (Not recommended) Fails to recognize the value of data and analytics, either unconsciously or as a purposeful business decision. This results in fragmented data and a generally undesirable state.</p>		

**The customer is
always right.**

**With analytics, you can
be right about them too.**

Member Segmentation Analysis

June 2020



■ (1) Have-To Henry
■ (3) Average Joe/Jill
■ (2) Disengaged Debbie
■ (4) Engaged Ed/Ellen
■ (5) Time-Tested Tom
■ (7) Big Balance Bobbie
■ (6) Loan-Focused Lou

Filters

Member Segment: (All)

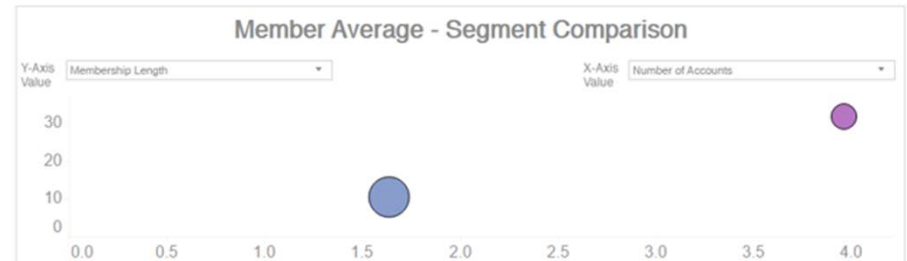
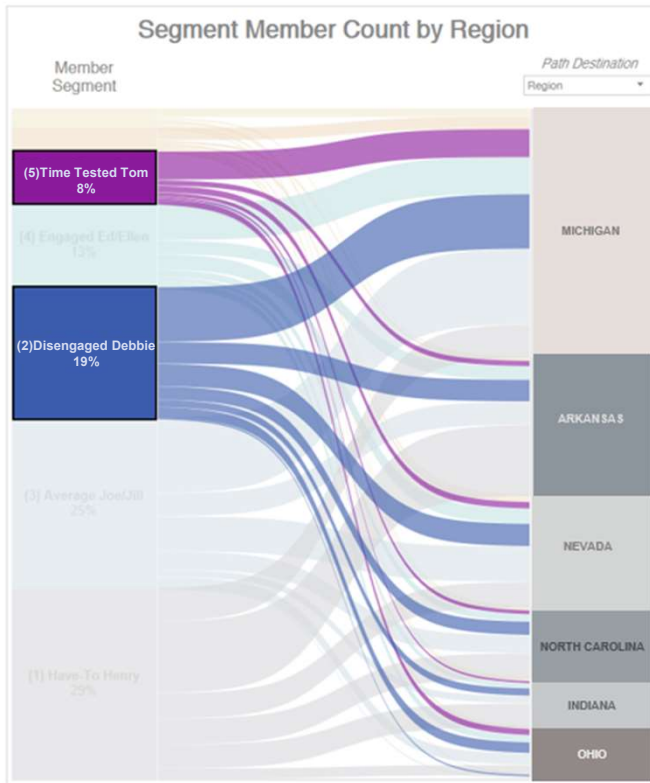
Contact Privacy: (All)

Age Group: (All)

Product Category: (All)

Product: (All)

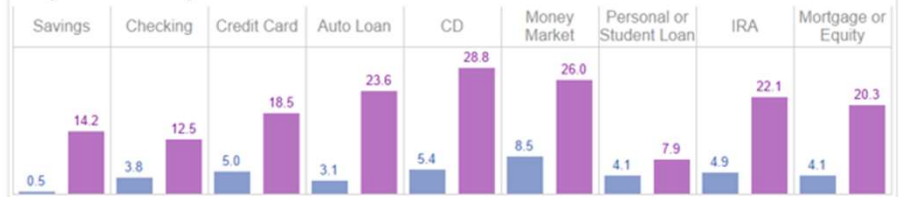
Region: (All)



Segment Details

Average Member Age	42	65
Average Membership Length	10.4	31.7
Average Engagement Score	52.7	72.1
Average Household Distance to Branch	8.1	8.7
Average Deposit Balance	\$4,831	\$8,741
Average Loan Balance	\$18,553	\$8,213
Member Count (copy)	29,323	11,610

Segment Average Years to First Product





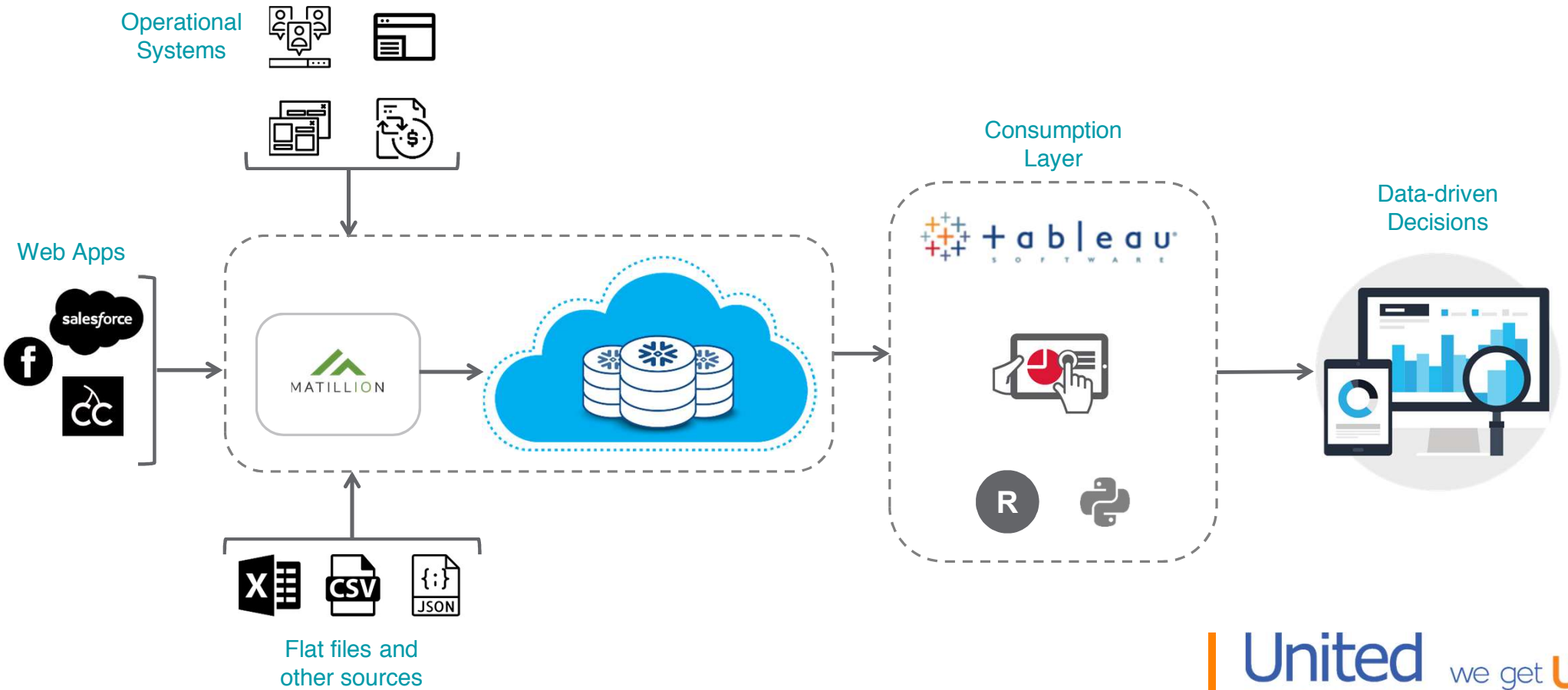
Where's the data?

An analytics-ready data hub

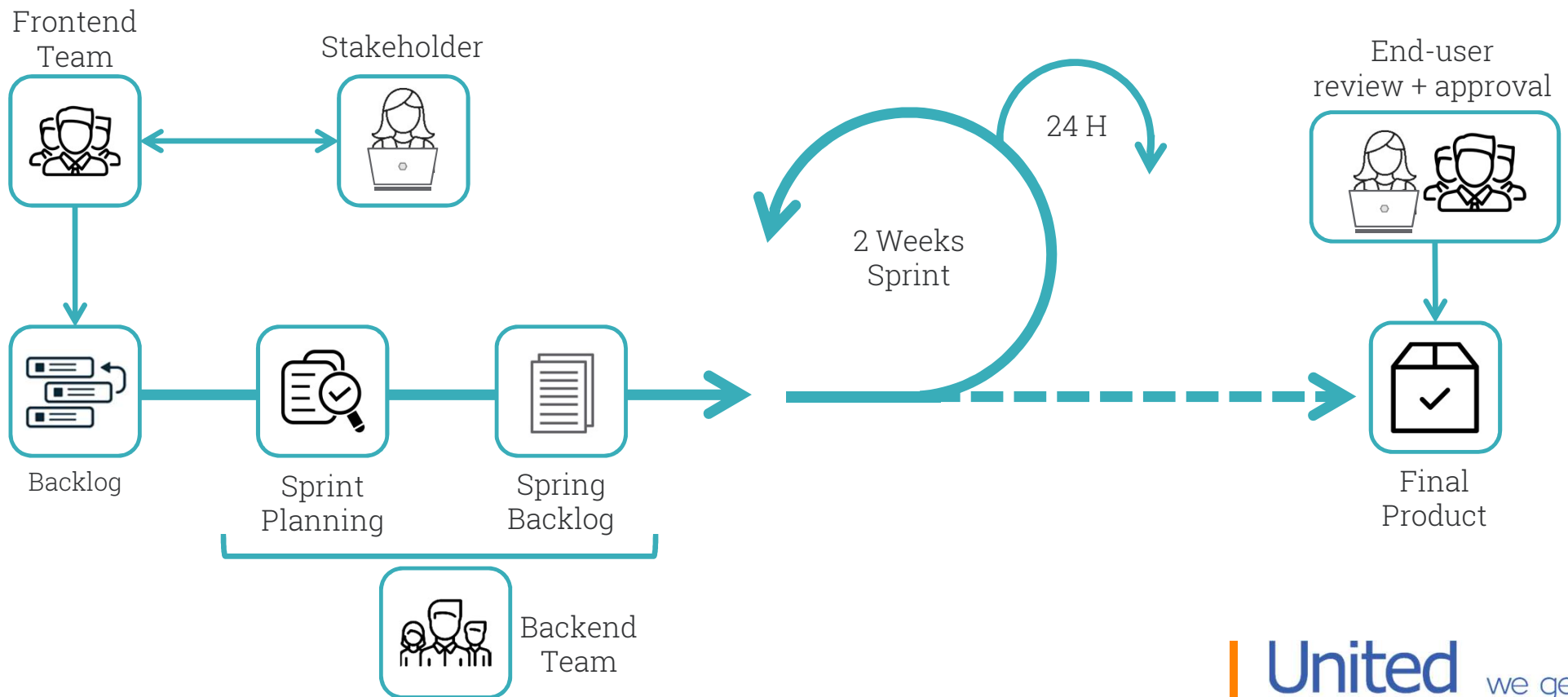


- Security
- Innovation
- Flexibility

An analytics-ready data hub



Our take on Agile Analytics



OpEx Tracking

Current Year | January 2020 - June 2020

\$10.01M

Actual Expense

1.1% or \$100M Under Budget



Dashboard Year
Current Year

SLT Member
All

Expense Category
All

Account Budgeter
All

GL Account
All

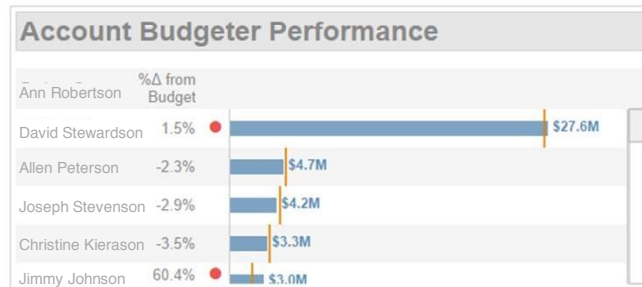
SLT Member Performance

View Totals by: SLT Member	Actual to Budget Performance				Actual to Prior Year Performance		
	Actual	Budget	\$Δ from Budget	%Δ from Budget	Prior Year Actual	\$Δ from Prior Year	%Δ from Prior Year
Colin Smith	\$1,000,000	\$1,000,000	(\$397,261)	-8.1%	\$1,000,000	\$1,000,000	12.7%
Kaycee Williams	\$1,000,000	\$1,000,000	\$1,019,208	45.8%	\$1,000,000	\$1,000,000	96.7%
Raymond J. Brown	\$1,000,000	\$1,000,000	(\$561,840)	-25.5%	\$1,000,000	\$1,000,000	-14.6%
D. J. Garcia	\$1,000,000	\$1,000,000	\$376,146	1.4%	\$1,000,000	\$1,000,000	8.6%
Patrick Carlson	\$1,000,000	\$1,000,000	(\$678,743)	-9.4%	\$1,000,000	\$1,000,000	-8.4%
Daniel Davis	\$1,000,000	\$1,000,000	(\$300,677)	-3.7%	\$1,000,000	\$1,000,000	9.1%
Tami A. Brown	\$1,000,000	\$1,000,000	(\$21,757)	-25.7%	\$1,000,000	\$1,000,000	-40.7%

Summary Table

Hover over the "Quarter" label and click the - icon to see totals.

Quarter	Month	%Δ from Budget	Actual	Budget
1	January	-2.5%	\$1,000,000	\$1,000,000
	February	-1.0%	\$1,000,000	\$1,000,000
	March	-0.2%	\$1,000,000	\$1,000,000
2	April	1.2%	\$1,000,000	\$1,000,000
	May	-4.3%	\$1,000,000	\$1,000,000
	June	0.3%	\$1,000,000	\$1,000,000



Expense Category Performance

Click to view account details.

Expense Category	%Δ from Budget	Actual	Budget
Compensation	5.0%	\$1,000,000	\$876,000
Employee Benefits	0.9%	\$1,000,000	\$876,000
Travel and Education	-53.5%	\$1,000,000	\$876,000
Dues and Subscriptions	-22.2%	\$1,000,000	\$876,000
Office Occupancy	-10.7%	\$1,000,000	\$876,000
Office Operations	-0.8%	\$1,000,000	\$876,000
Member Education and Promotion	-32.0%	\$1,000,000	\$876,000
Loan Servicing	-2.1%	\$1,000,000	\$876,000
Professional and Outsourcing Services	-20.3%	\$1,000,000	\$876,000
Shortages and Fraud	1.2%	\$1,000,000	\$876,000
Member Insurance and Operating Fees	-3.9%	\$1,000,000	\$876,000





Data Democratization

Reaching to the top shelf...



Data Democratization

Data Governance



Self-service Analytics





Getting Started

Messages to the Business

- We're already doing it
- Data Governance is not a project
- We don't have to spend a lot of money on data governance
- Get buy-in by demonstrating value
- Executive support is critical



Our approach to data governance

- Assessment
- Ideal state and gap analysis
- Design your program
- Functional design
- Roll-out and sustain





Self-service Analytics

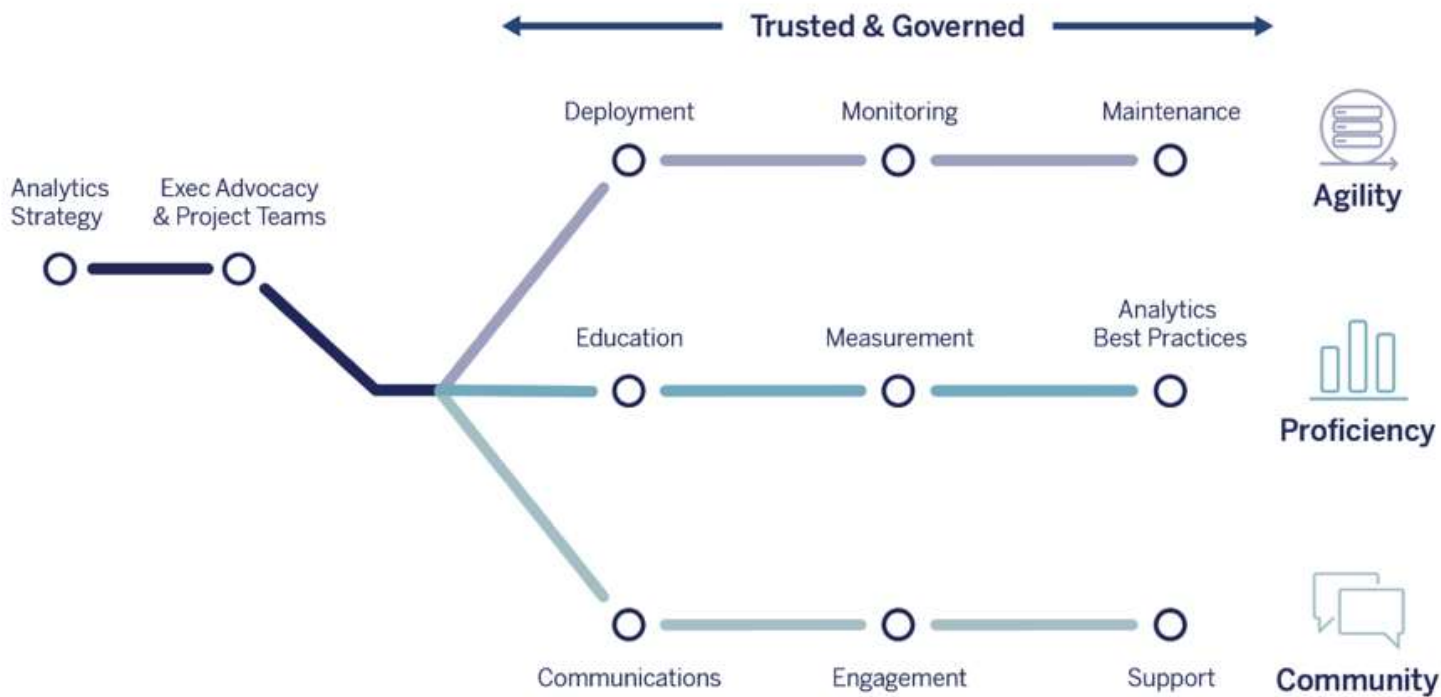
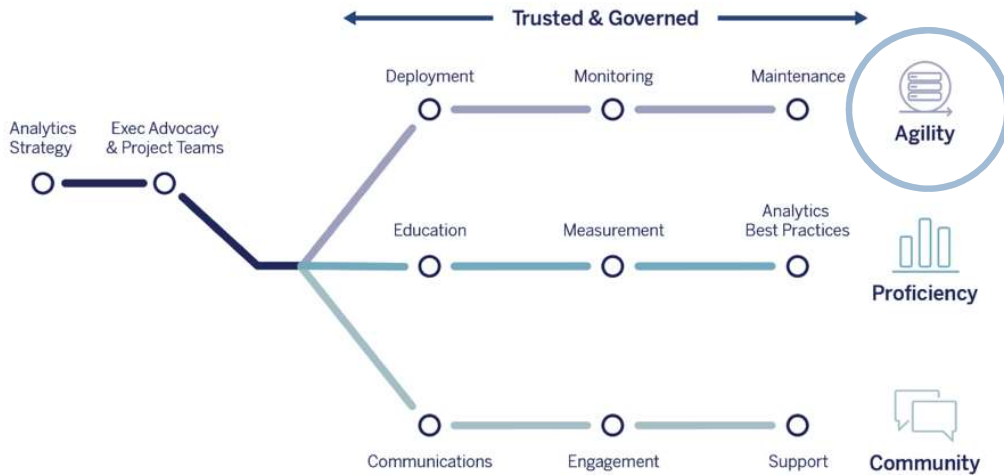


Tableau Blueprint



Self-service Analytics

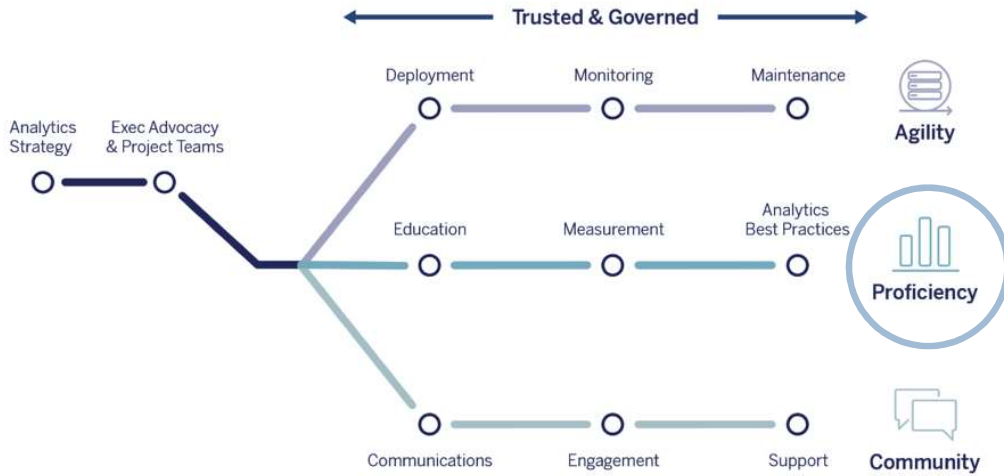
Monitoring



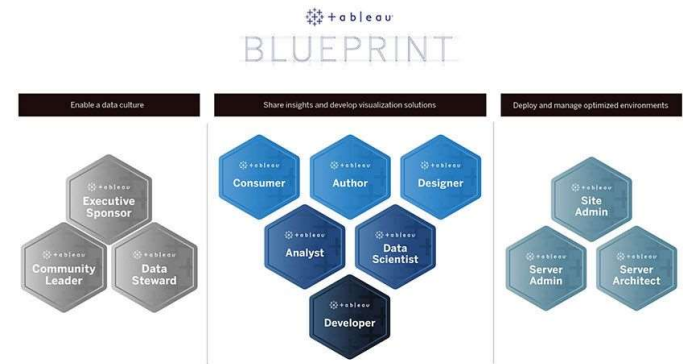
- Performance & Health
- User Management
- Auditing



Self-service Analytics

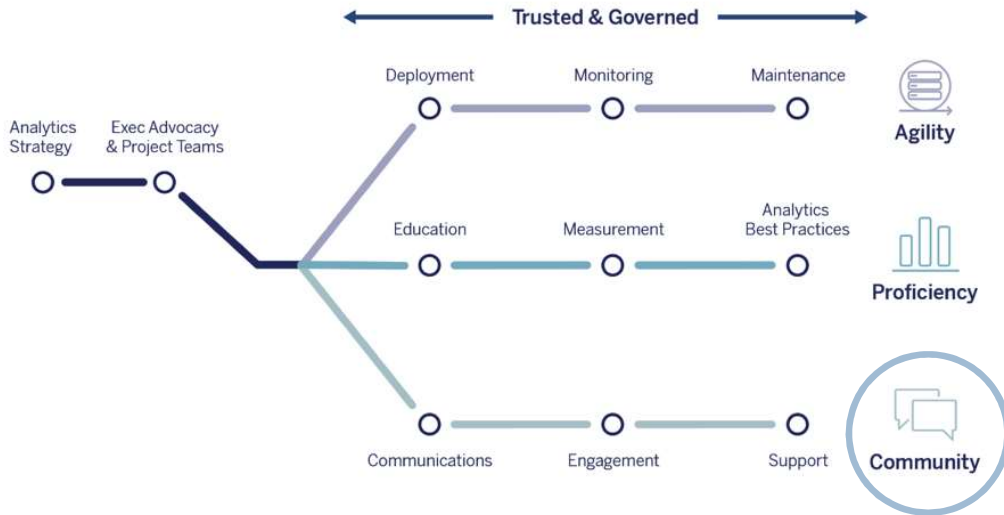


Education





Self-service Analytics



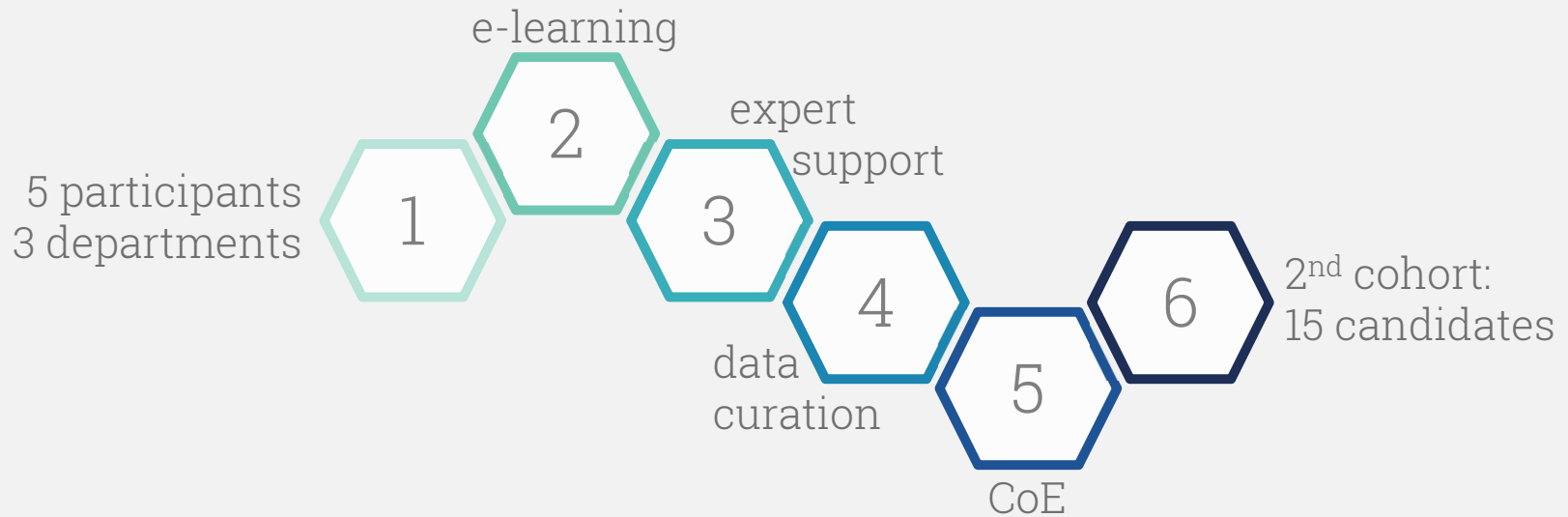
Engagement



CoE



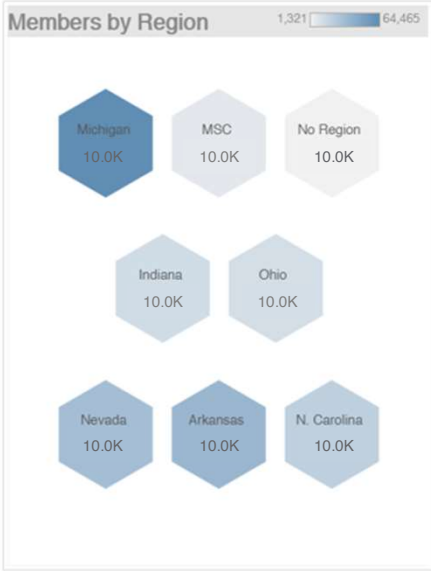
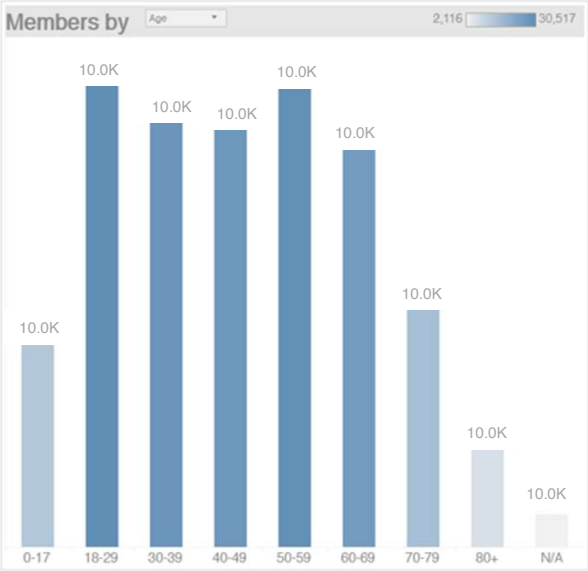
Self-service Analytics



Member Workbench Current Member and Account Information as of July 14, 2020



Member Active Member <input checked="" type="radio"/> (All) <input type="radio"/> No <input type="radio"/> Yes Business Member <input checked="" type="radio"/> (All) <input type="radio"/> No <input type="radio"/> Yes Indirect Only Member <input checked="" type="radio"/> (All) <input type="radio"/> No <input type="radio"/> Yes		Account Open Account Filter <input type="radio"/> (All) <input type="radio"/> No <input checked="" type="radio"/> Yes Account Open Date 11/4/1949 7/14/2020 Account Close Date Balance Amount Range (\$75,631) \$13,604,283		Product Balance Sheet Category (All) Product Name (All) Application Code (All) Maturity Date 9/10/2008 7/1/2051		Location Region (All) Branch (All)	Service Direct Deposit Enrolled <input checked="" type="radio"/> (All) <input type="radio"/> No <input type="radio"/> Yes Mobile Enabled <input checked="" type="radio"/> (All) <input type="radio"/> No <input type="radio"/> Yes E-Statement Enrolled <input checked="" type="radio"/> (All) <input type="radio"/> No <input type="radio"/> Yes
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100K Number of Members	100K Number of Accounts
100 Average Age	100 Average Tenure
100 Average Products	\$100 Average Account Balance



Better insights with Analytics and AI

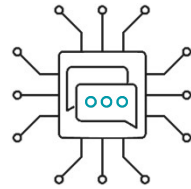
Enterprise Analytics

strategic initiatives & value proposition

“We know our members...”



Cross-sell
Engine



NLP



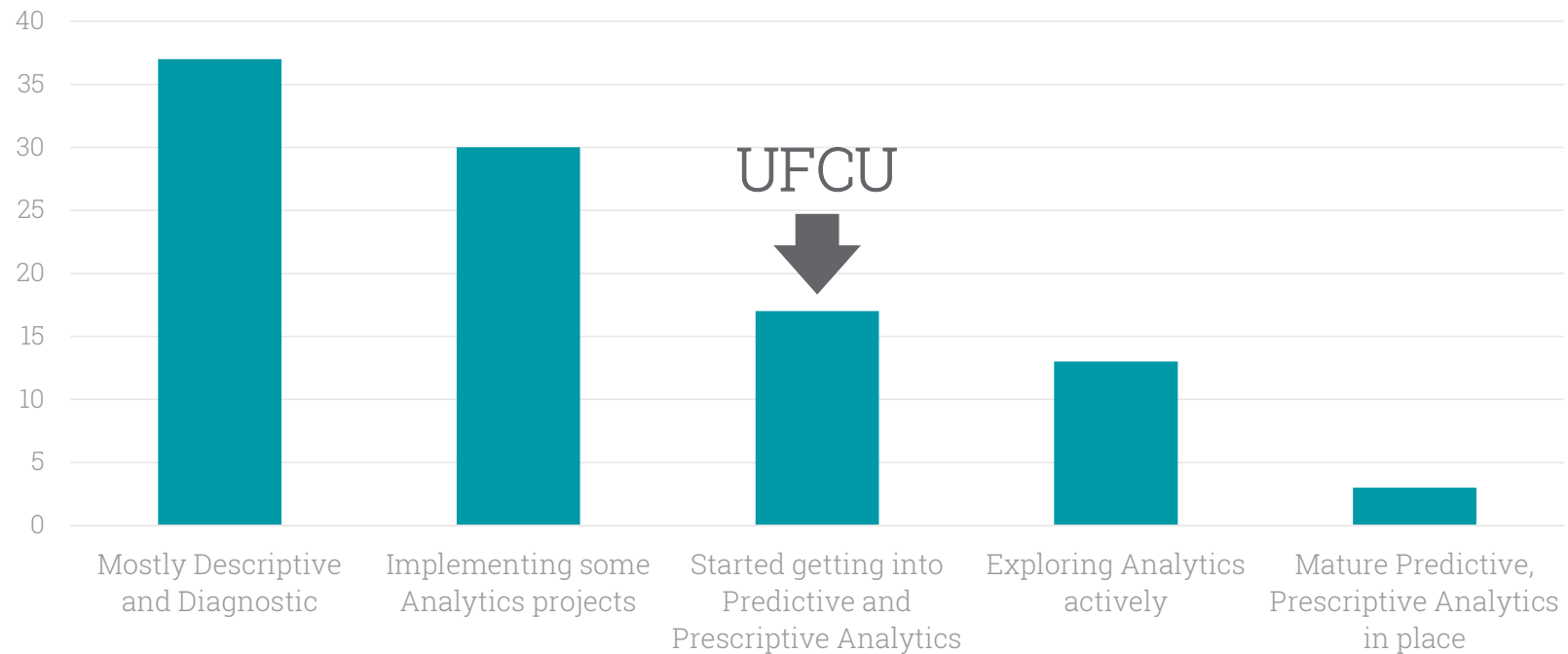
Holistic View of
Our Members



Profitability
and CLV

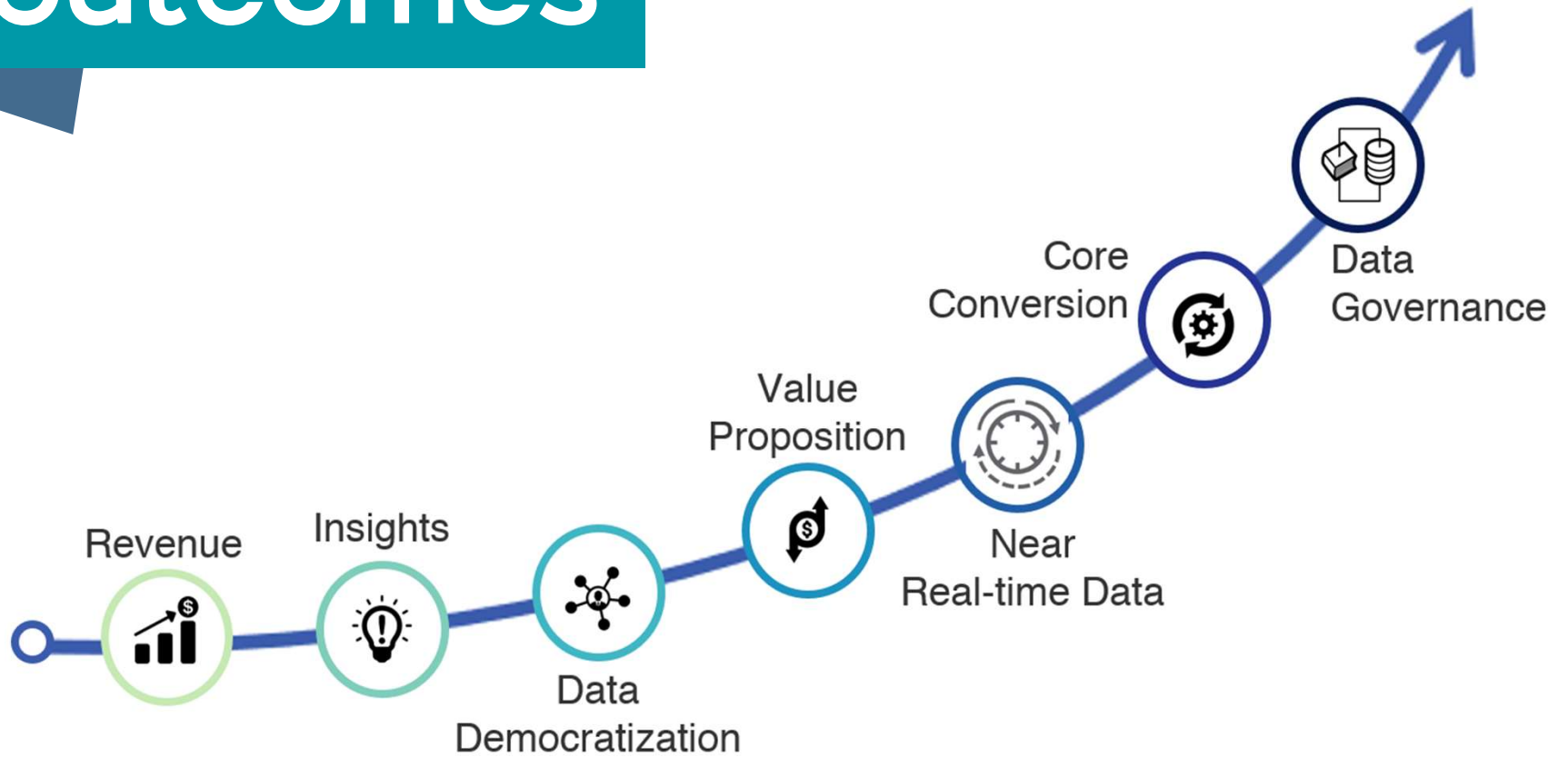
UFCU's Analytics maturity today

How Are Organizations Using Analytics*



*Source: Crowe Horwath LLP Study

outcomes



- 1 Commitment
- 2 Data
- 3 Purpose
- 4 People
- 5 Adoption
- 6 Fluency

**UFCU Enterprise
Analytics**
Current State

Mortgage Advisor Performance

May 2020 - July 2020



Date Range
Last 3 months

Amortization Type
(All)

Branch
(All)

Current Loan Status
(All)

Current Milestone
(All)

Investor
(All)

Loan Program
(All)

Loan Purpose
(All)

Loan Type
(All)

Mortgage Advisor
(All)

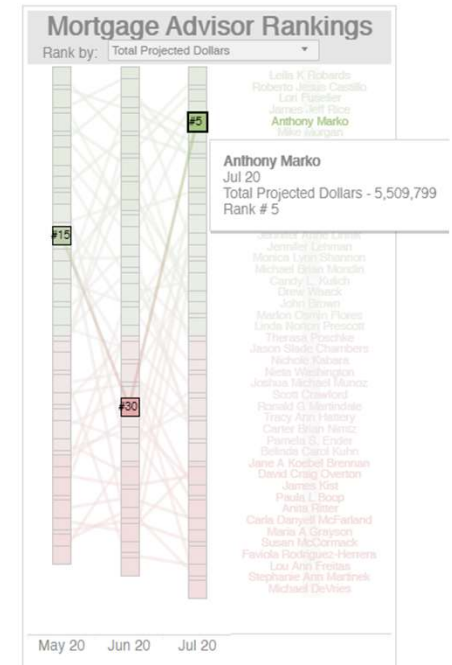
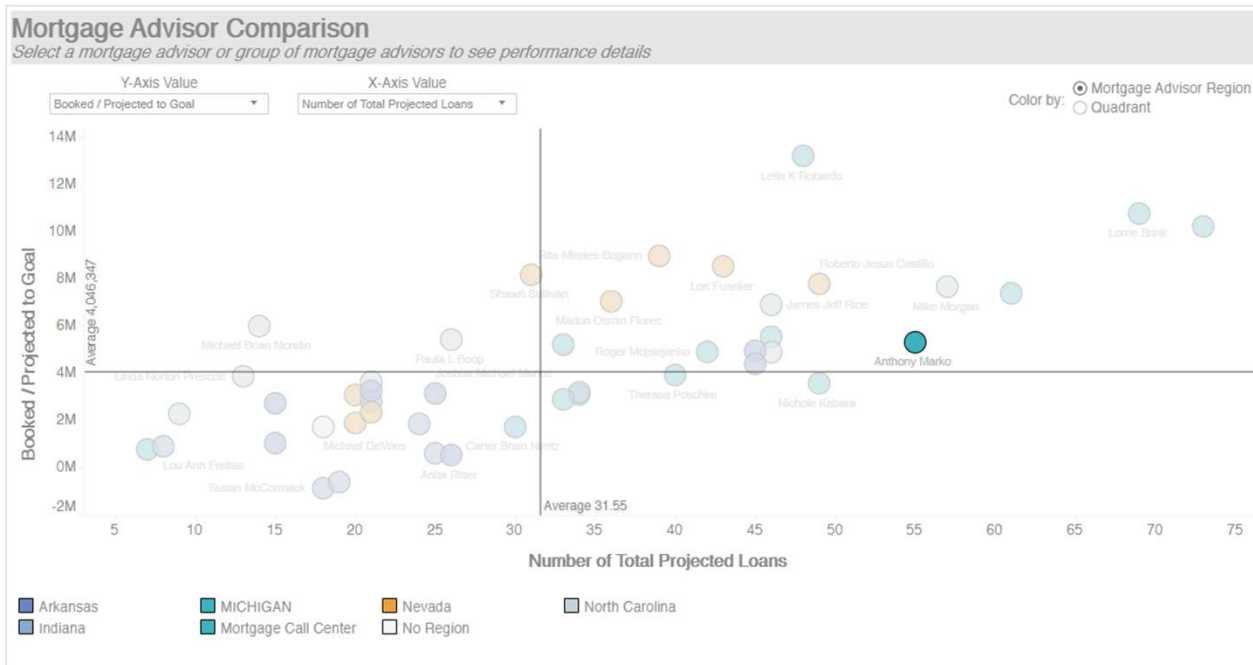
Mortgage Advisor Region
(All)

Product
(All)

Region
(All)

Saleable
(All)

Property Occupancy Status
(All)





@ esantos@unitedfcu.com
[in linkedin.com/in/-jesantos/](https://www.linkedin.com/in/-jesantos/)